

Protecting the value and
reputation of your business
in the wake of COVID-19

INSIGNIA
Crisis management training, planning & consultancy

In the aftermath of the coronavirus outbreak, stock prices fell dramatically, supply chains were heavily disrupted and more than a third of the world's population were forced to self-isolate. This left many businesses in weakened positions and even more vulnerable to risk.

In anticipation of a second wave of the virus, or an unrelated crisis, it is vital businesses act now to ensure they are ready to deal with new threats. This means learning from their response to COVID-19, evaluating the new risk landscape and ensuring crisis plans meet the current threat level. Not to do so risks further – potentially terminal – harm.

Supporting business recovery and resilience post COVID-19

Insignia has developed a package of crisis management services to protect business value, reputation and stakeholder lives and livelihoods in the 'new normal'.

Covering four core areas – assessment, planning, training and exercising – the services give business leaders the capabilities and confidence to safeguard their organisations in the challenging times ahead.

Workshops and training can be delivered virtually, or face to face if lockdown restrictions allow.

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The culture, capabilities and confidence embedded through crisis management planning, training and exercising meant we were able to respond to the COVID-19 outbreak in a timely, well organised and purposeful manner. Making this commitment ahead of time made a huge difference to our ability to protect our people, the business and its reputation

”

Jim French, Vice President Health, Safety & Risk, Lundin Mining



Assess



62% of businesses say they are now more vulnerable to the impact of a crisis than before COVID-19

Source: Insignia survey, May 2020

COVID-19 crisis management review and lessons learned

Your response to the initial outbreak will have revealed flaws, gaps and areas for improvement. If these are not addressed now, you risk further damage to your business reputation and maybe even your long-term viability.

Our COVID-19 crisis management review workshop will ensure your organisation is prepared for future crises (not least a second wave of coronavirus).

The format is as follows:

Pre-workshop

- One-to-one discussion with the crisis team leader to establish their perspective
- Workshop attendees briefed to reflect on their learnings

Workshop agenda

- Purpose and objectives
- Reminder of your crisis management objectives for COVID-19
- Review of how your crisis management response played out
- Analysis of variance between objectives and what happened in practice
- Identification of:
 - o What went well
 - o What didn't go well
- Consider: if we were to do this again:
 - o What would we do the same?
 - o What would we do differently?
- Actions and next steps (plan changes; resource needs; training requirements etc.)

Workshop follow up

- Report detailing findings and action plan with deadlines and accountabilities assigned

Conducting a structured review of your pandemic response and identifying essential steps to build your resilience means you will be ready to protect your business from the next crisis which may be just around the corner.

Risk assessment

Coronavirus has dramatically altered the risk landscape, creating new threats which could bring an already weakened business to its knees.

Insignia's post COVID-19 risk assessment will help you make sense of this new world and the risks it presents.

Against the backdrop of the pandemic, we will run a risk assessment workshop to examine your business from an external standpoint and:

- Identify the new risks that threaten your organisation
- Prioritise these threats
- Agree an action plan to reduce their likelihood and/or impact

A risk assessment clarifies where your greatest vulnerabilities lie at this most challenging of times. It also identifies strategies for addressing them, so you can take action now to minimise potential future harm.

COVID-19 crisis communication review and lessons learned

Maintaining stakeholder trust and confidence is critical if you are to emerge from this crisis strongly. Without it, your business may not survive.

Understanding whether your COVID-19 communication hit the target is key to this. Insignia's post COVID-19 crisis communication review includes:

- A 60-minute interview with your communication lead and/or sight of your COVID-19 communication plans to inform a review of:
 - o Stakeholder prioritisation

- o Messaging
- o Use of communication channels
- o Frequency of communication
- A review of materials drafted (e.g. employee briefings, customer communication, website updates, social media posts, question and answer documents etc.) to assess the extent to which they were:
 - o Appropriate in tone
 - o Clear
 - o Practical
 - o Based on substantiated messages
 - o In line with your values

We can also conduct interviews with critical stakeholders such as employees, customers, suppliers and investors to evaluate their perceptions of your COVID-19 response.

