

Communicating in Times of Crisis. Weathering the Storm. Managing the Aftermath.

Crisis 360

No company is immune from crises. Whether it is an accident, scandal, product recall or natural disaster, there are two types of companies - those who have had a crisis and those who will. But, it is not the crisis itself that makes or breaks the company; it is the management of its response. Effective crisis communication can make the difference between sustained damage to a company or a temporary blip; profit or loss; or recovery or failure.

APCO Worldwide's (APCO) commitment to client service, especially in times of crisis, at the local, regional, national or international level is what sets us apart and defines our approach to crisis planning and management - *Crisis360*.

In today's 24-hour, global news cycle, the wrong actions may take just seconds, but the effects can last for years. Stories can move from the U.S. to Europe to Asia and back again, gathering momentum along the way. Crisis360 brings communication full-circle, assisting clients in preparing for the worst and helping executives understand what they can do before, during and after a crisis to preserve - and even enhance - their reputations. APCO's experts will also show you how to invest in your reputation now, so it will be strong enough to weather whatever storms the future may hold. This integrated, strategic approach offers access to our seasoned specialists, drawn from government, industry and the media throughout the world, and forms a global, around-the-clock team capable of dealing with news crises in all time zones by providing the communication tools and training that equip executives to successfully meet crisis situations head-on.

CAPABILITIES

Auditing a company's emergency response plans and preparation

APCO first assesses your current infrastructure and preparedness. This starts with an audit of existing plans and literature, interviews with those involved in emergency response, a review of your corporate structure, and an assessment of the industry and regulatory environment. From this analysis, APCO produces a comprehensive set of

recommendations, which form the blueprint of an effective crisis communication program.

Reviewing communication and crisis response infrastructure

Without the appropriate infrastructure in place, even the best-planned communication efforts can be undermined. Recognizing that the supporting hardware can be as important as the communication itself, APCO's team of technology consultants conducts thorough reviews of the technology infrastructure used to facilitate crisis communication, putting Web sites, servers and telephone line capacities to the test and recommending solutions to meet deficiencies.

Developing crisis communication plans unique to a company's needs and industry expectations

Successful crisis planning provides a foundation for corporate decision-making. APCO has extensive experience working with clients to design crisis plans unique to their character and needs. If executed properly, the plan will address the multitude of details that, if not properly addressed, could paralyze corporate management amid the chaos and adrenaline of a crisis.

Developing and testing crisis messages

APCO believes sound research guides all successful communication activity. Our in-house opinion research and message development team, APCO Insight®, collects and analyzes information to help drive crisis communication strategy. We employ traditional techniques, as well as cutting edge methodology, to help clients convey the right messages to the right audiences. Our proprietary methodologies have helped clients understand and shape corporate reputation, strengthen brands and communicate effectively on a wide variety of issues in more than 50 countries.

Preparing spokespersons to face the media and public in crisis situations

APCO experts regularly provide training for senior executives, emergency response team members, switchboard operators and other relevant personnel on how to handle their audiences during a crisis. APCO prepares spokespersons to respond in a crisis through audits of real world

examples, mock disaster response scenarios and realistic studio interview scenarios.

Conducting company-wide crisis response drills

A plan is worth little without regular and effective testing. APCO works with company personnel to put the emergency response or communication team and their skills to the test through realistic drills and simulations. APCO conducts and observes tabletop exercises, scheduled and unscheduled drills, and preparation training.

Providing ongoing crisis support during incidents and accidents

Should a crisis hit, APCO's team is available 24-hours a day, 365 days a year. Our professionals work with companies on-site during a crisis to craft messages, develop a communication process, counsel spokespeople, develop third-party allies within the community and media, and obtain objective experts to analyze the situation. APCO provides full-service support throughout the duration of the crisis, including communication strategy, materials, organization and logistics.

Monitoring newsgroups and Web logs

Following an accident, rumor and misinformation abound. Worldwide, millions of individuals use the Internet to communicate and voice their opinions, and thousands of them do so through newsgroups. APCO's team, skilled in monitoring Web activity, provides clients instant monitoring services during crises to head off misinformation and address inaccuracies.

Crisis and litigation

Almost every crisis a business or institution faces will spawn litigation. APCO is adept at offering litigation communication services in conjunction with a company's general counsel or outside counsel. APCO's litigation communication team helps clients develop communication strategies - aligned with their litigation strategy - to manage the public environment around legal actions. APCO is an industry leader in litigation communication and has worked behind the scenes on some of the highest profile lawsuits of recent years.

Protecting shareholder value

A company can lose 20 percent or more of its market value in a crisis. Accordingly, it is essential that crisis communication with analysts, investors and financial journalists is effective. We identify those aspects of the crisis that will be of primary concern to investors and craft communication that explains the crisis in the context of the company's overall financial condition and outlook. Whether the crisis is a restatement, an earnings shortfall, an adverse litigation result or another matter, we can help improve your investor communication.

Post-crisis repositioning

Crisis360 facilitates a complete turnaround for your business. APCO's experts are prepared not only to help you avoid the perils of the unexpected, but also to seize the accompanying opportunity and leverage your challenge into forward momentum. Our team will design an aggressive post-crisis strategy to reshape your public image and rebuild your credibility with stakeholders.



Contact the **Crisis360 Go Team** 24-hours a day at: 1-866-360-APCO (toll-free) | 1-866-483-2726 (international) | 1-202-478-3807 | crisis360@apcoworldwide.com

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