

**CRISIS MANAGEMENT
COMMUNICATION AND STAKEHOLDER
MANAGEMENT**

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Crisis Response Phase - Communication and Stakeholder Management

Objectives

1. Internal communication within the organization
2. External communication with stakeholders, media and the public

What is communication?

Communication is the process of exchanging information and meaning between two or more people. It can be verbal, nonverbal, or written.

Verbal communication involves using words to exchange information. It can be face-to-face, over the phone, or in writing.

Nonverbal communication involves using body language, facial expressions, and other nonverbal cues to exchange information. It can be used to reinforce or contradict verbal communication.

Written communication involves using words to exchange information in a written form. It can be handwritten or typed.

Communication can also be synchronous or asynchronous. Synchronous communication is when the sender and receiver communicate at the same time, such as in a face-to-face conversation. Asynchronous communication is when the sender and receiver communicate at different times, such as in an email exchange.

What is stakeholders?

A stakeholder is any individual or group that has an interest in or is affected by an organization or its activities. Stakeholders can be internal or external to the organization.

Internal stakeholders include employees, shareholders, and board members. External stakeholders include customers, suppliers, creditors, the government, and the community.

Stakeholders can have a positive or negative impact on an organization. For example, customers can generate revenue for an organization, while suppliers can provide it with the resources it needs to operate. Employees can contribute to the organization's success, while shareholders can provide it with capital.

It is important for organizations to identify and manage their stakeholders effectively. This means understanding their needs and interests, and communicating with them regularly. By doing so, organizations can build trust and goodwill with their stakeholders, which can lead to improved performance and long-term success.

Here are some examples of stakeholders:

- Internal stakeholders:
 - Employees
 - Shareholders
 - Board members
 - Executives
 - Managers
- External stakeholders:
 - Customers
 - Suppliers
 - Creditors
 - The government
 - The community
 - Media

Internal Communication within an Organization

The role of internal communication within the organization during crisis or disaster is to keep employees informed and engaged, and to minimize the negative impact of the crisis on the organization.

Internal communication during a crisis can take many forms, including:

- Email updates
- Intranet announcements
- Video messages
- Social media posts
- One-on-one conversations

It is important to use a variety of communication channels to reach all employees, and to tailor the messages to the specific needs of different groups of employees.

Example of a disaster happened in Manila where in the internal communication in an organization was utilized:

Typhoon Ondoy (Ketsana)

Typhoon Ondoy (Ketsana) was a powerful typhoon that struck Manila, Philippines on September 26, 2009. It was the deadliest typhoon to hit the Philippines in over 40 years, with over 460 people killed.

The typhoon caused widespread flooding and damage to infrastructure. Many people were left stranded on rooftops and in trees, waiting to be rescued.

One example of how internal communication was used effectively during Typhoon Ondoy is the case of the Ayala Corporation.

The Ayala Corporation is one of the largest conglomerates in the Philippines. It has a wide range of businesses, including telecommunications, property development, and banking.

During Typhoon Ondoy, the Ayala Corporation used its internal communication systems to keep employees informed of the situation and to coordinate relief efforts.

- The company used its intranet to post updates on the typhoon, including information on evacuation centers and road closures.
- The company also used its email system to send out advisories to employees on how to stay safe during the typhoon.
- In addition, the Ayala Corporation used its mobile phone network to keep in touch with employees who were stranded in their homes or offices.
- The company also used its social media accounts to provide updates on the typhoon and to coordinate relief efforts.

Thanks to its effective internal communication system, the Ayala Corporation was able to keep its employees safe during Typhoon Ondoy and to coordinate relief efforts effectively.

Another example of how internal communication was used effectively during Typhoon Ondoy is the case of the Philippine Red Cross.

The Philippine Red Cross is a humanitarian organization that provides relief and assistance to people affected by disasters.

During Typhoon Ondoy, the Philippine Red Cross used its internal communication systems to coordinate its relief efforts.

- The organization used its intranet to share information on the needs of affected communities and to coordinate the deployment of volunteers and supplies.
- The Philippine Red Cross also used its email system to send out updates on its relief efforts to its donors and supporters.
- In addition, the Philippine Red Cross used its mobile phone network to keep in touch with its volunteers and staff.
- The organization also used its social media accounts to provide updates on its relief efforts and to appeal for donations.

