



Defending Reputation & Re-Building Trust

Edelman

**Crisis Communications & Issues
Management Summit 2008**

**Sydney,
Wednesday November 5, 2008**

**Mike Seymour
International Director,
Crisis & Issues Management**

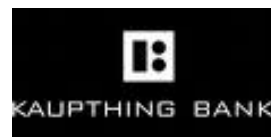
Edelman Global Crisis & Issues Management Network







LEHMAN BROTHERS



Additions to the Daily Discourse



- ◆ Sub-prime mortgages
- ◆ Toxic vehicles & funds
- ◆ Credit crunch
- ◆ Bail-out funds & initiatives
- ◆ Bank nationalisations
- ◆ Global financial crisis

How have the Challenges Changed?



- ◆ Unique set of circumstances pushing crisis communications & issues management onto new levels?
- ◆ More of the same – but more extreme & faster?

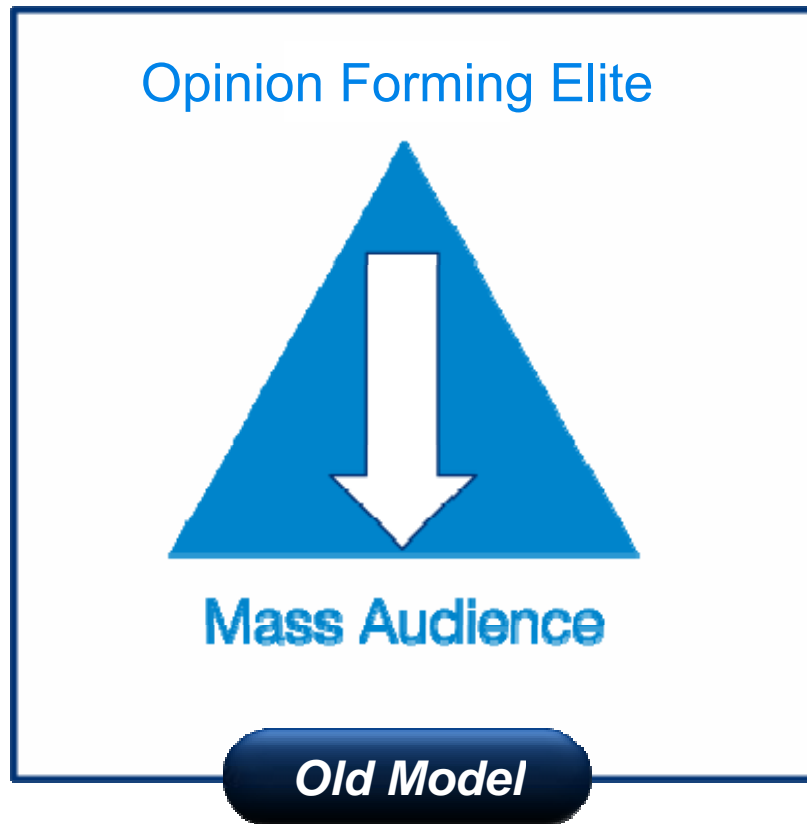
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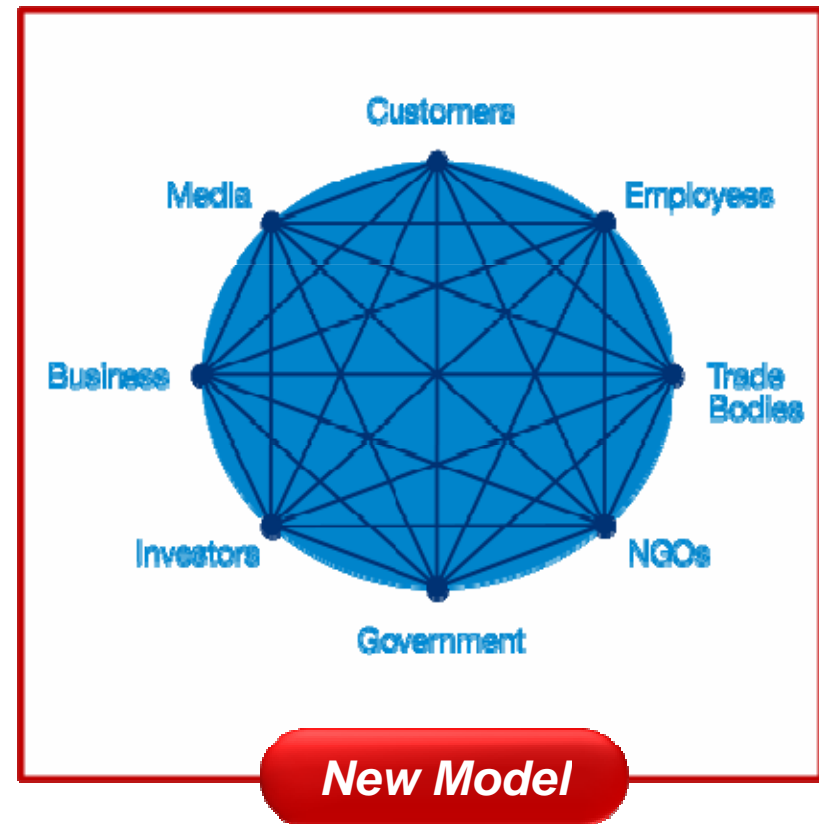
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- ◆ More of the same – but more extreme & faster?
- ◆ Some key factors:
 - ◆ Changed balance between online information & conversations versus conventional media

