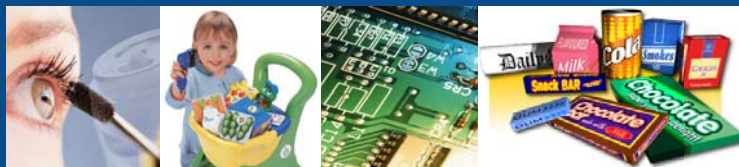


Mastering Crisis Management in Fast Moving Goods Industry

Identify and defend against threats to reputation, brand and business continuity for business success

Save 10% with group of 3 or more delegates



March 3-5, 2008, Shanghai
Register by 31 Dec 2007 and receive US\$300 discount

The first crisis management training workshop focusing in what it takes to build resilience & defend corporate reputation for business success in the fast moving goods industry in China



Facilitated by **Albert Tan**
General Manager, Global Clients
Truscott Crisis Leaders.

More than 30 years of front-line and corporate experience with Straits Time Press, General Motors Corporation, Royal Dutch Shell and now Truscott Crisis Leaders in senior positions having bottom line responsibility for products and market segments, providing business advice regionally and globally, managing marketing communications, quality management, manpower development and reputation management programs and now providing consultancy support in crisis & emergency management and business continuity.

Key Benefits in this event

- **Exploring** the prevention strategies before crisis strikes
- **Marketing communication** during the crisis period internally and externally
- **Identifying and prioritising** crisis issues
- **Developing** crisis discovery strategies
- **Benchmarking** your crisis strategies against the best practice to build solid corporate image in such turbulent environment
- **Gaining** insight on how to construct a good post crisis evaluation report

Heaps of case studies of actual emergency, crisis and product recall

- In-depth plenary discussions and experience sharing
- Exciting practical exercises
- Media interview playlets
- Live on-line visits to national product recall and relevant corporate websites
- On-line demonstration of a virtual incident management tool
- Hands-on, fast paced crisis simulation sessions

The Chinese use two brush strokes to write the word 'crisis'. One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger - but recognize the opportunity.

---- John F. Kennedy (1917 - 1963)

Here are some questions that can test your crisis strategy and knowledge

- To what extent can the organization detect an emergency crisis through early warning sensor, a system of scanning and issues management?
- What is the estimated impact of major business interruption and does the organization have contingency plans for such a crisis?
- What key assumptions have been made as to why the organization should focus on certain possible crisis and neglect others?
- Is there a critical follow-up within the organization of the lessons learnt from past crisis and issues?
- Are the key executives media trained?

If your answer is No, this is a training course you MUST attend. And even your answer is Yes, you should come to hear the case studies and crisis strategy that used by your counterparts in fast moving goods industry as you have no way to predict what crisis you are going to face.

Top Link Conference & Event Mgmt training courses are thoroughly researched and structured to provide intense and intimate practical training applicable to your organization.

Our training course is always a mixture of theory (background information and case studies) and practice (participant involvement discussion). The emphasis is on a structured discussion throughout using examples relevant to your own business.

Organised by



Registration Today!

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Mastering Crisis Management in Fast Moving Goods Industry

Course Overview

In any field, there is no such thing as a business in which crisis do not occur. We can therefore define crisis is an unforeseen event (or series of events) that causes intense public scrutiny and can threaten the ability of an organization to continue operating. Unfortunately, not all organizations are aware of the difference between marketing in routine situations versus marketing in crisis situations.

Your response to a crisis can have a direct effect on the health and well-being of your company and your brands. As with everything, there are right ways and wrong ways of handling a crisis. In the fast moving goods industry, branding is about everything and it would be another disaster if you don't handle well when you have faced up issues during crisis period. Delegates attending to this event will learn how to anticipate issues and situations which could lead to a crisis and to prepare for response proactively. They will be shown how to develop good and effective crisis and emergency response plans which are always ready for deployment whenever needed. They will use various proven and effective crisis response tools and learn how to engage, train and practice both their management teams as well as their staff to respond to all crisis situations. These will be done through lectures, discussions and importantly, through hands-on practical exercises.

Who should attend?

This training aims to target the CEOs, Managing directors, VPs, Heads, Directors, GM, Officers, Managers and specialists from fast moving goods industry in-charge of the following department:

- Corporate Communications / Public Relations
- Corporate Affairs / External Relations
- Media Relations / Organizational Development
- Corporate Strategy and Planning
- Corporate Relations / Gov
- Health safety & environment
- Crisis & emergency management
- Market Communications
- Internal Communications
- Branding / Marketing
- Investor Relations / Strategic Planning
- Strategic Planning
- Human resources
- Risk & business continuity



Albert Tan is general manager, global clients, of Truscott Crisis Leaders, a leading regional firm of crisis management consultants headquartered in Perth, Western Australia and serving major multi-national and national clients (see www.crisisleaders.com) across the Asia Pacific and the Middle East. Albert has worked from the boardrooms to the shop floors of a wide range of clients across the region, consulting on strategic and tactical/operational plans, running training courses and conducting emergency and crisis exercises.

