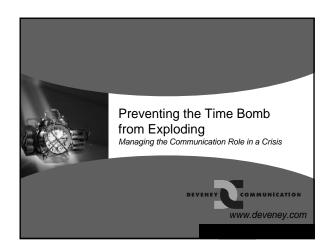
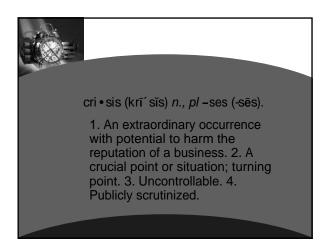


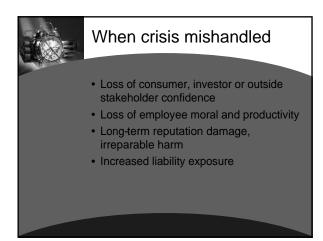
Preventing the Time Bomb from Exploding Preparing for the unexpected



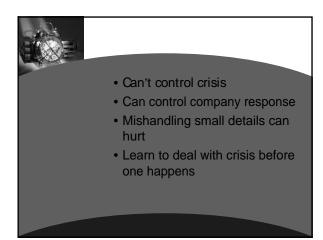
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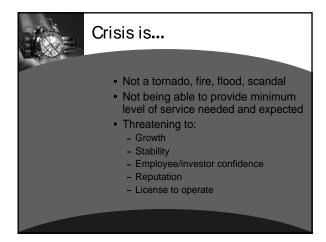






When crisis handled well Heroes are born Accelerated change, improvements Problems are faced New strategies evolve Market differentiation Increased visibility and name recognition Opportunity to show competency and leadership Improved customer and employee relations Lessons learned for future preparation





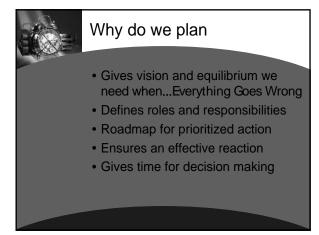
Don't underestimate A single disgruntled customer The Internet The ability of customers to detect unreasonable profit, cover ups Customer calls = early warning

Crisis, Step By Step Identification Alert management, team Implement crisis response plan Notify security, switchboard Refine key messages, response Monitor news media Inform employees Evaluate yourself—how did you do?

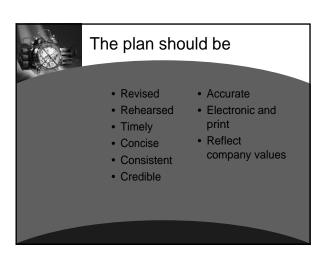


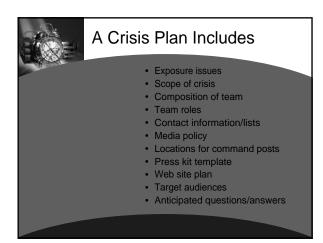
What to Expect Something you didn't expect Information demands Insufficient information Aggressive questioning Escalating flow of events High stress levels; anxiety, fatigue Severe time constraints

Pitfalls • No action plan • Timing • Technology (phone, network) down: flyers, yard signs • Media pressure before preparing • Unprepared/overwhelmed spokesperson • Problems with crowd control



Plan ahead: do it today Existing communication program Key messages/goals Weaknesses/vulnerabilities Competition Media policy Media/key contacts Current news/industry issues Make deposits in the account of public good will





Role of Counsel Achieve consensus • Safeguard the public • Ensure honesty Provide perspective • Focus on goal and think long term Be proactive and take charge • Think big picture, tiny detail • Manage perceptions and expectations • Provide analysis and feedback



Your Responsibility

- Instill confidence in your various publics
- Place the crisis in its proper perspective
- Develop themes to tell the story:
 - How has your organization prepared for the crisis
 - How has your organization helped others in previous similar situations
 - What advances have you made in preparation for situations like this
 - What are some of the successes you've achieved
 - What have you done to prevent this crisis
 - Are you perceived as the "leader" in this area

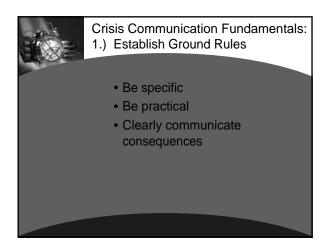


Team Positions/Responsibilities*

- Crisis coordinator
- Strategist(s)
- Lawyer(s)
- Spokesperson(s)
- Info gatherer(s)
- Writer(s)
- Web manager
- Command post manager
- Media center manager
- Log keeper(s)/ administrative support
- Courier(s)
- Multimedia support
- Victim group manager
- Security

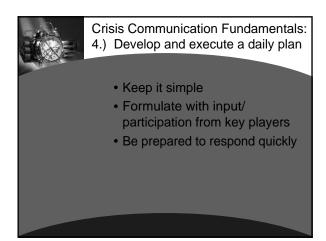
Who should be spokesperson? Chief Executive Officer (CEO) Vice President Director of Communication A Third-Party representative Hired gun

• Tell the truth • Communicate quickly • Take responsibility • Do not attempt to cover up • Prepare management • Have and update a crisis plan/kit • Practice makes perfect



