

Kith

Crisis Communications & Reputation Management

WHAT'S NEXT FOR COMMUNICATORS RE: COVID-19

Hosted by Bill Coletti & Gerard Braud

WHAT WE WILL COVER:

- Corporate response Round 1– what we can learn & need to correct
- What can companies do next in this middle phase?
- Getting back to a “new” normal
- Leveraging your core competencies to support others
- Managing expectations of team following remote work
- Communicating & addressing difficult team situations
- Using simulations to prepare for “what’s next”
- Thinking ahead
- Basic Principles of crisis communications.



DO THE FIVE

Help stop coronavirus

- 1 HANDS** Wash them often
- 2 ELBOW** Cough into it
- 3 FACE** Don't touch it
- 4 FEET** Stay more than 3ft (1m) apart
- 5 FEEL** sick? Stay home

BASIC PRINCIPLES

**FACTS &
INSTRUCTIONS**

OUTPUT

**A-B-C
ALWAYS BE
COMMUNICATING**

**CARE, CONCERN &
SENTIMENT**

INPUT & LISTENING

**MANAGE
EXPECTATIONS**

KITH'S EQUATION FOR CRISIS SUCCESS



What do you stand for + Who's in charge / how decisions are made =
How quickly you communicate with your stakeholders

BASIC PRINCIPLES

- Set up a Core Communications Team
 - Meet daily or 2x a day
 - Goal is A-B-C & manage expectations
 - Communicate at least every other day
 - Limit to 5 people
 - Link with Operations
- Triage those that matter most
 - Typically, your people
 - Supply chain, customers and partners
 - **NOT** the media
- Transparency in Decision Making
 - A-B-C is better than “perfect”

“Great Generals issue commands in the morning and change them in the evening”

BASIC PRINCIPLES

- Fight the urge to await perfect information - use “**best current view**” - teams will understand
- Information does not equal informed – tell your own story
- Leverage health and science experts