Thanks to its effective internal communication system, the Philippine Red Cross was able to coordinate its relief efforts effectively and to help thousands of people affected by Typhoon Ondoy.

Key roles of internal communication during a crisis:

- Provide accurate and timely information to employees about the crisis and the organization's response. Employees need to know what is happening and what they need to do as soon as possible.
- Address employee concerns and answer their questions. Employees may have many questions about the crisis, its impact on their job, and their personal safety. Internal communication can help to address these concerns and provide employees with the information they need.
- Maintain morale and productivity. A crisis can have a negative impact on employee morale and productivity. Internal communication can help to maintain morale by keeping employees informed and engaged, and by providing them with support.
- Build trust and confidence between employees and the organization's leadership. Employees need to trust that their leaders are being transparent and honest with them, and that they are doing everything they can to protect employees and the organization. Internal communication can help to build this trust and confidence.
- By playing these key roles, internal communication can help organizations to effectively respond to crises and minimize their impact on employees and the business.

Tips for effective internal communication during a crisis:

- Be transparent and honest. Employees appreciate it when they are kept informed about what is happening, even if the news is not good.
- Be timely. Employees need to know what is happening and what they need to do as soon as possible.
- Be empathetic. Acknowledge the emotional impact of the crisis on employees, and offer support.
- Be open to feedback. Encourage employees to ask questions and share their concerns.
- Be consistent. Ensure that all communications from the organization are consistent in terms of tone, messaging, and timing.

External Communication with Stakeholders, Media and the Public

External communication plays a critical role in the response to an incident or crisis. It is essential to keep stakeholders, the media, and the public informed of the situation in a timely, accurate, and transparent manner. This helps to build trust and credibility, mitigate rumors and speculation, and minimize the negative impact of the event.

Key objectives of external communication in response to an incident or crisis:

- Inform stakeholders, the media, and the public of the incident or crisis. This includes providing information about the nature of the event, its potential impact, and the steps that are being taken to address it.
- Provide regular updates on the situation. This is especially important in the early stages of an incident or crisis, when information may be limited.
- Manage public expectations. By providing clear and concise information about the situation, external communication can help to prevent unrealistic expectations and avoid disappointment.
- Address rumors and speculation. External communication can be used to dispel rumors and speculation, and to provide accurate information about the incident or crisis.
- Reassure stakeholders, the media, and the public that the organization is taking the incident or crisis seriously. This can be done by demonstrating a commitment to transparency and accountability.

Example of Incident or Crisis

One example of an incident or crisis in the Philippines wherein the external communication with stakeholders, media and the public is utilized is the COVID-19 pandemic.

The COVID-19 pandemic is a global health crisis that has had a significant impact on the Philippines. The Philippine government has implemented a number of measures to address the pandemic, including lockdowns, travel restrictions, and mask mandates.

The government has also used external communication to keep stakeholders, the media, and the public informed of the situation and to promote compliance with the public health measures. This has been done through a variety of channels, including the government's website, social media, and press releases.

The government has also held regular press briefings to provide updates on the pandemic and to answer questions from the media. The government has also worked with the media to develop and disseminate public service announcements about the pandemic.

In addition, the government has established a hotline for people to ask questions about the pandemic and to report suspected cases. The government has also launched a number of websites and social media pages to provide information about the pandemic and to connect people with resources.

The government's external communication efforts have been effective in keeping stakeholders, the media, and the public informed of the situation and in promoting compliance with the public health measures. This has helped to reduce the spread of the virus and to mitigate the impact of the pandemic on the Philippines.