Presently based in Singapore, Albert has more than 30 years of commercial and business support experience, mostly with Royal Dutch Shell but also with the Straits Times (Singapore) and General Motors (South East Asia). He is well traveled and have lived and/or worked in varied environments worldwide, either in direct business assignments or running/participating in many meetings and conferences.

His varied career experiences include senior positions having bottom line responsibility for various products and market segments, providing business advice regionally and globally, managing marketing communications, quality management, manpower training and reputation management.

His last substantive corporate role at Shell was as general manager, external affairs, where he focused on issues and stakeholder relations, media relations, social investment, corporate communications and crisis management to protect and promote Shell's image and reputation for business success and shareholder value. Emergency/crisis management and BCP were major country, regional and global priorities for Shell in its wide ranging activities worldwide and Albert played significant roles, working with his team as well as external consultants.

Mastering Crisis Management in Fast Moving Goods Industry

Day One

Session 01

Introduction & program overview

- Active participation and interaction during plenary sessions encouraged
- Active participation at group sessions and simulation exercises essential

Session 02

Self introduction & sharing of experiences

- Participants to individually share name, company, position, role in crisis management & one significant business/personal crisis encountered.
- Summation of experiences and crisis encounters.
- Breadth and variety observed
- Key message/s?

Session 03

The role & value of corporate reputation

- Ultimate goal in crisis management - defense & enhancement of corporate reputation
- Understanding corporate reputation and its links to brand, profitability, resilience & business success
- The value of intangible assets – corporate reputation, including brand value is the dominant part of a FMG company's assets
- Stakeholder acceptance & confidence vital
- Good corporate reputation in turn, contributes to effective crisis management
- Case histories

Session 04

Strategic issues identification and management

- What is an issue? What causes you to lose sleep? In plenary, brainstorm issues which could impact on a company's reputation
- Define and analyze the key issues
- Identify stakeholders
- Analyze issues and recommend organizational positions
- Prioritize issues on "impact" and "likelihood".
- Develop issues matrix
- Proactive & reactive response through task forces, champions, relationship managers and checklists
- Implement and monitor the desired employee behavior
- Develop key messages
- Select the intensity and timing of media, and search for indicators of success

Session 05

Responding to an incident, emergency or a crisis?

- Defining and understanding differences between Incident, emergency & crisis
- Difference between tactical and strategic response
- Emergency response/management focuses on people, environment, assets, recovery
- Crisis management deals with strategic matters – continuity, liability, reputation
- Typical structures & responsibilities of the various response teams
- Roles of individual key members
- Manpower and resourcing issues, especially in crisis response and in product recalls

Session 06

What can potentially cause a crisis in a company and what are the strategic responses?

This session brainstorms the many situations which can lead to a crisis.

(Brainstorming & live internet log-on)

- Class will brainstorm range of potential crisis situations and consider appropriate strategic response strategies. accidents resulting in death; fires, explosions, structural collapses; human failings: thefts, embezzlements, fraud etc.

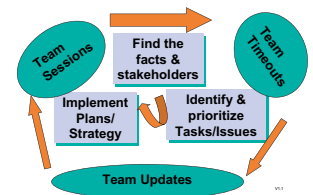
Session 07

Running the crisis management team

On activation, the crisis management team will function through a recommended process, which will be explained, discussed and practiced. (Presentation and Practice)

- **Actions**
- **Team processes**
- **Problem-plays.**

All executives emerge with cohesion when they participate in extreme leadership sessions and prove that they can align their communications with the operational response.



Session 08

Employing support teams in crisis management

The composition, structure and roles of various vital support teams in crisis management will be discussed. This will culminate in an exercise in which the entire class will participate. (Lectures & desk top exercise)

- **Media/investor relations support team**
- **HR/NEC (Nominated Emergency Contact) support team**
- **Technical support teams**
- **Crisis administrative team**
- **Call centre with telephone responders**

The day will conclude with a desktop exercise in which some participants will role play the HR support team, the media support team and the call centre while the rest will role play internal and external stakeholders who will be calling in for a variety of reasons. This will test communications channels and messaging under stress conditions.

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Day Two

Session 09

What are product recalls and why are they key in FMG companies?

The vital role of product recalls in FMG marketing is reviewed and discussed. Two public websites dealing with product recall in Australia and the USA will also be visited.