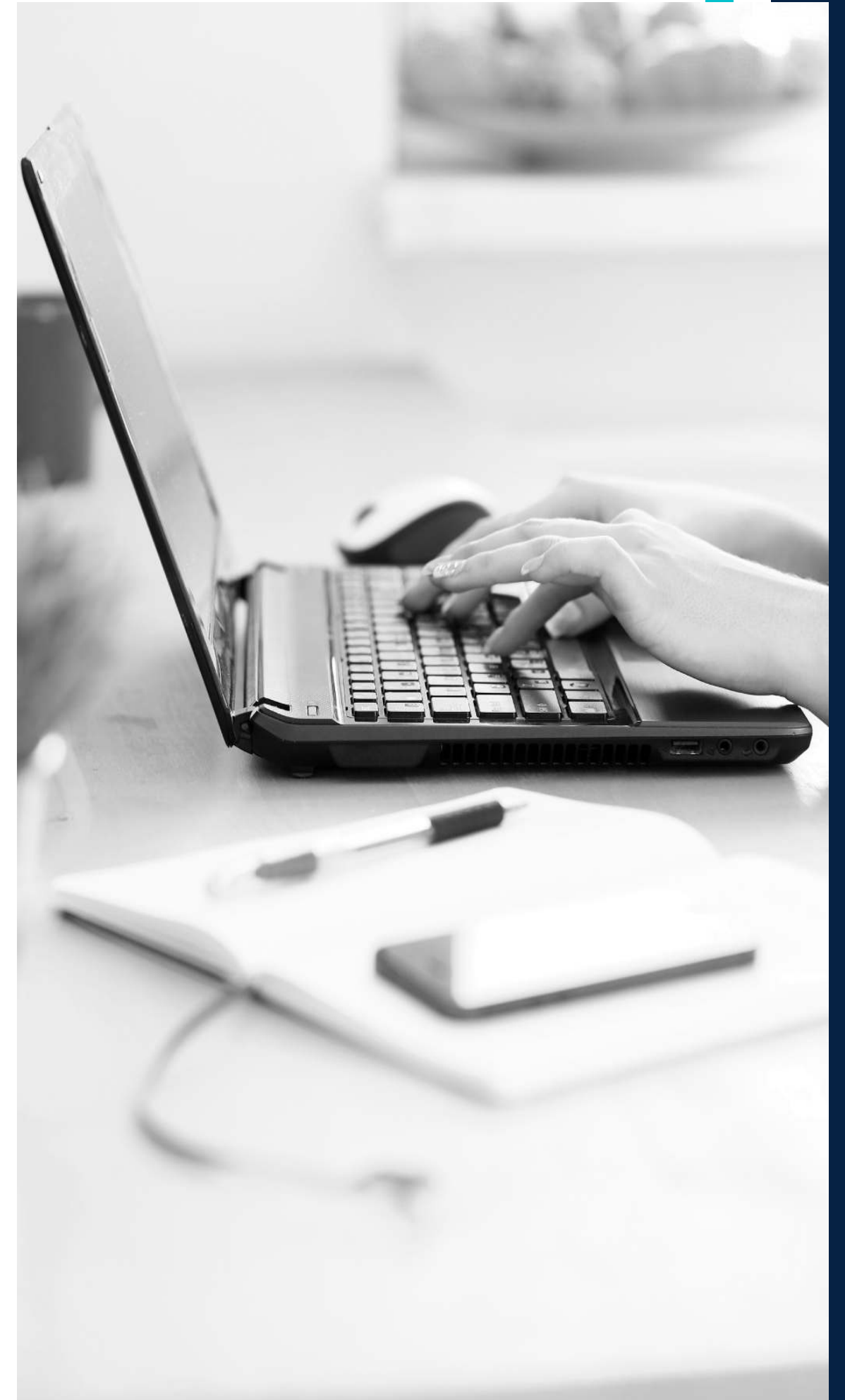
FOUR KEYS FOR BUSINESS PANDEMIC PREPAREDNESS

1. Continuity Planning
2. Workforce Protection
3. Protecting Customers
4. The broader Community

Source: Lisa M. Koonin in the Journal of Business Continuity and Emergency Planning

STRATEGY FOR A GOOD STATEMENT

- Statements will differ from voluntary or required
- Statements should be focused on those that matter most, especially your people
 - Initial statement broad public facing
 - Subsequent messaging is for stakeholders & your people (see Basic Principles)
- Include who is in charge and making decisions
- Explain steps that are being taken – as best you can
- Align with mission and values
- Demonstrate care for your people – it will be difficult
- Cascade to other groups (Gov. Relations, Sales, etc.)



ELEMENTS OF A GOOD STATEMENT 6+2

- **Empathy** – express sincere, genuine care for anyone affected
 - **Authority** – demonstrate that an executive has ownership of this issue
 - **Transparency** – be real about what is happening (unprecedented) and how it's impacting your people; address the fact this is a dynamic and evolving situation
 - **Decisiveness** – say exactly what specific steps are being taken to mitigate the situation
 - **Reassurance** – think about who is hurt, angry or scared, and what would calm them
 - **Consistency** – explain how when and where you are going to keep the updates coming
-
- +1: Make a Hero – give shout outs to employees, first responders or others who have stepped up to make a difference
 - +1: Give Back – what steps are you taking to help the broader community

SAMPLE STATEMENT

Many of you have questions, in fact all of us have questions in this unprecedented time of national crisis. Our leadership and your direct management team are committed to getting you the right information as quickly as possible.


This is a highly dynamic situation. Please stay in communication with your managers and stay posted to XXXXX for updates. We will be updating this site daily.


Specifically, we have done the following:

Please focus on taking care of yourself and your families and follow the CDC and other government authorities recommendations for “social distancing.”

**COMPANIES
RESPONDING
THE RIGHT WAY**

CONSISTENT & FRESH INFORMATION


A BULLSEYE VIEW


[about](#)
[news & features](#)
[careers](#)
[corporate responsibility](#)
[investors](#)
[press](#)



[home](#)
[about](#)
[purpose & history](#)
[our commitments](#)

Target's coronavirus response

At Target, we're committed to helping the families and communities we serve in good times and bad. We've already taken a number of steps in support of our team and guests. We're extending benefits to help team members take care of themselves and their families, conducting even more rigorous cleaning procedures in all of our facilities and providing additional support for Drive Up and Order Pickup services from our stores. And, we'll continue to do all we can to help navigate these uncertain times. Read on to learn more about our ongoing efforts.

[about home](#)
[purpose & history](#)
[our leadership](#)
[our commitments](#)
[ethics](#)
[Target's response to coronavirus](#)
[our design approach](#)
[history timeline](#)
[locations](#)
[products & services](#)
[contact us](#)






[store locator](#)

With nearly 1,900 stores in the U.S., you're sure to find a store near you.


[find stores](#)



[caring for our communities](#)

We're putting the needs of people, communities and the planet at the heart of how we work today, to help build a better tomorrow.

[learn more](#)



[additional resources](#)


[Centers for Disease Control and Prevention](#)

[World Health Organization](#)

MARCH 20, 2020

Target Builds on Our Support for Team and Communities with \$300M+ Investment

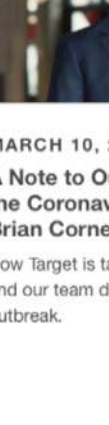
Target is investing more than \$300 million in added wages, a new paid leave program, bonus payouts and team & community relief fund contributions.



MARCH 17, 2020

An Update on How We're Supporting our Guests and Team, from CEO Brian Cornell

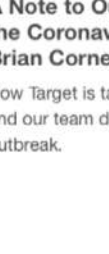
Important changes to store hours and designated shopping for vulnerable guests.



MARCH 10, 2020

A Note to Our Guests About the Coronavirus from CEO Brian Cornell

How Target is taking care of our guests and our team during the coronavirus outbreak.



frequently asked questions

We updated our FAQs on March 20, 2020

our guest experience

What steps is Target taking to keep guests safe and healthy as they shop in the

Cargill

merge with us/gallagher investment solutions careers solutions

Gallagher

Industries Insurance Services News & Insights About Us Search

In times of crisis, we're here for you.

