

## QUESTION AND ANSWER

**H**ow does my organization's crisis history influence the public's perception when a new crisis strikes?

If your organization has previously had a similar crisis, then the public may perceive that you have more control over the event. Research on organizations that weathered prior crises showed that their publics expected them to be able to manage the next one, regardless of whether or not it's the same type of crisis.

**H**ow should I deal with millennials when handling a crisis?

If you don't want them to get active, make sure they aren't getting any satisfaction from being active. The vast majority see social media as entertainment. However, the few that are highly active online—for instance working to mobilize others, changing their profile picture to support an issue, or donating money—have a far higher likelihood of becoming active offline, like protesting on your door step.

**S**hould I offer the opportunity for a two-way conversation in a crisis?

The short answer: Definitely yes. Two-way conversation won hands down, creating more trust, confidence, and cooperation. In fact, lack of communication has a negative impact on confidence and cooperation.

**W**hat should I do if my competitor is embroiled in a crisis?

During a crisis that can be perceived as industry-wide, companies should be proactive in distancing themselves from others in the industry.

**W**ho's the best spokesperson when you're facing an international PR crisis?

It depends on where the crisis is taking place. In general, a spokesperson using the local language and from the local culture will generate a more favorable response than someone from the "home office" who is not local.





***H**ow transparent do I need to be in a crisis?*

Not very. In fact, “translucency” (promptly saying as much as you can, but not dumping information without context) may be much more effective than full transparency.

***W**hat lessons were learned?*

For one, we have learned that when disasters and/or calamity happen, they can spread via social media and Internet instantly these days. We have also ascertained that unflattering and prejudicial information is extremely problematic to contain or disseminate once it goes viral.

***H**ow certain are you that the situation is under control?*

We have already said it: everyone is vulnerable. So the ideal thing is to take advantage of the quiet times to prepare the organization to face an eventual crisis. Here is also vital the support and consultancy of the public relations firm, because there will be occasions when the organization is not even aware of the situation and may be in need of external support to following up and notifying this information. Different channels and sources should be identified, preferably each one with next steps and/or

***W**hat should I tell my employees during a crisis?*

Tell them everything you can, and be as authentic and true to the company culture as possible.

***W**hat would you do if you disagreed with a client about strategy?*

We will give other suggestion that relevant to the current situation and comforting them by some prediction to overcome a certain situation