Findings will be presented in a report, along with actions to address identified gaps such as missing statements/resources and guidelines for social media usage. Acting on these will enable your team to set the communication agenda in future crises and shape your organisation's destiny.

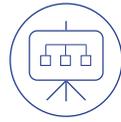


The six point crisis management planning process shared by Insignia was extremely useful and practical for our 100+ managers in the region as they built individual plans for their teams and stakeholders. The framework has served us well throughout the pandemic and we continue to use it as a guiding principle as we move forward.

**Subin Somanathan, Regional Security Director,
Schneider Electric**



Plan



When responding to coronavirus, only 30% of businesses said their crisis management plan worked extremely well.

Source: Insignia survey, May 2020

Crisis management plans

Organisations without a well-conceived crisis management plan struggled to mount a purposeful response to coronavirus. Unless this failing is addressed, when confronted with wave two or a secondary crisis such as a cyber incident, the damage could be irreparable.

Insignia can develop a robust crisis management plan to give you the framework, principles and resources you need to mount an effective crisis response, whatever the situation.

It will include:

- Purpose and scope of the plan
- Definition/categorisation of a crisis
- Objectives and guiding principles for crisis management
- Crisis management team roles and responsibilities
- Activation/escalation procedures
- First actions checklist
- The Four Boards information management system
- Pre-prepared communication materials (see next section on crisis communication plans)
- Appendices covering:
 - o Contact details for your crisis management team and key stakeholders
 - o Checklists for setting up a crisis management team room and press office
 - o Video, web and teleconferencing guidelines

In addition, we can include specific guidance for handling a second coronavirus wave or future pandemic. Created as a

dedicated section within your overall crisis management plan (or as a standalone document) content will include:

- Checklists covering:
 - o Planning and preparation
 - o Monitoring
 - o First actions in the event of a pandemic
- Details of any pre-existing policies you may need to implement e.g. meeting etiquette; virtual working; sick pay; compassionate leave
- Template communication materials (see next section on crisis communication plans)

Establishing robust crisis management procedures in the short window of opportunity between the current outbreak and the predicted second wave, will ensure you are better placed to protect your business and the lives and livelihoods of your stakeholders when the next crisis hits.

“

The plan, training and advice provided by Insignia before and during the coronavirus outbreak were hugely beneficial in protecting our business and retaining the trust and confidence of our stakeholders. The work we put in beforehand meant we were ready to do and say the right things when the crisis broke.

”

Richard Masters, Managing Director, Master Yachts



Crisis communication plans

100% of businesses say they plan to make changes to their crisis plans based on learnings from their COVID-19 response

Source: Insignia survey, May 2020

Retaining the trust and confidence of your stakeholders is essential if you are to survive and prosper in these challenging times.

A pre-prepared crisis communication plan, developed by Insignia, gives you the framework, principles and materials to do this. It will include:

- Roles and responsibilities for crisis communication
- Overall crisis communication process
- First actions checklist
- Guidelines to shape your communications response
- Forms and logs to manage stakeholder interaction

In addition, we will draft a suite of template communication materials including:

- Media statements
- Internal briefings
- Customer communication
- Social media posts

These template materials will cover your priority risks, including a second wave of coronavirus. They can be incorporated within your crisis communication plan or as an appendix in your crisis management plan.

As coronavirus has shown, communication teams face intense pressure in a crisis. Whether it's setting out ground rules for communicating with staff virtually to handling tragic news such as an employee fatality, equipping them with the tools and templates they need to get critical information out fast will protect reputation and maintain stakeholder trust.

Enhancing existing crisis management and communication plans

Even if you had pre-existing crisis management and communication plans, they will have been tested to the limit during the coronavirus outbreak.

By combining our expertise with your learnings, we can address gaps, flaws and areas for improvement within your existing plans so you are fully prepared to respond to future challenges. We can also update your crisis management plan to include guidance on responding to a pandemic.

Scenario planning

Coronavirus has brought into sharp focus the need to think the unthinkable and plan for the worst-case scenario.

Insignia's scenario planning workshop will enable you to identify and prepare for your critical COVID-19 crisis scenarios.