Stay up to date for your business and employees with our Pandemic Resource Center.

Stay Informed with our Pandemic Resource Center

VISIT NOW

Gallagher

CA Bank & Trust

A WRONG WAY

Employee says he 'felt betrayed' by Thunder Valley Casino after it announced temporary closure

In an email sent on Tuesday to Thunder Valley's 2,500 employees, management initially said it would "allow Team Members to utilize their (paid time off) balances to continue being paid, or at a Team Member's discretion, opt to take unpaid leave."

Thunder Valley casino relents, says it will pay workers during coronavirus shutdown

"Like other casinos in the region, Thunder Valley will continue to pay team members through the end of the March and reassess at that time," "In addition, the team members will have the umbrella of benefits they have chosen, including medical, dental vision until the end of April, at which time we will reassess."



KEY QUESTION:

Is there anything you said on day one you can't live up to or that you need to correct before a deadline?

Are you being consistent and clear?

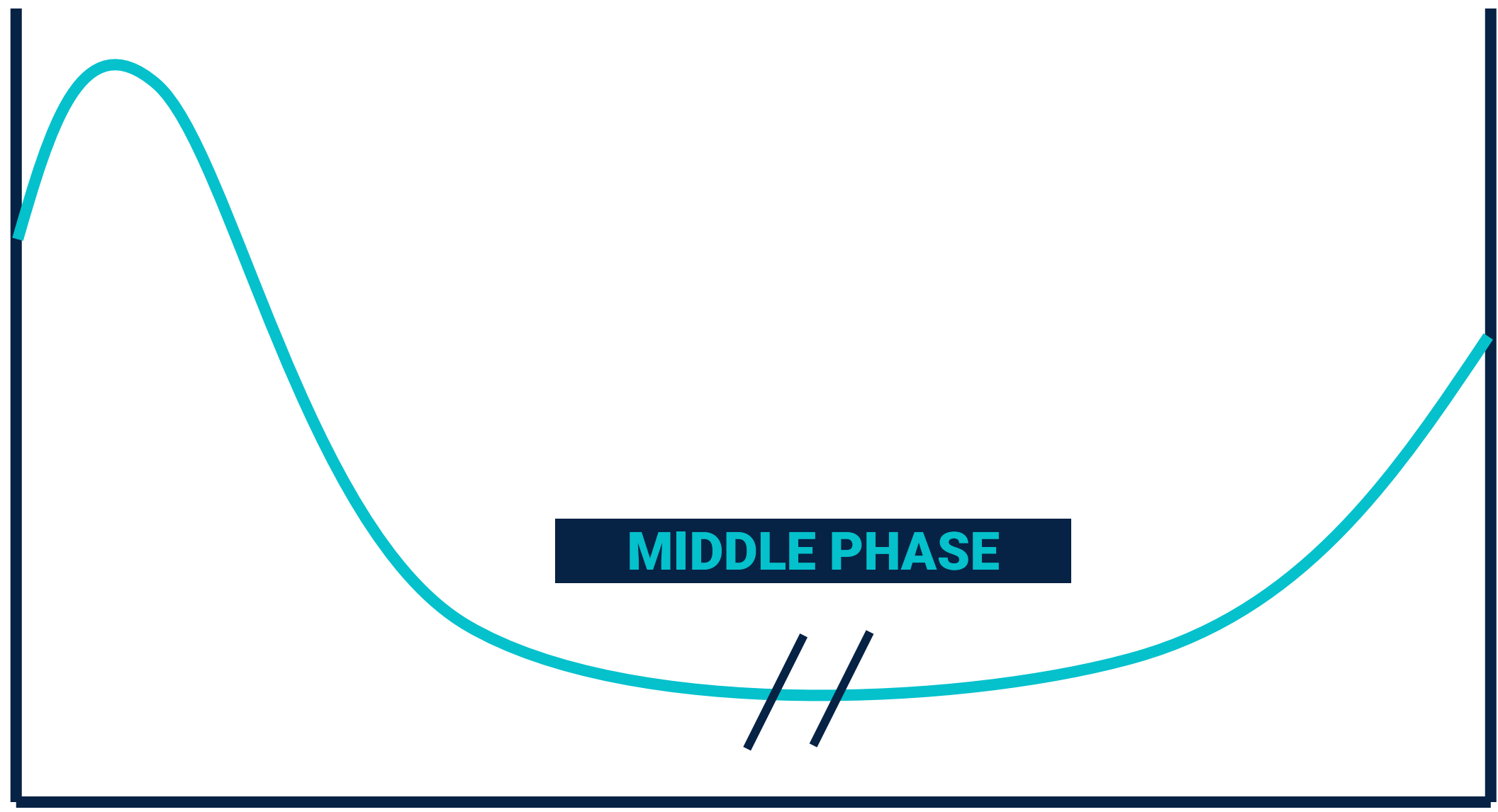


**What can companies do next in
this middle phase?**

INITIAL RESPONSE

COMING BACK

MIDDLE PHASE



WHAT IS & ISN'T APPROPRIATE RIGHT NOW ?