From Influence to Conversations

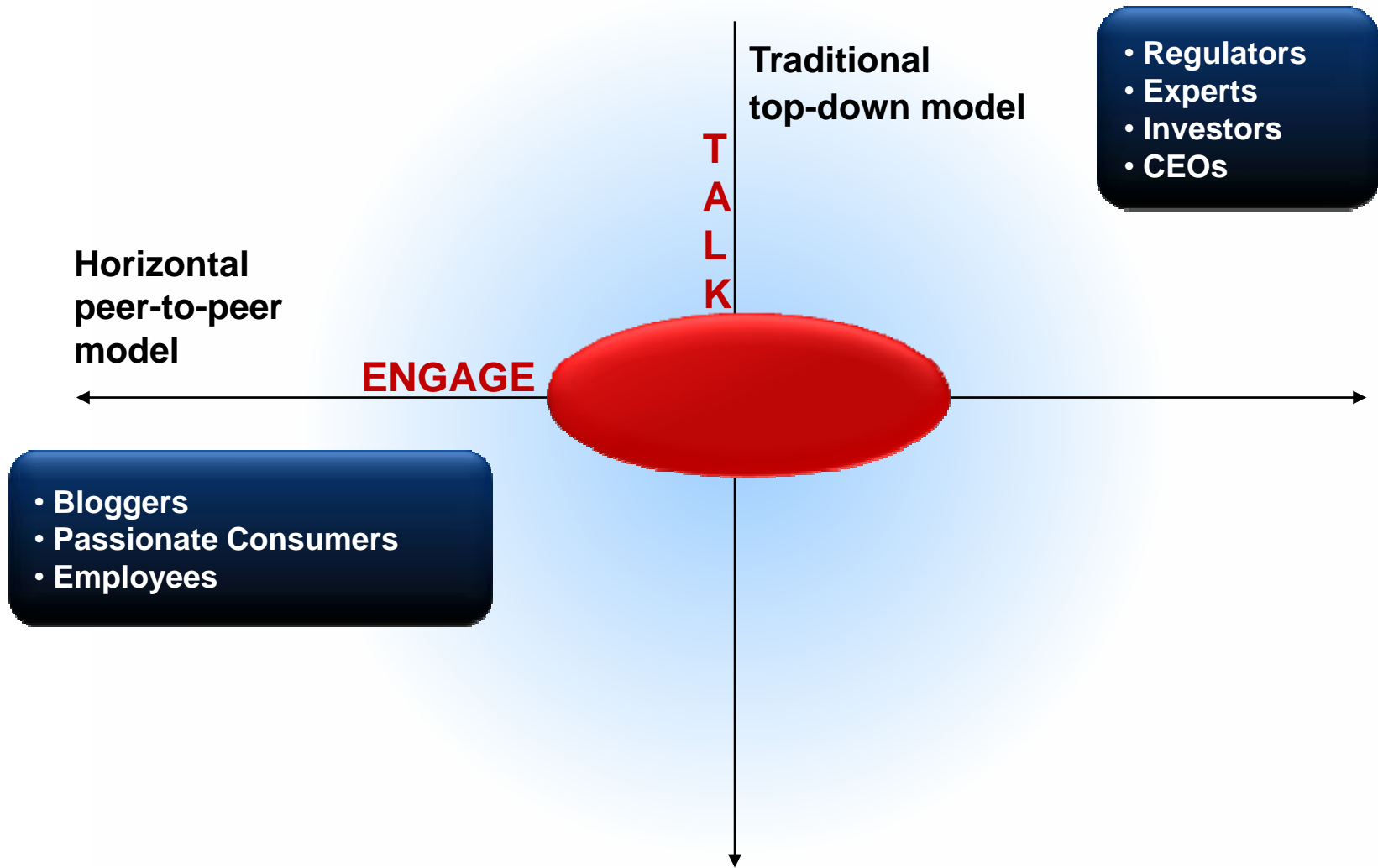
Pyramid of Influence



Sphere of Cross Information



Balancing Conventional against Online Media



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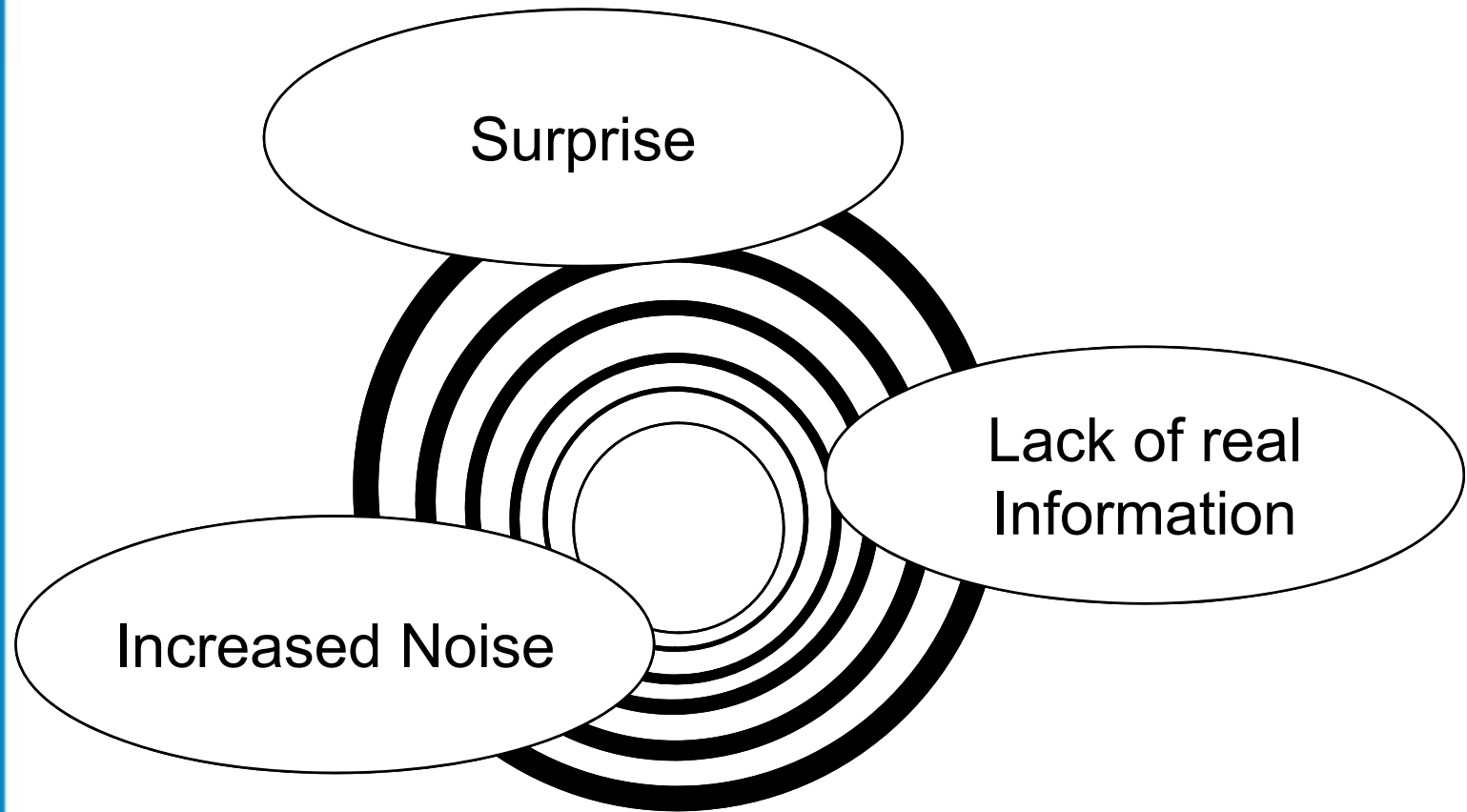
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- ◆ Some key factors:
 - ◆ Changed balance between online information & conversations versus conventional media
 - ◆ Ever growing media hunger for news in pursuit of competitive edge
 - ◆ Potent power of on and off line media to speed & distort issues & escalate crisis situations

What makes Risk & Crisis Planning Different?