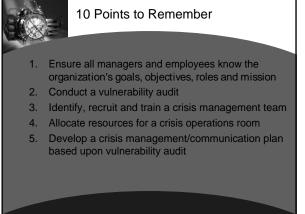
Crisis Communication Fundamentals: 2.) Be consistent Consistent and convenient locations Regular press briefings Spokespersons Messaging Media contacts





Crisis Communication Fundamentals: 5.) Prepare for every interview • Anticipate and practice questions • Practice delivering messages • Identify speculation







10 Points to Remember

- 6. Identify your:
 - target audiences
- your messengers
- the appropriate message your delivery systems
- 7. Conduct crisis management exercises
- 8. Adjust your plan
- 9. Designate a spokesperson for each situation
- 10. Only crisis management can lead to crisis prevention



Crisis Communication and the Internet

- Internet can increase and decrease your vulnerability
- Internet is a maturing news source
- Internet supplements TV and plays a global role
- Internet transcends the telephone
- Unlike newspapers, Internet has no space or time limitation
- Internet is non discriminatory
- Can quickly spread rumors but can also quickly extinguish them

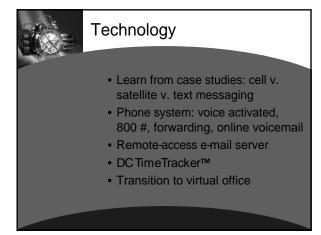


Minimize the Risk

- Go out of your way to take care of employees
- Make deposits in bank of good will
- Monitor industry news coverage, conditions and situations
- Set up systems for early detection and warnings about crises
- Identification and/or reduction of eventual risks
- Establish good contacts with media and community
- Conduct a vulnerability audit

Damage evaluation • Don't rush back to normal operations • Critical to come to terms with the possible damage • How to measure damage*? • Publish an after-action report*, distribute to key players

Katrina experience Recreate entire organization Individual evacuation plans Remote office resources Web-based client, project, firm management systems Employees as first priority Payroll uninterrupted Mobile work environment



Lessons Learned Research, plan, tap your resources Triage media inquiries Partnerships, collaboration Secure a proactive control position Time management Technology Be compassionate

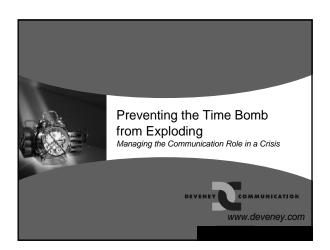


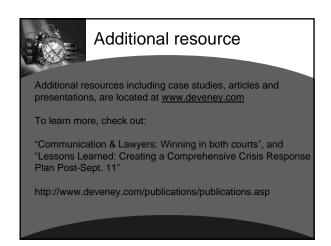
Proactive Control Position

- Manage discussion, make the story or frame the story: proactive plan with rapid response systems
- Partnerships
- Daily updates in coverage issues, talking points
- Message management
- Third-party advocates
- Be the go to resource; deliver content

Manage discussion, frame the story Police brutality; Mardi Gras; potable water; "Chocolate City"; health and safety • Create context • Third-party advocates • Message management









Responsibilities: Crisis Manager

- Oversee all communication during the crisis
- Report directly to senior management
- Direct the command post
- Should be a highly skilled communication professional
- Should delegate "normal" responsibilities during the crisis
- Understand organization and its capabilities
- Thorough understanding of the corporate culture



Responsibilities: Crisis Coordinator

- Coordinate care for injured/displaced persons
- Coordinate care of other damaged persons/companies
- Contact appropriate authorities
- Report directly to the Crisis Manager



Responsibilities: Strategist(s)

- Internal employees or external consultants
- Counsel crisis team and senior management
- Sees big picture, anticipate internal and external demands
- Should not be tied down implementing tasks, just advise and observe
- Should be privy to all information

1	1



Responsibilities: Lawyer(s)

- Define who is at fault
- Advise on likelihood of future litigation
- Should be privy to all information
- Conduct investigation
- Retain experts
- Handle court orders
- Handle regulatory agencies
- Report directly to senior management
- Work closely with strategists
- Should be media trained



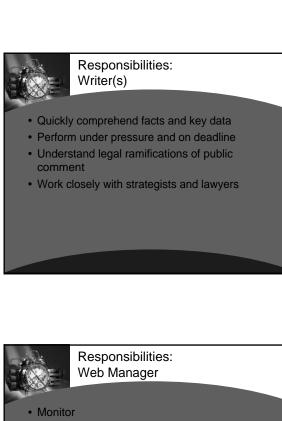
Responsibilities: Spokesperson(s)

- Should be media trained
- Articulate and level headed under stress
- Should not have any other responsibilities during crisis
- Oversee all communication during the crisis
- Conduct follow up to designated audiences and evaluation
- Direct the media center



Responsibilities: Information Gatherer(s)

- Media trained
- Understand what media needs and wants
- Liaison with other responders and agencies
- Gather information about the crisis
- Monitor all news coverage
- Monitor attitudes/moral of all identified audiences
- Can condense gathered info into concise points



Monitor Engage phantom site Identify rogue sites, list serves, bulletin board threats Maintain Web site

