

# Managing Brand Issues in a Global Communications Environment

*PMCQ Education Day, Montreal, Oct. 20, 2005*

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***CONGRATULATIONS!***



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**CONGRATULATIONS!**  
*On your new position  
as brand manager of  
Digoolian!*



*Everything  
is going fine  
until...*



# Frankfurter Allgemeine

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**Es wird berichtet, dass das  
Herz-Kreislauf-Medikament Digoolian  
in Deutschland mit 3 Todesfaellen  
in Verbindung gebracht wird**

# Frankfurter Allgemeine

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Es wird berichtet, dass das  
Herz-Kreislauf-Medikament  
in Deutschland

**Report says heart drug Digoxin  
linked to three deaths in Germany**



## So, when your radio alarm goes ...

“In the news this morning, a report from Germany is casting safety concerns on yet another popular prescription drug. This time it’s the heart drug Digoolian. The German report says the drug is responsible for three deaths among patients. No word yet from Health Canada about the situation regarding the drug here, but we will be following this new issue throughout the day.”

*That's NOT the time  
to start thinking about  
issues management*





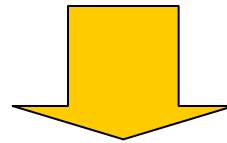
*Issues management  
needs to start  
before the issue does*



# *Issues management*



~~Issues management~~

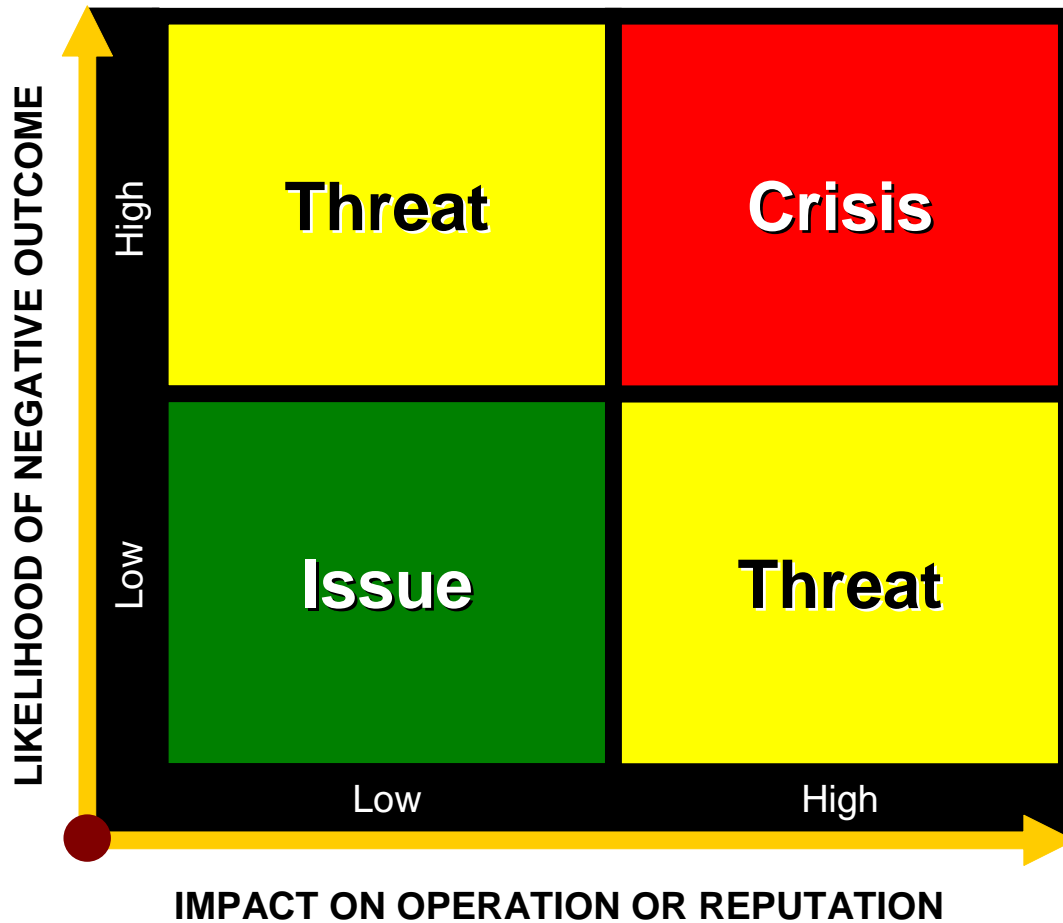


Issues preparedness

# How to be prepared

- » Brainstorm possible issues
- » Work with your communicators to develop plan
- » Know your stakeholders
- » Have your messages prepared
- » Run practice scenarios
- » Work with your global headquarters
- » Keep your fingers crossed