- ◆ Issues and problems in the public domain
- ◆ When perceptions become more powerful than reality
- ◆ When communication vacuums are filled with rumour, speculation, allegations & accusations

The Never Changing First Management Challenge





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The Contribution of the Media to Crisis Context



- ◆ Background points:

- 1) Speed and spread of communications

ANA Bombardier Emergency Landing Kochi Ryoma Airport, March 13 2007



The Contribution of the Media to Crisis Context



- ◆ Background points:
 - 1) Speed and spread of communications
 - 2) Role in increasing levels of public awareness & shape attitudes





Conflict Communications Challenge & Media Requirements



- ◆ Need for corporate understanding of the media's agenda:
 - ◆ Looking for a good story
 - ◆ Searching for cause
 - ◆ Seeking to attribute blame



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Citizen Journalism – The Tools of a New Trade



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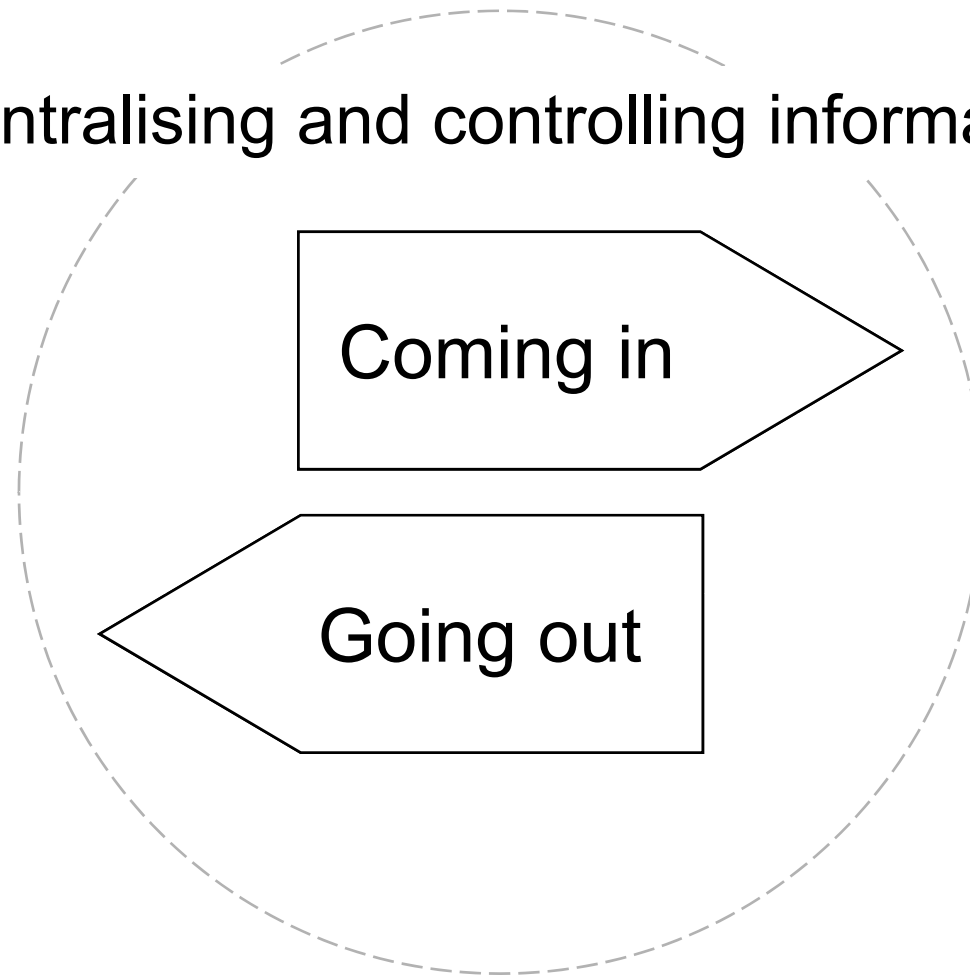


www.myblog@blogosphere.com

The Constant Information Handling & Management Challenge



Centralising and controlling information flow:



Mindset for Crisis Communications & Issues Management



- ◆ Defining the problem in the short term
- ◆ Then assessing possible long term reputational impact

