Crisis Communication in a COVID-19 Era
What IRO's Need to Know to Lead in Crisis



NIRI Virtual Chapter Professional Development Series

Wednesday, February 10, 2021
Noon – 1pm EST

Program Host



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- NIRI Virtual offers Continuing Professional Education (CPE) credit for attending and participating in our monthly programs.

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Q&A

- If you are participating via the live webinar, you can type your question in the “chat box” at the bottom of your computer screen.

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- Holders of the NIRI IRC® credential can earn 1 professional development unit (PDU) per meeting/webinar. IRC-credentialed speakers may also earn PDUs. More information is available at www.niri.org/certification.

Agenda

Learning Objectives

- Prepare for, manage, and communicate with all of your stakeholders during a crisis
- Recognize opportunities within a crisis
- Spotlight your advisory capacity during a crisis

Today's Speakers

Moderator



Chris Kettmann
Partner and Co-Founder
Lincoln Churchill Advisors
Evanston, Illinois

Guest Speakers



Daniel Briggs
Sr Vice President, Investor Relations
Las Vegas Sands Corp.
Las Vegas, Nevada



John Hulbert
Vice President Investor Relations
Target Corporation
Minneapolis, Minnesota



James Marsh
Head of Investor Relations
Lions Gate Entertainment Corp.
Santa Monica, California

Polling Question #1



Do you have a formal crisis communication plan?

A. Yes
B. No
C. In draft form

Polling Question #2



Which constituency required the most attention initially during the COVID outbreak?

A. Investors
B. Employees
C. Customers
D. Suppliers
E. Other

Polling Question #3



Does your company provide guidance?

A. Yes, less than one year of guidance given
B. Yes, one year or longer-term guidance given
C. No
D. Considering providing guidance

Crisis Communication – Lessons Learned

- It takes years to build your **credibility** but only seconds to destroy it! You have the ability to mitigate the impact.
- **Social media** has created a very small world. News of a crisis can spread in minutes and escalate tweet by tweet.
- Success often hinges on what you do in the first few hours. **Response time** is measured in minutes.
- Never underestimate a crisis, you will be blamed for lack of transparency. **Overestimate and solve** it quickly.
- **Gather facts** prior to developing your message (type of crisis, historical data, track record, terminology, similar incidents), know your audience, and be accessible, sincere and sympathetic - no confrontations.
- Bring reporters into your crisis. Brief them frequently. **Be transparent**.
- Advocacy groups and NGOs can exploit a crisis, don't ignore them, **bring them into the tent**.
- Media tracking is crucial. Consider hiring help.



Crisis Communication – 6-Step Guide

1. **Anticipate Crises**: If you're being proactive and preparing for a crises, have brainstorming sessions on all the potential crises that could occur at your organization. This will help prevent situations and consider best-case/worst-case scenarios.
2. **Identifying the Crisis and Team**: What? Where? When? Who? Why? – Identifying and training spokespeople.
3. **Notification Protocol and Monitoring Systems**: Who do you call? When? Intelligence gathering is an essential component of crisis prevention and response. Monitoring what is being said on social media and in traditional media by your constituents allows you to accurately adapt your strategy and tactics.
4. **Identify and Know Your Stakeholders**: Who are the internal and external stakeholders that matter to your organization?
5. **Develop, Manage & Refine Messaging**: Response strategy for different audiences; confirm facts; and gather supporting materials.
6. **Coordinate Distribution**: Logistics and distribution (mode & frequency) news release, social media, fact sheet, press conference, video statement, and visual aids.

POST CRISIS

Assess the Crisis Situation – Finalize and Adapt Key Messages – What Did You Learn from this Crisis?



Q&A

Virtual Chapter Program Calendar

Date	Program
February 10th	Crisis Communications
March 10th	Career Development: New to Investor Relations
March 26th	Café Chat
April 14th	Economic Update: Biden's First 100 Days
May 12th	ESG Follow-on Session

Please check the NIRI Virtual Chapter website www.nirivirtual.org for updated program information.

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