- Marketing messages
- Quarterly earnings
- “Tent pole” events into the summer
 - Olympics
- Ask yourself: how do I feel right now?
- Listen



Dear Bill,

In response to increasing schedule changes and cancellations stemming from COVID-19, we want to do our part to help you stay as informed as possible when you travel.

Until March 31, you have the option to turn on features that are normally a part of the paid Triplt Pro subscription. To turn on Triplt Pro features, visit www.tripit.com/pro.

If you choose to enable these Triplt Pro features, they will be included in your account until the earlier of six months of the date of activation or September 30, 2020. There is no cost to you. After that date, Triplt Pro access will be automatically turned off.

You can learn more about what we're doing in response to COVID-19 [here](#).

Sincerely,
The Triplt team

RECOMMENDATIONS

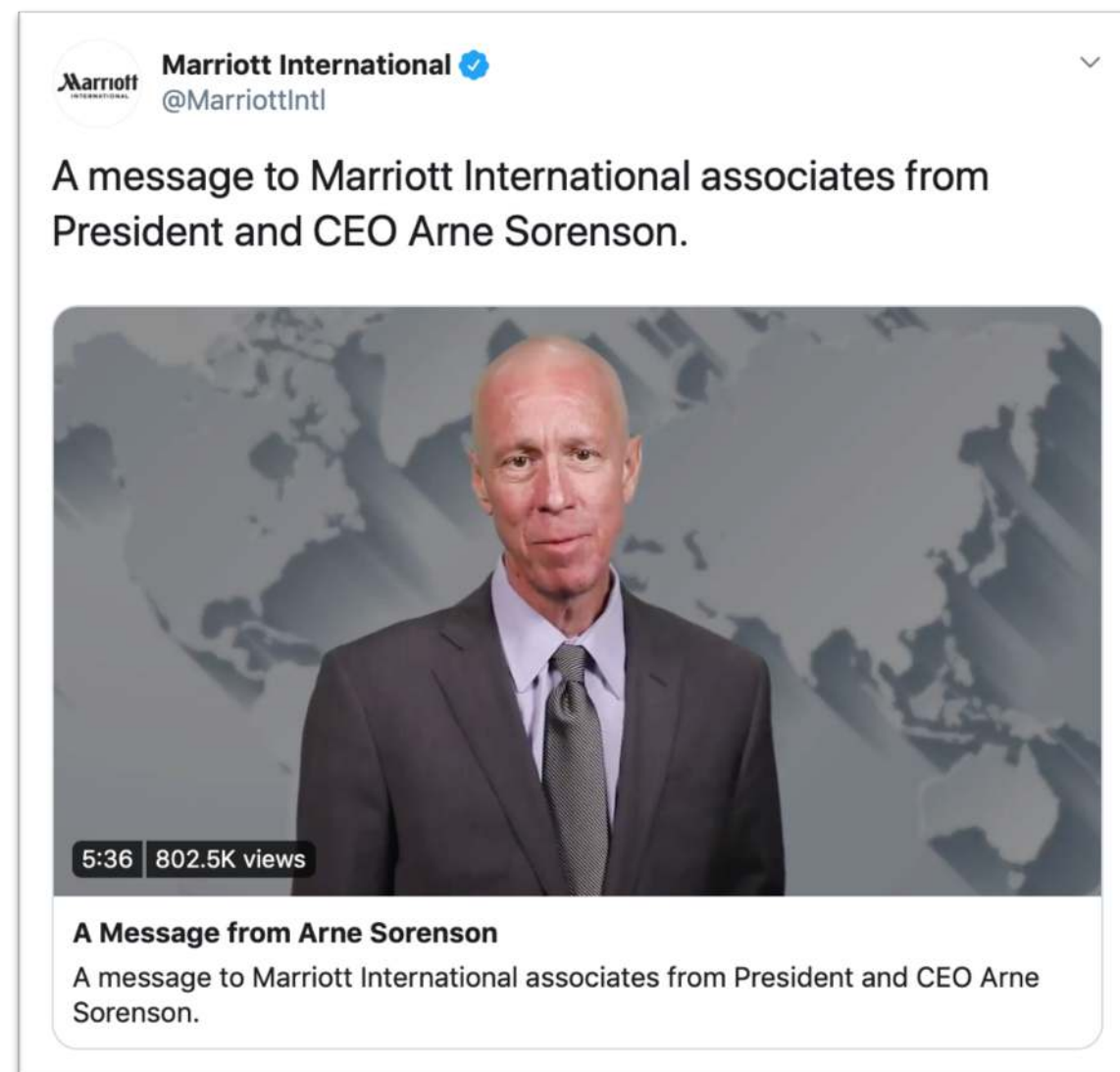
- A-B-C
- Be congruent - your actions must match your words
- Weigh the expectations of your stakeholders
- Your type of industry will affect your messaging and response
 - B2B, B2C, supply chain, higher ed etc.
- Email is a difficult medium to communicate sentiment or care
 - Use virtual town halls, video or team meetings