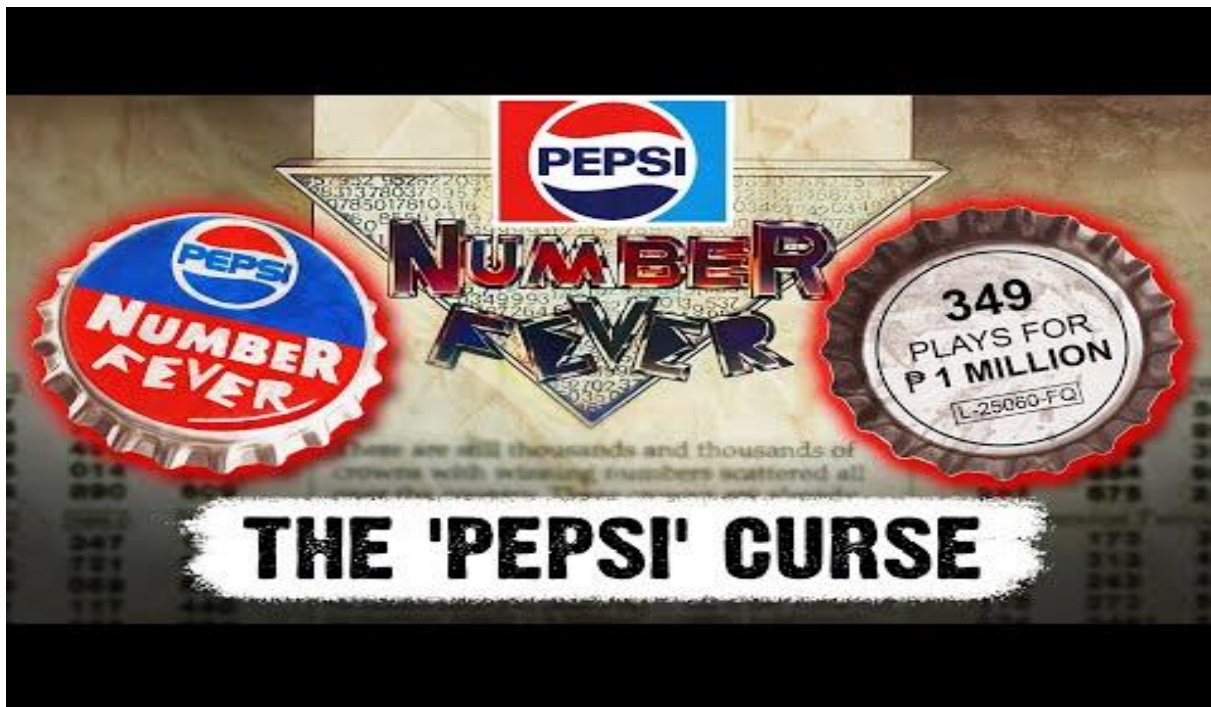
Here are some specific examples of how the Philippine government has used external communication to respond to the COVID-19 pandemic:

- The government created a website dedicated to providing information about the pandemic, including the latest statistics, travel restrictions, and public health measures.
- The government launched a social media campaign called #BidaAngMayDisiplina to promote compliance with public health measures.
- The government held regular press briefings to provide updates on the pandemic and to answer questions from the media.
- The government worked with the media to develop and disseminate public service announcements about the pandemic.
- The government established a hotline for people to ask questions about the pandemic and to report suspected cases.
- The government launched a number of websites and social media pages to provide information about the pandemic and to connect people with resources.

- The Philippine government's external communication efforts have been praised by experts for being timely, accurate, and transparent. The government's communication efforts have also been credited with helping to reduce the spread of the virus and to mitigate the impact of the pandemic on the Philippines.

In 1992, Pepsi Cola Products Philippines (PCPPI) launched a marketing campaign called "Pepsi Number Fever." The promotion offered a chance to win one million pesos to the person whose cap number matched the last three digits of the Philippine Stock Exchange index on a specific date.

The promotion was a huge success, with millions of people participating. However, on the day of the drawing, five people were killed in a stampede at a PepsiCo distribution center where people were trying to claim their prizes. The stampede was caused by rumors that PepsiCo was going to run out of money and would not be able to pay the winners.



PCPPI handled external communication within stakeholders, media, and the public about the 349 incident in a number of ways, including:

- Issuing a public statement acknowledging the incident and apologizing for the pain and suffering it caused. PCPPI issued a public statement on May 26, 1992, acknowledging

the incident and apologizing to the families of the victims and to the Philippine people. The statement also expressed PCPPI's commitment to investigating the incident and to taking steps to prevent similar incidents from happening in the future.

- Holding regular press conferences to provide updates on the investigation and to answer questions from the media. PCPPI held regular press conferences in the days and weeks following the incident to keep the media informed of the investigation's progress and to answer questions from reporters.
- Meeting with stakeholders to discuss the incident and to address their concerns. PCPPI met with stakeholders, such as government officials, consumer groups, and community leaders, to discuss the incident and to address their concerns.
- Launching a public awareness campaign to educate consumers about the importance of safety and to promote responsible marketing practices. PCPPI launched a public awareness campaign to educate consumers about the importance of safety and to promote responsible marketing practices. The campaign included television and radio commercials, print advertisements, and public service announcements.