For each scenario, your team will consider:

- Strategic intent – a clear definition of what a successful outcome looks like
- Main effort – priority areas of focus for each phase of the crisis
- In-principle decisions
- Resource and training requirements
- Actions to reduce the likelihood of each scenario occurring
- Contingencies (and related actions) to deploy in the event of each scenario occurring

Findings, together with a list of actions and details of those responsible for implementing them, will be circulated after the workshop.

In the wake of COVID-19, scenario planning enables your team to rehearse its thinking and decision making in relation to newly identified risks. It also identifies gaps and flaws in your existing capability to be addressed before the next crisis.

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It's so easy to get communication wrong in a crisis and suffer a devastating loss of reputation as a result. Our foundation of crisis communication planning, resources and capability meant we could communicate quickly, effectively and empathetically when COVID-19 emerged, and so retain the trust of our stakeholders.

”

Jo Lumani, Head of Reputation, NFU Mutual



Train



Crisis management/communication plan briefing

If new crisis plans have been developed to address learnings from your initial COVID-19 response, a plan briefing workshop is required to ensure your team is able to deploy the new procedures under pressure.

Participants are trained on key processes via facilitated discussions and interactive mini exercises. Topics covered include:

- Team organisation and leadership
- How to set strategic intent
- Use of the Four Boards information management system
- Logging of events, decisions and actions
- Identification and prioritisation of key stakeholders
- Completion of first actions

Designed to create muscle memory, a plan briefing ensures teams know exactly what to do and how when the next crisis strikes.

COVID-19 crisis communication training

Your initial response to coronavirus may have identified skills gaps within your current communication team. You now have a short window of opportunity to address these before the second wave hits.

Our half day communication workshop will give your team the capabilities and confidence they need to produce materials that will reassure your stakeholders and retain their trust.

It will cover:

- Principles for communicating successfully in a pandemic, including guidance on:
 - o Messaging
 - o Tone of voice
 - o Medium/channel
- How to develop a pandemic stakeholder communication plan
- Creating key materials (e.g. holding statements, employee briefings, social media posts)
- Advice on relaying sensitive news

- Tips for conducting staff briefings/media interviews during lockdown

By the end of the session, your team will have the capability and confidence to respond faster and more effectively under intense pressure.



“

The crisis management planning and training provided by Insignia were invaluable in guiding our COVID-19 response. As an organisation on the frontline of the outbreak, a surefooted response was essential. The plan and our training made a huge difference to our achievement of this.

”

**Adam Sullivan, Chief Executive,
Baywater Healthcare**

Exercise



Only 45% of businesses felt confident they would be able to respond successfully to a second coronavirus outbreak

Source: Insignia survey, May 2020

Rehearsing response to COVID-19 second wave

As coronavirus has shown, when your business is on the line, you cannot afford any missteps.

In advance of a second wave of COVID-19 this winter, we are offering a three-hour desktop exercise to rehearse your response to this impending crisis.

In response to an unfolding scenario and based on your COVID-19 crisis management plan, you will:

- Develop your crisis strategy
- Make decisions
- Determine communication tactics

Insignia facilitators will probe responses, discuss implications and share practical insights.

The exercise is available in two formats:

1. As a bespoke session tailored to your organisation
2. As an open course against a generic COVID-19 wave two scenario

Recognising the enormous challenges of the first outbreak and its significant consequences for business, this exercise provides reassurance that any future response will stand up to stakeholder scrutiny and protect your business from further harm.



We were so pleased we ran a detailed crisis simulation less than a year before the coronavirus outbreak.

The lessons we learned were incredibly helpful for our real world COVID-19 response. It helped plug gaps, clarify priorities and responsibilities, and refine our communications in a crisis.



**Steven Stewart,
Director of Communications,
Stagecoach Group**



Insignia works with leaders of businesses around the world to protect value and reputation when crisis strikes.

Through planning, training and rehearsal, we build their confidence to do and say the right things on the worst day of their business lives.

Our clients include Cathay Pacific, DP World, Lidl, NFU Mutual and Stagecoach. Whether a pandemic, cyber-attack, product contamination or catastrophic accident, we give them the capability to protect their business and its stakeholders under intense pressure.

INSIGNIA

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