RECOMMENDATIONS

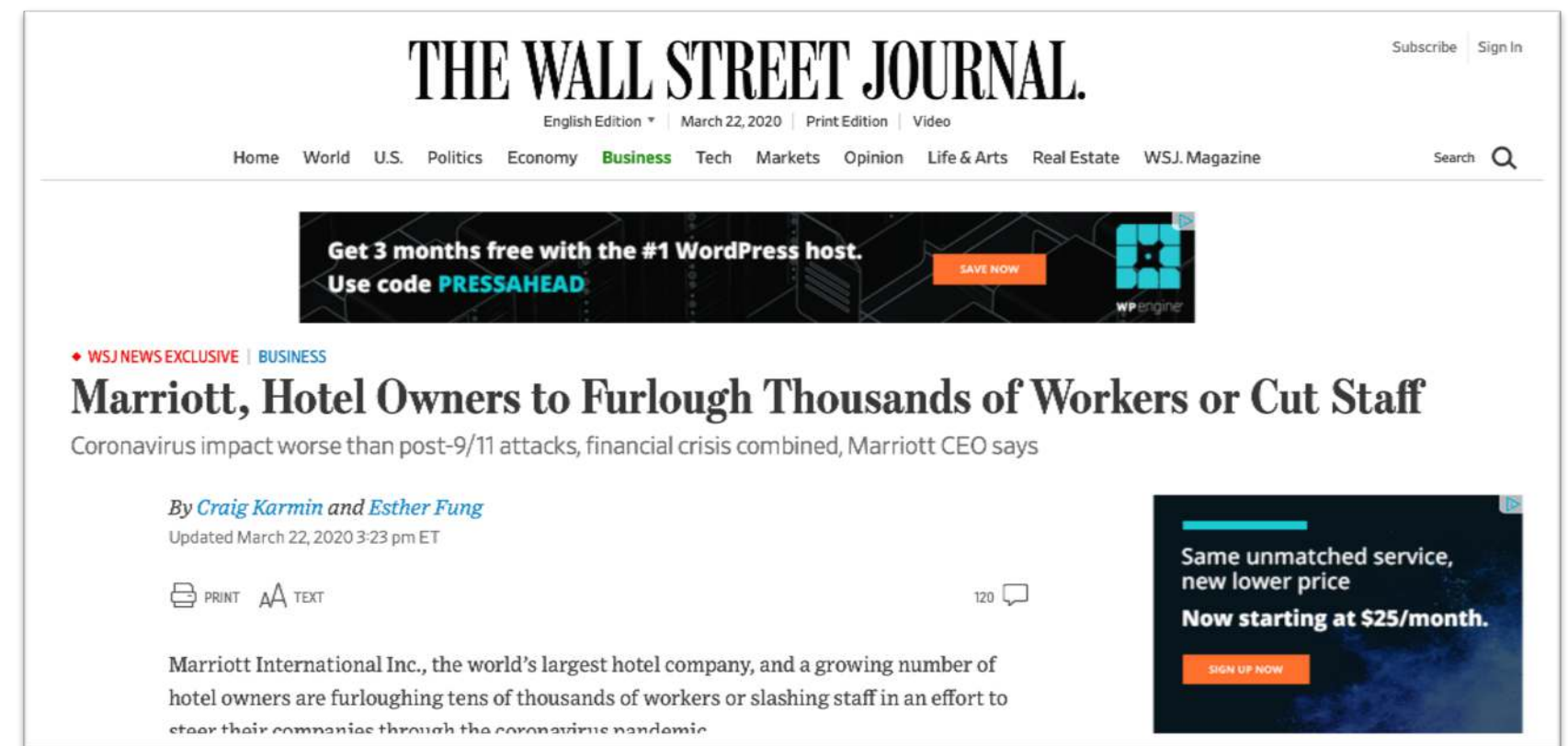
- Have your CEO share initial messaging first - ideally through video
 - Video can be transcribed and repurposed
 - Create a guide for managers to cascade and listen
- Write **useable** talking points – brief, simple, main point, know your audience
- Make sure your updates are dated
- Utilize intranet or website for information
- Write **good** FAQs and direct back to them & cascade

STRATEGIC APPROACH

Thursday, March 19, 2020



Sunday, March 22, 2020



“worse than the post-Sept. 11 period and financial crisis combined.”

KEY QUESTION:

In the middle phase are you simply sending emails – can you communicate more effectively and meet real needs?



Specific Recommendations for CEOs and Head of Communications

RESILIENCY

- Redundancy - ask yourself who else can do the job
- Diverse ideas - Poets and Quants
- Evolve, adapt and always be learning / listening – take control of your day
- Look around corners - long term shut down, getting back to work, unique impacts
- Live your values - community and team and personally
- Reflect on what you are saying
- Get some rest

Getting back to a “new” normal



PLANNING & PREPARATION

YOU CAN COME BACK TOO SOON

- Some areas of the country may come back later than others - all states/cities are not equally affected
 - Be sensitive & aware of this
 - Can you prepare messages now & host a table-top exercise?



