

# Crisis COMMUNICATION

practical PR strategies for reputation  
management and company survival



Edited by PETER F. AFTHEISSEE

HOCHSCHULE  
LIECHTENSTEIN



London and Philadelphia

# Contents

*Forward byjm Wtikh*

<i>Peter Frans Anthantssen</i>	1
No thrillers, bul hard reality	7
<i>Peter Fratfi AnthoniJtStn</i>	
IniiiiNiuuiun 7; There are no guarantee* tt; Sialteholders arc tvery where 10; The accounts! litiiy F<unr 10; Annaying threas 11: L^nsor, arethdlleniyi-s 13: Sim-c-cnfil crisis com m nun alii >i i - jtrinpples 14; Lcam lessons from what has happened iHi Acrisi* Mv rvny cby of the 18; Conclusion 23	
2. Proactive crisis communication pTqnnin[- <i>Leighttm and fon\ Sheltun</i> irtlmiicni 24; \^<H! for a plan 35; What is a crisis?2&; What a crisis plan provides '2fy FlirncTiiK nf a plan 28; Pmpk 2ft: The plan 33; Conclusion 13	14
3. Image as a part of corporaic iiruh^y <i>Tom Ofible</i> Mfi 44; Rcpiiiatiitm Hdd value over time 45; hnw you warn m U- km>wn 46; competitive advantage ^6; Ojmmunicaiinj; Eoi 47; PUnninj; TO reach all potential audience* 4H; vision into icalily 4S;THI TVA\ sTones 49; Appeal to higher standards, bigger ideas 5(1; (londiihioH :t4	44

4. Calamities	5*
<i>Jerry llmdm, Silvia Pewlfe &amp; Citt&amp;ut and Jim Walsh</i> Introduction 55; Aeroplane aoiHdenft 5fi; N;iiir*1 disasters 59; R<:itij- prepared: Alaska Airlines <i>Ik\\ (K&gt;</i> When fire strikes twit* 6G; Conclusion 71	
<i>Tan Wallace</i> Introduction 73; Understanding financial crisis 74; In^iUnional invt'Bturj pilmlia] aj-eiUH ui I ILMS 77; Responding to financial crisis 7U; Conclusion 86	
6. Fraud	8S
Introduciion 88; Gather the fiict* 89; TeRal w atiiKtl (inr 90;Thinl-parly valirbtion 91 denial compound the problem <i>Ql</i> , When your client is victim of fraud 93; linplciufniin^ HU »i.\ tm plan 95;	
T- Reorganiiation and restructuring	97
<i>Kathryn Tunheim, Maritntwf de Jinn jit. and Jim Walsh</i> Inlmduflion i>~; Swiss pui chase of US financial services company 98; Moving business from The Netherlands to Germany 100; Goodwill is vilal in adosuiL- fiiLudLitn 103, Conclusion JOS	
8. A multitude uCchallenge!* Tor die international food sector	
<i>Xenon and Nuitia Sdnchtz</i> nifi ly I Ify HE^ILII acul dn E hAueK 111; Crisis piepaiation is the key to success 111; Stakeholders 112; The need for proactive communication 113; Tin-media US; CAHU tiitiiin 114, C^ae sLudy 114	
9. Negative press and ho« to deal wilh it	
<i>Fliz/ttwlh Stiyrrndudrr Crttfliay and WUbm Rintetaar</i> Introduction III); Prepare early and often 120; Mitigate impact with proactive response 121; Detecting a negative story bfforr itappem* 123; No <nHhidn-* m-eii apply VIA; Building budges toward recovery 12ft; Conclusion 126; Casesmdy 127	

10. There is DO substitute lor media training	132
<i>Nick Jiffhton. Steven FlegmiQ and Tuny Shelion</i>	
Introduction 1H2; Wfui uhuild wt' train? 133; Who should doihe training? 1M; Othej icsmmrs 135; Who are the media? 136; Developing the crisis messagr 1.17; Know the mlesol the gdjur 13ft; Conducting the training 140; Conclusion 141	
11. How HKnir managemeni can make the crisis worse	
Introduction 1-12; How it can all g» wrung 142; Managing ED nidke >t wcn-sr t^3: tietting it right 144; HOW to demonstrate leadei'.h'p 146; Avoidance is endemic 148; The danger signs H9; Conclusion 150	
12. judgement days	1B2
<i>tCathryn Ihtiheim</i>	
IntioduiLimi 1">2; Cam* study 153; Conclusion 156	
13. Environmental crisis communications	157
<i>Rtitifit f Oltwmnni</i>	
Introduction 157; l.-tyin^ilie j-rouidwork: creating a culiue t>f imwonmentafc sl.tw.ii tlhip ^59; When a crisis hits 163; Conclusion 168	
F4' Crisis communication and the net	169
<i>Rogr Rridgeirtmii</i>	
Introduction lt>i>;Tbe nature nil he- IKI., fa si h expansive, inclusive and a grcin levelter 170; New inetiimn. nt:w i uk^ 171; Tlit power lo empower a crisis 172, New tools, newoppoitunities f7U; Tin- TK-W ground rules 174; Crisis communicauons - engagement versus f>r->nounceraents 176; Conclusion 177	
15. Organizational barriers to crisis and public al •nunHjieim^nl	ITS
<i>Roger lit idgenifin</i>	
Introduction 178; Dismissing the issue, maiginluin^ iht (tf>jKmiton 179; Averting a crisis by early action ISO; Corporate resonrroh ( JUI irump -A crisis 181; Responding to a crisis with real process change 1H2; Assuming n ijiikk Wt. will mnke the problem go away 183: Confusing facts with peivepiim Ift4; f loinJjaiing the corporate siege 185; Conclusion 1B«	

**J6. Risk managrrfl**

Introdui ï $\leftrightarrow$ n 187- When brands do in\* measure up lo public opinion Itftt; ^Sui'nl autism' 189; lurmng public i^mision imoan As&ct IStfi Tin- brand - its financial and soi iai implications 190; Ki'ks<sub>h</sub> mk iiiin<sup>++</sup>crs and crisis comfQuiutaiim 191; Company governanu" » new source of crises 195; (Jonf lusifin 196

**17s Crisis conimnniration ch^ckli&is**

**197**

*Pfier Fratts Anthtniivurti*

{, Piq<sup>^</sup>jy....it 197,2. Public gioipsaTitl stakeholders Ittf; A. CT/HIS centre lytl; 4. Whai'i in ycmr iiwis-t<sup>n</sup>"mmumc4tion suivival Lil? ?{»0- 5. Background informal ion 201: 6. Employee train in^: dealing wiih the media ^12; 7- CA hnis manual 202; 8, llov. m handle a

; 9. Crisis slralc<sup>^</sup>y 204; 10.  
206

1. *Ftu'lwd information docunt&tf*

207

2. *Mtvaigt ilfwafatiuent document*

210

5. *Crisis preparation dwutrumi*

213

•1. *Sfieriid fotuideratHms fat drt\lm% wiih rtparten tn a crisis*

216

*Rihliogigraphy*

217

*Index*