

Communications in Times of Crisis



The Do's and Don'ts

What Constitutes a Crisis?

- ≥ An event or incident that occurs unexpectedly and requires a response.
- ≥ Interrupts business routine and causes uncertainty.
- ≥ The reputation of the organisation could be at stake.
- ≥ Natural disasters, accidents, deaths, conflicts are examples of crises that could occur at the workplace.



Background

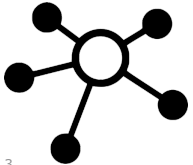
In August 2021, Dutch Lady Milk Industries Berhad (DLMI) faced an environmental crisis which required strategic and prompt response.



- On August 12 2021, DLMI was alerted to a series of tweets about a river contamination in Sungai Penchala.
- DLMI was mentioned as being the perpetrator of the contamination.



- While this matter was being investigated by the relevant authorities, we needed a strategic, quick and efficient response plan.
- This required us to lead whilst shaping the narrative and providing accountable solutions.



- Collaboration and connectivity was key.
- We took this opportunity to engage with key stakeholders within and outside of the organisation.

3

Communications Strategy & Principles

CRISIS COMMUNICATIONS STRATEGY

Safeguarding Reputation while Enabling Seamless Communication with all Stakeholders

PUBLIC AFFAIRS

- i) Establishing relationship with all stakeholders.
- ii) Engaging with stakeholders and shaping the narrative.

EXTERNAL COMMUNICATIONS

- i) Guiding the narrative for all stakeholders.
- ii) Ensuring communications is in a state of preparedness.

SOCIAL MEDIA

- i) Minimising negative sentiments.
- ii) Telling our story in a timely manner to provide a balanced perspective.

INTERNAL COMMUNICATIONS

- i) Keeping employees informed in a timely, accurate manner.
- ii) Ensuring employees remain calm and organised.

Guiding Principles:



Partnership



Proactiveness



Transparency

Adoption of Strategy and Principles

Role of Board and Management

Board

Oversees potential risks from a broader perspective; ensuring interests of shareholders remain priority.	✓
Reviews crisis management plan.	✓
Provides oversight and critical input.	✓
Engages and connects with key stakeholders, if and when needed.	✓
Assesses overall situation - how can we do better and avoid a situation like this from happening again.	✓

Management Team

Takes charge of situation and leads engagement with key stakeholders.	✓
Gathers information, expertise and deep dives into crisis.	✓
Reviews crisis management plan.	✓
Oversees execution of crisis management plan.	✓
Assesses overall situation - how can we do better and avoid a situation like this from happening again.	✓

External Communications & Social Media Initiatives



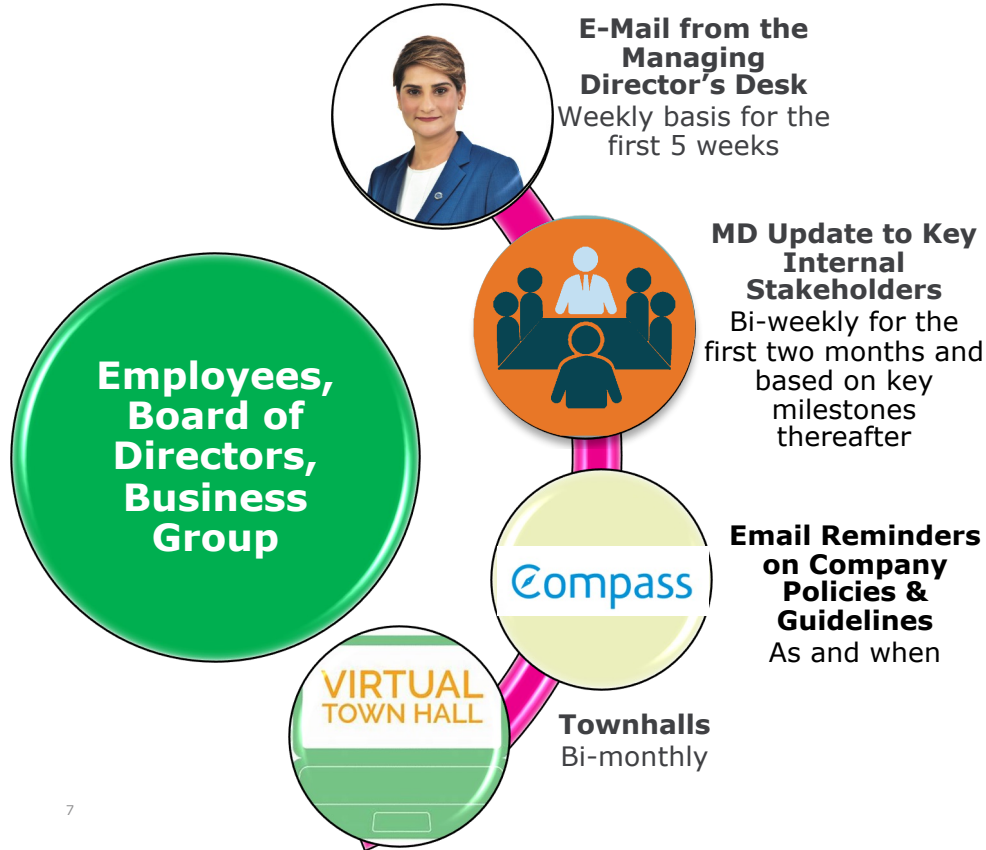
OBJECTIVE & TONE

- ✓ Create situational awareness;
- ✓ Positive reinforcement of the situation handling;
- ✓ Key decisions & updates made by Management.

- ✓ Create situational awareness;
- ✓ Build rapport with the community and take the lead in accountability;
- ✓ Key decisions & updates made by Management.

- ✓ Positive reinforcement of the situation handling;
- ✓ Provide updates on DLMI's river cleaning initiatives.

Internal Communications Initiatives



OBJECTIVE & TONE

- ✓ *Leadership principles upheld by company;*
- ✓ *Create situational awareness;*
- ✓ *Key decisions & updates made by Management.*

- ✓ *Timely reminder on key policies related to conduct;*
- ✓ *Aids in the form of Do's and Don'ts guiding employee action.*

- ✓ *Positive reinforcement of the situation handling;*
- ✓ *High-over situational update and decisions taken by Management.*

Do's and Don'ts

Do's

- ✓ **Collaboration is KEY; from the Board to the Management Team and Crisis Management Committee.**
- ✓ **Listen to the views and perspectives of all key stakeholders.**
- ✓ **Be certain of all facts before issuing a definitive statement - know WHAT to say and WHEN to say it.**
- ✓ **Make choices that reflect accountability.**
- ✓ **Communication and transparency with different groups of stakeholders - visibility of leaders is essential.**
- ✓ **Continue to monitor public sentiment.**

Don'ts

- ✗ **Ignoring the situation is not a choice.**
- ✗ **Be rash when communicating with different groups of stakeholders.**
- ✗ **Ignore the opinion of key internal and external stakeholders.**
- ✗ **Attempt to shy away from accountability.**
- ✗ **Underestimate the power of social media.**

Being **BOLD** and **BRAVE** in the Face of Adversity

1. Stay true to your purpose.
2. Be genuine and empathetic.
3. Listen and understand.
4. Humanise your communication and connection.
5. Lead with strength and vulnerability.
6. Build long-lasting relationships.
7. Bring your 'A' Game everyday.



In Summary



INSPIRE CONFIDENCE & EARN TRUST OF ALL STAKEHOLDERS



Thank You