



CRISIS MANAGEMENT PROTOCOL

Champion Communications | 2023



The Crisis Imperative...

- 69% of business leaders reported experiencing a crisis over a period of five years, with the average number of crises being three. (PWC)
- Companies going through a crisis saw a drop in share price by 19% and share value took 147 days to recover (Crisis Response)
- On average more than 25 percent of a company's market value is directly attributable to its reputation (World Economic Forum)
- Businesses that have already experienced a crisis say the most important lessons they've learned or would do differently are doing more to identify crisis scenarios (34%), executing a timelier and more robust communications plan (29%), and communicating more effectively with employees (29%). (Deloitte)

What is a Crisis Management Protocol?

The Institute for Public Relations defines a crisis management protocol as:

“A process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders.”

WHY DO I NEED A CRISIS COMMS PLAN?



“They should have put a blanket on the fire when it first ignited. Instead, they’ve thrown petrol on it...”

The recent news story involving Nigel Farage and Coutts bank has taken the business world by storm. Despite the bank's strong business performance, the fallout from this crisis has resulted in multiple senior executives losing their jobs and a significant drop in share price.

The Crisis: Farage accused Coutts of conducting a "woke purge". He gave interviews claiming Coutts unfairly caved to political pressure.

Coutts Bank Response: Coutts provided minimal public comments, only confirming it had withdrawn services and had the discretion to do so. The bank did not provide detailed reasons.

Outcome: While legal, Coutts faced scrutiny over the perception that it had penalised Farage's political activity and affiliations. The bank's muted response left Farage's narrative dominant.

Lessons: Coutts could have mitigated criticism by clearly explaining its decision was based on banking risks, not politics. More transparency and direct engagement may have helped manage reputational impact.

This unfortunate incident highlights the need for businesses to be prepared for unforeseen crises that can potentially tarnish their hard-earned reputation and quickly, unpredictably spiral out of control.

If only Coutts had a protocol in place...

- Organisations with a well-prepared crisis response plan are 53% more likely to recover within six months (Institute for Public Relations).
- With a holistic, effective crisis plan implemented, companies see an average 14% smaller drop in share price (Pwc).
- Companies responding to a crisis within the first hour are 85% more likely to retain public trust than those delaying action (PRSA).
- 98% of business leaders who have activated their crisis communications plan say it was effective—77% say it was very effective.

Why do you need a plan?

- **Be proactive, not reactive** - Having a plan already developed means you can rapidly respond in an organised way when a crisis hits. This allows you to get ahead of the situation more quickly.
- **Manage the narrative** - A pre-defined crisis plan allows you to get your messaging and side of the story out faster through press releases, social media, etc. This helps counter misinformation and negative coverage.
- **Reassure stakeholders** - Employees, customers, investors, and partners will feel more confident knowing there is a plan in place. Quick, decisive communication helps demonstrate you have the situation under control.
- **Limit reputational damage** - Quick, accurate messaging helps mitigate lasting damage to your brand, customer loyalty and employee morale.
- **Align messaging & strategy** - With one consistent crisis plan, all leaders and spokespeople will be aligned on messaging and response tactics. This prevents mixed messages.
- **Improve legal protection** - You can coordinate more effectively with legal counsel to ensure communications don't unintentionally increase liability.
- **Identify spokespeople** - You can designate and prepare spokespeople in advance rather than relying on unprepared executives in the moment.
- **Refine over time** - Plans can be regularly updated as risks evolve. Practice through simulations identifies gaps to improve preparedness.

WHAT WILL THE PROCESS INCLUDE?



The Ten Point Crisis Comms Framework

1. Phases (Prevention, Readiness, Response, Recover)
2. Scenario planning
3. Stakeholder mapping
4. Response team roles
5. Communications protocols
6. Monitoring and simulation
7. Media kits
8. Internal comms
9. Media training
10. Executive tools

Supporting a UK-founded company through a crisis

“When our company faced an unexpected change in senior leadership last year, the crisis plan created by Champion was an invaluable asset. Their clear protocols for internal and external communications enabled us to notify stakeholders quickly and mitigate reputational damage. Within a few weeks, customer trust and stakeholder confidence had improved.”

Susan Bowen, Board Director, Versarien



THANK YOU.

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