PCPPI also used social media to communicate with stakeholders, media, and the public about the 349 incident. However, social media was not as widely used in 1992 as it is today.

Here are some specific actions that PCPPI took to handle external communication within stakeholders, media, and the public about the 349 incident:

- On May 26, 1992, PCPPI issued a public statement acknowledging the incident and apologizing for the pain and suffering it caused. The statement also expressed PCPPI's commitment to investigating the incident and to taking steps to prevent similar incidents from happening in the future.
- On May 27, 1992, PCPPI held a press conference to provide updates on the investigation and to answer questions from the media. PCPPI's president, Roberto del Fierro, expressed his deep regret for the incident and said that the company was taking it very seriously. He also said that PCPPI was committed to cooperating with the government's investigation and to taking steps to prevent similar incidents from happening in the future.
- On May 28, 1992, PCPPI met with government officials to discuss the incident and to address their concerns. PCPPI's executives met with the Philippine Secretary of Trade and Industry, Rizalino Navarro, and other government officials to discuss the incident and to answer their questions.
- On May 29, 1992, PCPPI launched a public awareness campaign to educate consumers about the importance of safety and to promote responsible marketing practices. The campaign included television and radio commercials, print advertisements, and public service announcements.

PCPPI's handling of external communication during the 349 incident was generally considered to be effective. The company was transparent and honest with the public, and it took steps to

address the concerns of its stakeholders. PCPPI's public awareness campaign was also effective in raising awareness of the importance of safety and responsible marketing practices.

However, some people criticized PCPPI's handling of the incident, arguing that the company should have done more to support the families of the victims and that it should have taken steps to prevent the incident from happening in the first place.

Skills and Experience (Recommended) for Communications Team

- Crisis communications experience: The person should have experience in developing and implementing crisis communication plans, as well as responding to crises in real time.
- Strong communication skills: The person should be able to communicate clearly and concisely, both verbally and in writing. They should also be able to communicate effectively with a variety of audiences, including the media, employees, and the public.
- Empathy and compassion: The person should be able to empathize with those who have been affected by the crisis and communicate with them in a compassionate manner.
- Ability to work under pressure: The person should be able to work under pressure and make quick decisions in a crisis situation.
- Knowledge of the organization and its industry: The person should have a good understanding of the organization and its industry, as well as the key stakeholders who may be affected by a crisis.

Recommended Specific Roles Needed on a Communication Team

- Crisis communications manager: This person is responsible for developing and implementing the crisis communications plan, as well as leading the team's response to a crisis.
- Media relations specialist: This person is responsible for managing the media's coverage of the crisis.
- Social media manager: This person is responsible for managing the organization's social media accounts during a crisis.
- Content writer: This person is responsible for writing press releases, social media posts, and other communications materials related to the crisis.
- Employee communicator: This person is responsible for communicating with employees about the crisis and addressing their concerns.

The specific roles and responsibilities of the crisis communications team will vary depending on the size and nature of the organization. However, all members of the team should have the skills and experience necessary to communicate effectively during a crisis.

Specific trainings recommended for the members of communications team responding to a disaster or crisis:

Crisis communications training: This type of training will teach the team how to develop and implement a crisis communications plan, as well as how to respond to a crisis in real time. The training should cover topics such as:

- How to identify and assess risks
- How to develop a crisis communications plan
- How to communicate with the media and the public during a crisis
- How to manage social media during a crisis

Media relations training: This type of training will teach the team how to build and maintain relationships with journalists, as well as how to manage the media's coverage of a crisis. The training should cover topics such as:

- How to write a press release
- How to pitch a story to a journalist
- How to interview with the media

Social media training: This type of training will teach the team how to use social media to communicate with the public during a crisis. The training should cover topics such as:

- How to create and publish social media posts
- How to monitor social media mentions and respond to comments and questions
- How to use social media analytics to track the performance of social media posts
- Crisis leadership training: This type of training will teach the team how to lead effectively during a crisis. The training should cover topics such as:
 - How to make quick decisions under pressure
 - How to manage stress
 - How to communicate with and motivate team members

"In the middle of difficulty lies opportunity."

Albert Einstein

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