Five Cs Guidelines for Crisis & Issues Communications



Commitment

Care

Consistency

Coherence

Clarity

The new Seven Cs Formula



Commitment

Care

Consistency

Coherence

Clarity



Credibility & Confidence

Edelman Trust Barometer 2008

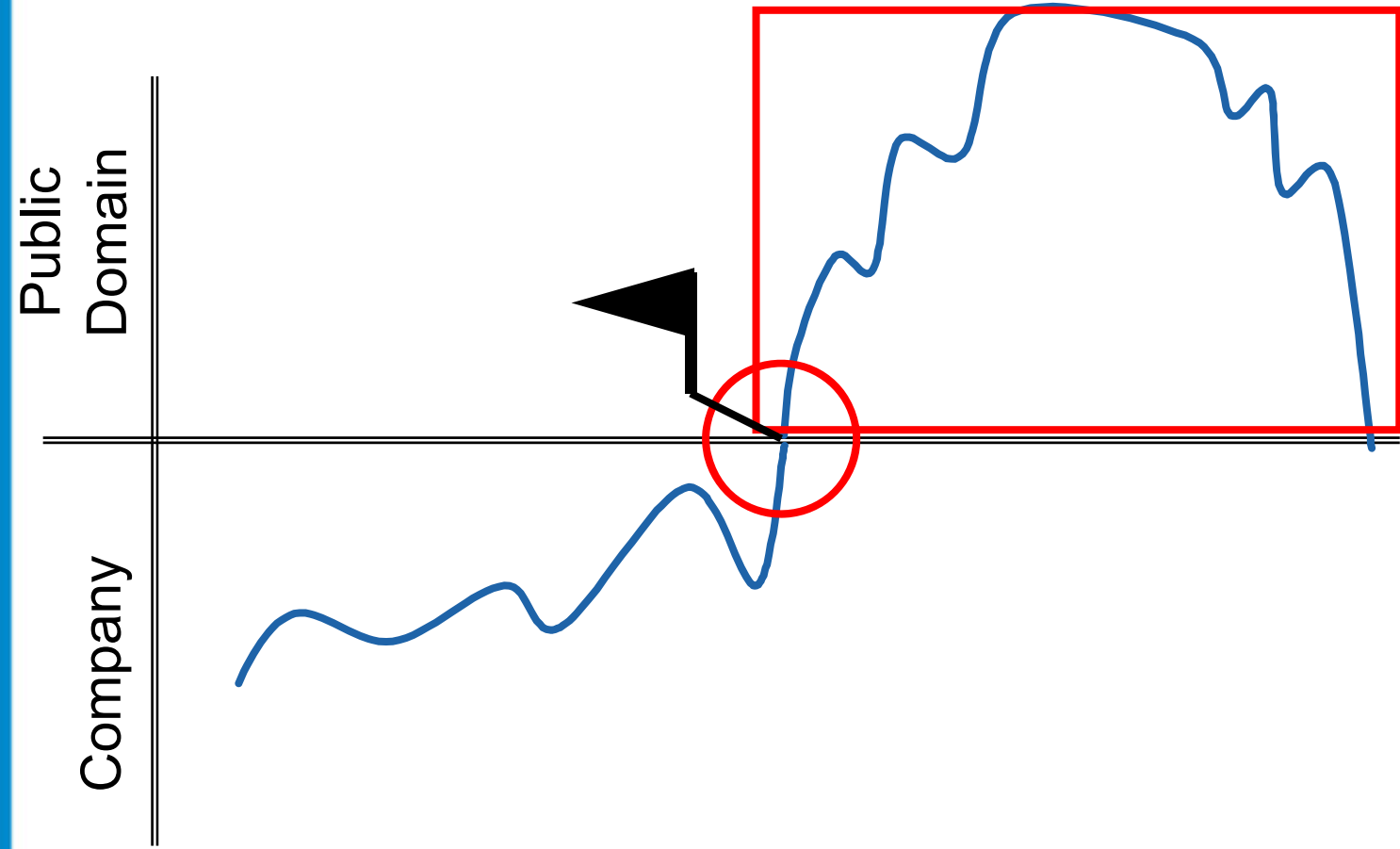


Planning & Operating in a Global Village



- ◆ Multi-market, cross-border crisis & issue management & communications plans must be ready to address the challenges presented by:
 - Cultural and business differences
 - Coordination required to operate in two or more time zones simultaneously (+5 hours become critical)
 - Fragmentation of issues & the splurge spread of information
 - Constant collision between:
 - Political & expert debate
 - Misunderstood, misheard or glimpsed information
 - Concerns & fears fed & fanned by off and online media

Crisis & Issues Preparedness – Keeping ahead of the Waves



Navigating the Recession – The Key Role of Crisis Communications & Issue Management





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