# Advanced Issues Mgmt (AIM) Approach

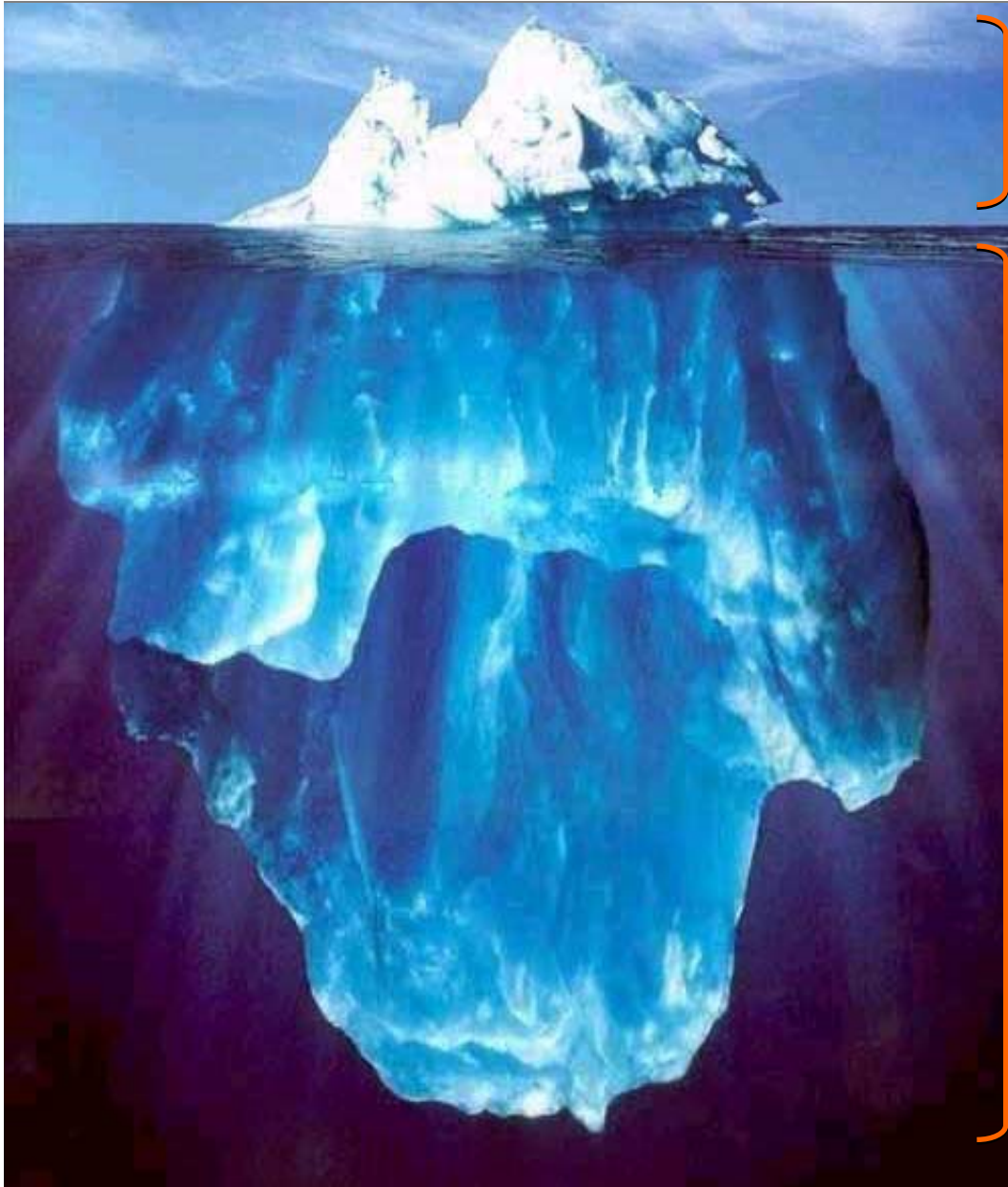


1. Inventory and Categorize
2. Mini-strategy per issue - ACE
  - Advance
  - Contain
  - Eliminate
3. Weekly Flash - Movement
4. Automate – Disseminate – Issues on-line
5. 24 x 7 Immediate Response - Support

# Issue definition / Action required

Threat Category	Vulnerability Assessment	Criteria	Action Required (overview)
<b>Issue</b>	<ul style="list-style-type: none"> <li>→ Proper management can prevent escalation</li> </ul>	<ul style="list-style-type: none"> <li>→ Potential Threat to Organization</li> <li>→ Knowledge is limited to company management</li> <li>→ Outcome in control of company</li> </ul>	<ul style="list-style-type: none"> <li>→ Issue brought to attention of Crisis / IM team</li> <li>→ No need to execute Crisis management plan</li> <li>→ Passive communications</li> </ul>
<b>Threat</b>	<ul style="list-style-type: none"> <li>→ Negative publicity</li> <li>→ Potential lost business</li> </ul>	<ul style="list-style-type: none"> <li>→ Perceived threat to org.</li> <li>→ Knowledge of issue both internal &amp; external</li> <li>→ Potential consequences evident</li> </ul>	<ul style="list-style-type: none"> <li>→ Crisis team mobilized</li> <li>→ Key Messages created</li> <li>→ Stakeholder Map developed</li> <li>→ Proactive comms to select stakeholder groups</li> </ul>
<b>Crisis</b>	<ul style="list-style-type: none"> <li>→ Lost trust &amp; confidence in company or brand</li> <li>→ Widespread negative publicity &amp; lost business</li> </ul>	<ul style="list-style-type: none"> <li>→ Threat is real, actual</li> <li>→ Knowledge is widespread (internal &amp; external)</li> <li>→ Urgent response required</li> <li>→ Potential escalation scenarios</li> </ul>	<ul style="list-style-type: none"> <li>→ Crisis team mobilized</li> <li>→ Support team(s) engaged</li> <li>→ Action plan</li> <li>→ Full stakeholder comms (messages / stakeholder map)</li> <li>→ Responsive communications</li> </ul>