(Brainstorming, Live Internet Log-on)

- In the FMG business, product recall is a key crisis situation requiring special focus
- Product recall data, issues and methodology will be examined with the aid of live log on of public sites on the subject.
- The ABC's of product recall will also be discussed

Session 10

Mission mode – a virtual incident management tool service – a vital communications and enabling

Mission mode, a virtual incident management services which will manifestedly aid product recall will be demonstrated live.

Participants can discuss its applicability in a range of other situations. This is a live demonstration. (Live demonstration of mission mode)



VIRTUAL CRISIS MANAGEMENT ENVIRONMENTS – MISSIONMODE

SESSION 11 & 12

Desktop crisis exercises

Two desktop exercises will be conducted, during which half the class will take turns playing company response while the other half play as role players. They will switch roles during the second exercise. These are highly charged interactive exercises in which the lessons of the workshop will be put into full use. Each exercise will end with a debrief by both role players and company response.

(High energy desktop exercise)

The participants brief sets out the game plan for each exercise and it typically contains guidance on:

- Aim and objectives, start state and outline timings for the activity
- Participant's actions and role player actions controller's & observer's actions
- Resource limitations on desktop activities
- Passage of information rules and the exercise contact directory

The role player's brief will contain:

- An outline scenario as a story
- Detailed injects to be placed by role players by telephone, email, fax or players' meeting
- The list of stakeholders that are expected to be role played

Both groups will occupy separate rooms, communicating via telephone, email, fax and/or other means, including runners, simulating the full suit of communications and information systems with all internal and external stakeholders. At the end of the exercise, an immediate debrief of all participants will be undertaken.

This assessment will determine if the management is able to

- Apply the plan?
- Manage timeouts to regain control?
- Communicate strategy with stakeholders?
- Develop business strategy under pressure?
- Demonstrate crisis leadership and commercial teamwork?
- Use support teams to manage information flows?



Coming out of crisis is like wrestling a gorilla. You rest when the gorilla rests.

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Day Three

MEDIA TRAINING – “KEEPING TO MESSAGE”

Day 3 will be highly interactive, aimed at ensuring that participants are fully aware of the media as a ‘partner’ and know how to work with them, as well as are equipped with the necessary skills for effective communications in various scenarios

Training Aids

We will use electronic tools to optimize learning. Information and material will be presented through PowerPoint presentations and interview videos. Practical exercises will involve video-taped feedback and critique.

Training Programme

Part I – Theory

This will be an active theory session during which participants will be provided with a broad overview of the local and international media scene and how to optimize on the media interface.

- Overview of the Media Scene in China and in the Region.
- How to do Media relations Role of the media, how press relationship works, the press relations map, building goodwill and negotiation techniques with the press.
- The Media Psychology in Crisis Reporting What reporters look for, how and when to meet them and analyzing questions.
- Information flow and news management Understanding how information flow and the nature of crisis communications, determining the Single Overriding Communications Objective (SOCO), crafting messages from information for new releases and media alerts, anticipating questions, designing Q&As, fast-fact sheets and statements and the importance of consistently Keeping to Message.
- The Role of the spokesman Appointed company spokesmen - how many and who, technical experts to support the spokesman, the role of the CEO and the role of the crisis coordinator or incident manager (for emergencies).
- The Press Conference How to decide if and when to conduct a press conference, press releases, prepared statements, organizing the press conference and managing the press conference.

Part 2 - Tutorial & Rehearsal

The session will next move on to a tutorial and rehearsal phase during which participants will focus on the preparation and implementation aspects of the media interface. This will include action on first contact with the media; preparation and critical do's and don'ts; techniques for studio and doorstep (ambush) interviews; and techniques for mock studio interviews, telephone interviews, doorstep interviews, town hall and public briefings and press conferences

Each group of participants then works under our tutelage to prepare and rehearse for the practical exercises.

- Determine the SOCO based upon the selected reputation strategy and breakdown the SOCO into 3-4 sentences or key points using sound bites or quotable quotes.
- Obtain Fast Facts.
- Draft a media release and prepare multiple Q&A.
- Write the opening statement and prepare a suitable offsite location for the conference.

Part 3 – Practical Exercise

Selected participants will be given the opportunity to participate in recorded mock interviews and critiqued in plenary session. Maximum benefit is obtained from each person witnessing the other spokesperson's performances in the practice/mock interviews, telephone interviews, doorstep interviews, town hall and public briefings press conferences

If the group size is too large, the participants to be interviewed will be selected through a fair process of volunteers and our assessment of basic competence for the role. All others will role play journalist and participate actively in the critique. All participants will thus have an active role and benefit from the process.

In the court of public opinion, a person or organization is guilty until proven innocent.