**COMMS &
OPERATIONS**
MUST BE IN SYNC!

“The shutdowns happened remarkably quickly, but the process of resuming our lives will be far more muddled.”

Primary Questions on the minds of our people:

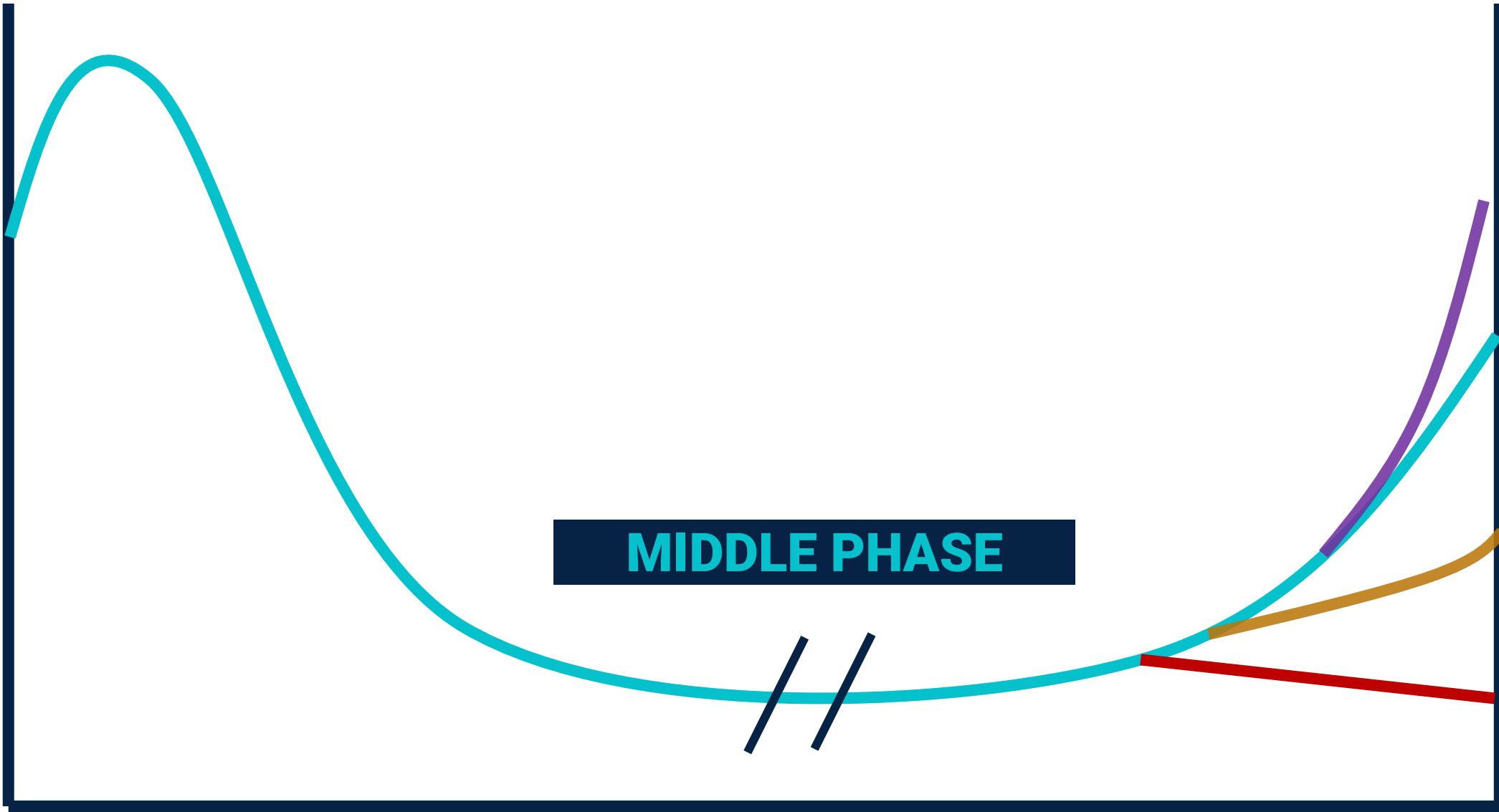
- When will “this” end”?
- How long will I get paid?
- When can we go back to – school, work / normal?



INITIAL RESPONSE

COMING BACK

MIDDLE PHASE



KEY QUESTION:

What are the decision points
you will use to determine
when to "restart"?
Can you shape messages
now?



Leveraging your core competencies to support others



Andrew Dye/The Winston-Salem Journal



Jack Guez/AFP via Getty Images



COMPANIES LEVERAGING THEIR CORE COMPETENCIES

- Distillers/Perfume companies making hand sanitizer
- Automakers making ventilators
- Hanes making masks
- Google and YouTube launch resources to educate from home

WHAT CAN YOU DO?