# Go Beyond Media – Direct to Stakeholder



⇒ Determined by what the public & stakeholders read/hear via media

⇒ Determined through direct interaction with the stakeholders who impact your business the most:

Shareholder

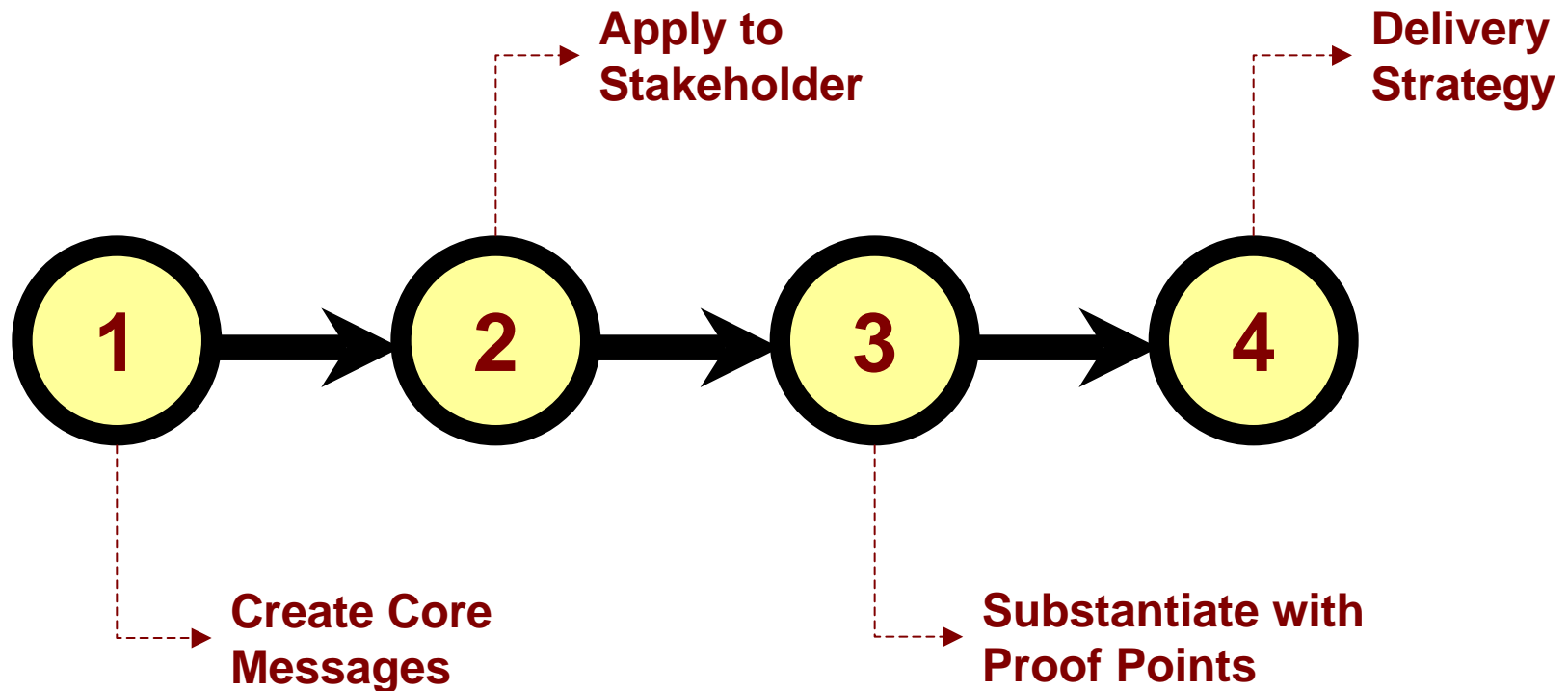
Employees

Customers

Partners

Regulators

# Key Messages: Substantive & Stakeholder Centric





# Key messages

- » Prioritize what is most important to get across
- » Ensure all parties saying same thing
  - However, not robotic
  - Different people speak in their own appropriate words
- » Provide a ‘safe haven’ from tough questions
- » Use in all communications, written or verbal
  - Useful with many stakeholders, not just media

# If you do have to 'manage' an issue...

- » Pull out your prepared plan & messages
- » Involve your communicators right away!
- » Know who is managing the issue
- » Keep everyone informed
- » Develop any required new, specific messages
- » Stick to key messages in all communications

**What we'd like to see...**



# **Canadian doctors come to defence of heart drug Digoolian**

*No conclusive evidence from German reports,  
benefits outweigh possible risks, experts say*



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