

Scenario Planning Grid Example

3.2 Crisis Communications Scenario Planning

Scenario	Top-Line Messages	Stakeholders Affected	Communication Tactics / Vehicles	Draft Statement	Potential Vulnerabilities
CRIMINAL ISSUE SCENARIO					
Insider Trading, Embezzlement	<ul style="list-style-type: none"> - State facts as known - Working closely with law enforcement and regulatory agencies - Take criminal issues extremely seriously - Matters of Corp. Governance of great concern - Systems in place to prevent such as policies, training. 	<ul style="list-style-type: none"> - External counsel - Shareholders/Analysts - Board of Directors - Employees - Media - Law enforcement - Regulatory agencies - Key business partners and customers - Financial institutions, banks, lenders, D&O and fiduciary insurers - Union representatives (as appropriate) 	<ul style="list-style-type: none"> - Holding statement while investigating facts with law enforcement and regulatory authorities - E-mail to EE's reminding of policies etc. - Outreach to key stakeholders/third parties - Conference call depending on severity - Monitor stock, social media and media landscape - B-K depending upon the magnitude 	<p>[Client] has been informed by [Source of information] that an independent agent(s) who does business with the company has been accused [or identified internally] of financial wrongdoing.</p> <p>We are working closely with both law enforcement and regulatory authorities to investigate the facts of the matter and identify the appropriate next steps. We will provide additional information as we are able.</p>	<ul style="list-style-type: none"> - Concern about financial loss - Concern about [Client]'s business operations, credibility, governance - Employee morale issues - Copy cat violations - Higher internal scrutiny will impede business efficiency & productivity
MANAGEMENT ISSUE SCENARIO					
Key executive departure	<ul style="list-style-type: none"> - Depth of remaining management bench - In-line with succession plan - Reason for departure (as appropriate) - Ensure process for 	<ul style="list-style-type: none"> - Employees - Customers/Partners - Vendors/Suppliers - Investment community - Media - Board of Directors - Union representatives - Financial partners (banks, 	<ul style="list-style-type: none"> - Email/letter to all employees – possible town hall, blog, intranet notice - Intranet Q & A - Talking points for key managers - B-K if material 	<p>The Executive Team, Board of Directors and employees at [Client] are saddened by the announced departure of [name, title] effective [date]. [Name] has been a valuable member of the [Client] family [talk to accomplishments, contributions]. [Name] will be leaving us to [talk to future goals of individual if possible] and while</p>	<ul style="list-style-type: none"> - EE confusion / uncertainty / concern about leadership and corporate direction - External concern about succession, strategic focus, effect on business - Potential downward pressure on stock price

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EMPLOYMENT ISSUE SCENARIOS					
Workplace diversity, EEO, harassment complaint, employee conduct	<ul style="list-style-type: none"> - Acknowledge facts of issue/complaint - Statement of action (working with authorities etc.) - Health and Safety a top priority and concern - Note policies - State commitment to keep employees informed as information becomes available 	<ul style="list-style-type: none"> - Employees with particular emphasis on specific plant/location - Union representatives - Regulatory agencies - BOD - Media - Capital markets (potentially) - EE benefits and insurance providers 	<ul style="list-style-type: none"> - E-mail/letter to EEs, intranet, blog, town hall - Talking points for managers - Q&A - Press release - 8-K potentially, particularly if there if incident develops into a big lawsuit 	<p>[Client] has been informed that [a complaint or lawsuit] has been filed by [an employee or a former employee] of the [Facility location] facility alleging an [inappropriate or unfair] working environment. We have notified the regulatory authorities [Name of union or other agencies] to investigate the complaint and determine the facts. [Client] is committed to working closely with the regulatory agencies throughout this investigation.</p> <p>Our employees are our most valuable resources and providing a safe and healthy working environment at all of our facilities is a top priority. It is our policy to enforce strict compliance with all state and federal laws and regulations on hiring, workplace diversity, promotion and advancement, and harassment. Additionally, we go to great lengths to ensure that all of our employees are fully aware of and understand this policy, investigate all allegations or complaints regarding improper behavior and take appropriate corrective action.</p>	<ul style="list-style-type: none"> - Employee morale, ongoing concerns/issues - Additional complaints, real or concocted (i.e. sabotage) - Investors concern about financial implications/liability - Damage to corporate reputation and credibility - Additional investigations into corporate conduct