- Childcare and eldercare for first responders & health care workers
- Security guards re-deployed to help hospitals
- Gift card purchases for employees – helping restaurants
- Messaging for not-for-profit - church, YMCA, serves you
- Highlight your people or community hero stories
- Please share your ideas in the comments – we all need to learn from one another

4A'S OF REPUTATION MANAGEMENT

IDEAS TO AVOID MISSTEPS



KEY QUESTION:

What are we great at and
can we do it in service of
needs? Can excess talent be
deployed smartly and
safely?



Managing expectations of teams following remote work

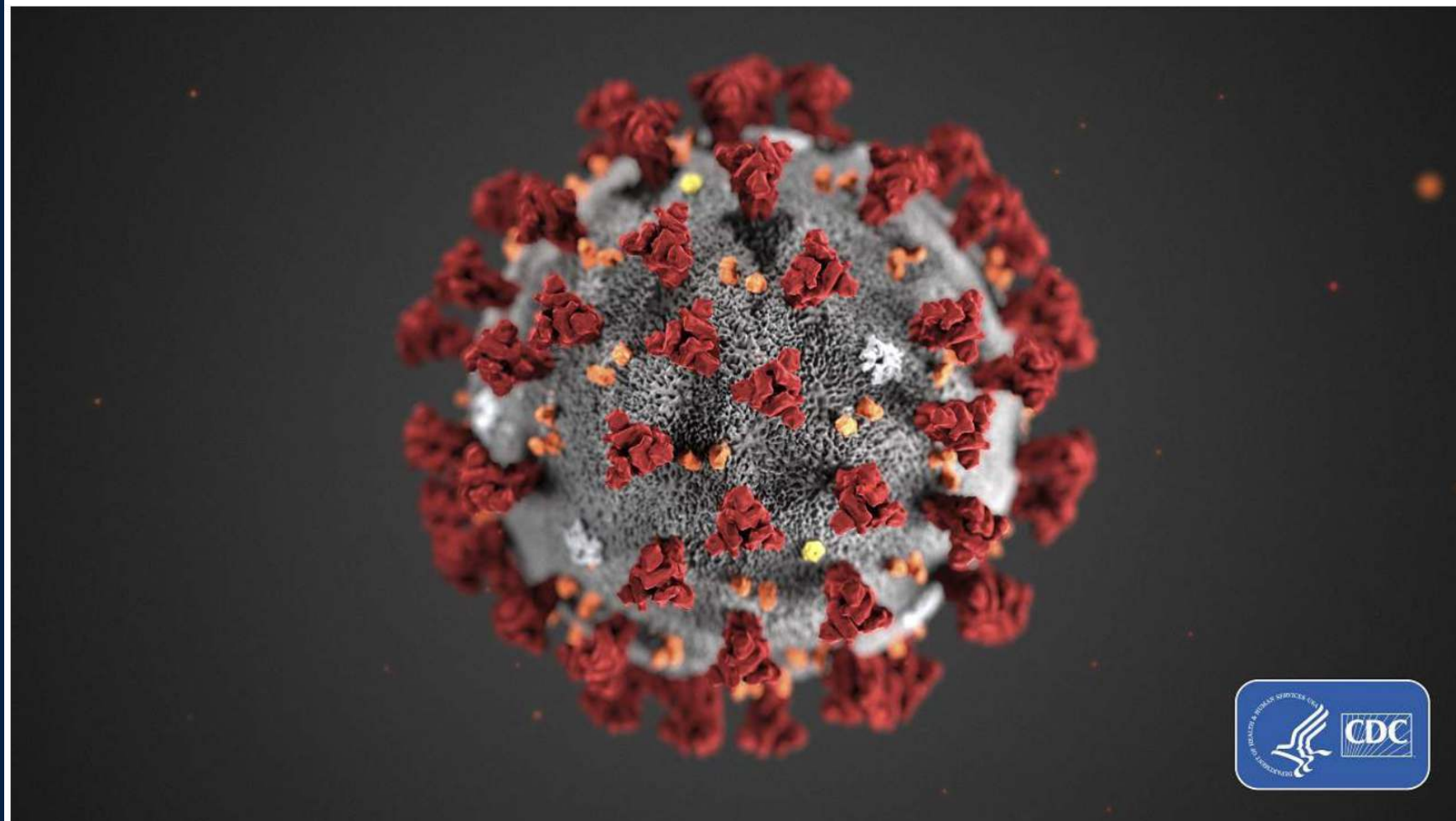
KEY QUESTION:

Office work being done at home will change culture.
How will you respond?
Do you have a plan to address this?



Communicating & addressing difficult team situations

Longtime NBC News employee dies after testing positive for coronavirus, network says



Coronavirus. (CDC via AP, File)

QUESTIONS YOU MUST CONSIDER & PLAN FOR

- What if your leader/leadership team members are infected?
- What if a customer / team member gets the virus from your place of business?
- What if your supplier shuts down from the outbreak?

KEY QUESTION:

Think about your unique and
local worst case scenario.
How prepared can you be?



Using simulations to prepare for “what’s next”

KEY ELEMENTS OF A BASIC TABLE -TOP EXERCISE

1.

Realistic scenario

You can't just pick any random scenario-- it has to be one that is realistic for you and your organization.

2.

Test against a plan

Without a crisis plan to test, it's more difficult for you to identify and repair weaknesses

3.

Right participants

People outside of comms are involved in your real crisis response, so they should all be involved in your crisis simulation.

KEY QUESTION:

Is using a “what-if” simulation
right for your organization?



Thinking ahead

LITIGATION, FEDERAL RELIEF AND RUMORS

BUSINESS

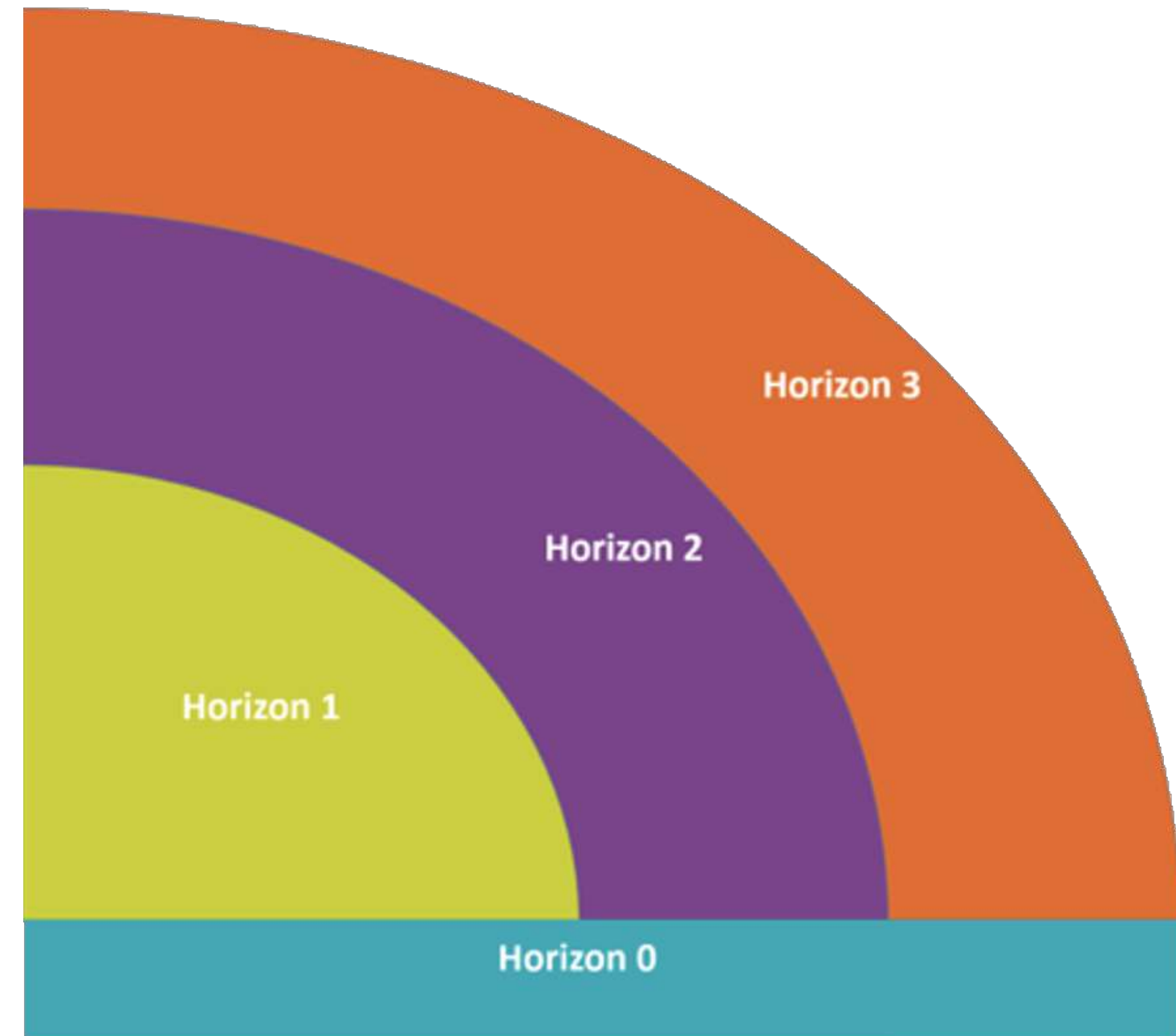
New Orleans Restaurant Kicks Off Coronavirus Insurance Coverage Litigation

Action seeks to pierce through defenses that insurers say exist in many policies to exclude claims tied to Covid-19

- Federal relief money & executive compensation
- Source of truth and understanding

UPCOMING WEBINAR TOPICS:

- **No Shame in Innovation**
- **Details on Building Trust**
- **Restart Planning**



KEY QUESTION:

When this moment is done, it
will not be over.

How best can we look
around the corner and
grow?



Q & A

THANK YOU

www.kith.co

Kith

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