

Media Management and Crisis Communication in Security Incidence Response

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Agenda

Part 1 Understand the media

Part 2 Media management: get prepared

Part 3 Crisis communications techniques

Case study: Security Incident Response
communications

Part One
Understand the media

Understand the Media

- What the press is/is not
- What the press wants
- How does the press work ?

What the press is

- Journalists are often biased
- They often champion “people” causes
- Their structure impose a simplification of reality
- They cover several stories at the same time

What the press is

- Journalists work with tight deadlines
- They suffer from harsh competition from other media
- They cover more and more information with shorter delays
- They are informed more quickly than ever through internet.

What the press is not

- The media are not your friends
- They are not your ennemy
- They are not experts in every area
- They are not aware of all existing news and confidential information

What the press wants

- Meet their deadlines
- Produce an interesting story:
 - Check the facts rapidly
 - Gather quotes/testimonials
 - Get pictures, soundtracks...

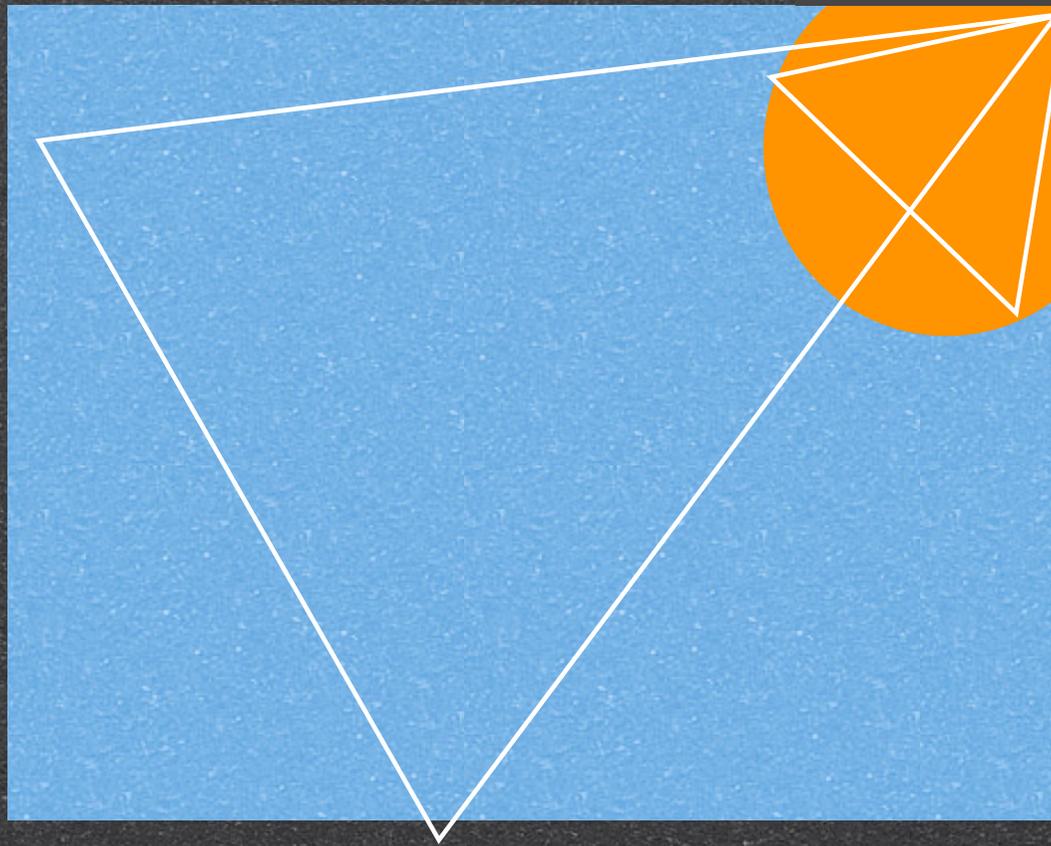
What the press wants

- Get accurate information
- Speak to the right person
- Never loose time
- Their calls to be returned
- Not to be pressured or threatened

How does the press work?

- Facts
- Analysis
- Commentary
- Balancing Reporting
- News TV report/ Radio report

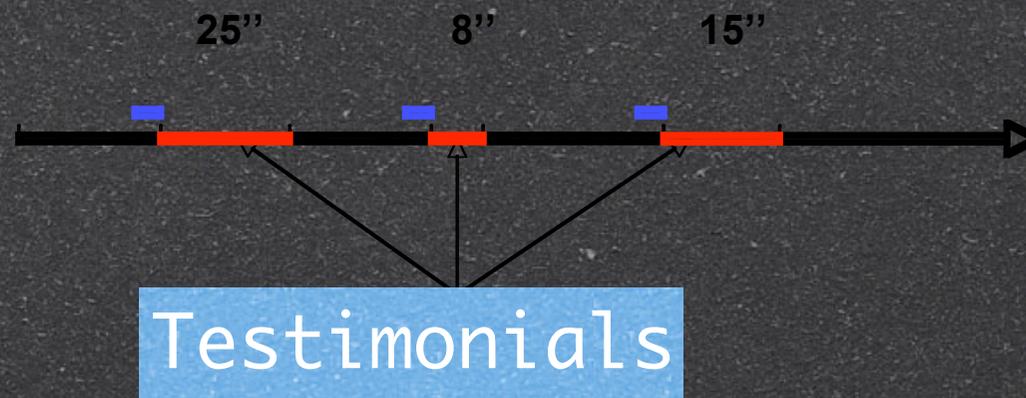
What is an angle ?



News Report

2/11

From 1.15mn to 1.45mn



What is news ?

- A news is linked with a context
- Impacting a lot of people
- Stories that catch people's attention

Part two
Media Management:
get prepared

Develop efficient Response to the media

- Evade the Common mistakes
- What type of interview?
- Telephone, face to face and Radio.

Common mistakes

- Do not wait to return a journalist phone call
- Do not give your cellphone number
- Do not despise/laugh at a journalist
- Do not give information “off the record”
- Beware of pre-interview comments
- Do not tolerate bad behaviors

Common mistakes

- Do not lose control of what you say
- Do not lie
- Do not play ping-pong
- Do not counter or refute the substance of the questions
- Do not take back/re-use the negative words of the journalist, even to refute them

Common mistakes

- Do not over-estimate the journalist's knowledge
- Do not expect the press to draw the same conclusion as you from the facts
- Do not ask what is the journalist's angle

Master time



The Colombo Effect



What type of interview?

- Email
- Telephone
- Face to face
- One to many
- Radio
- TV

What type of interview?

- What is this publication ? (business, IT, daily, monthly, etc...)
- What is the interview context?
- What is the audience?
- Who is this journalist?
- What do I want to say?

What type of interview?

- Establish the ground rules with the reporter:
 - On the record
 - Not for attribution
 - Background

Telephone interview

- Don't start answering questions on the spot.
- Ask name, contact details, publication and deadline and call the reporter back.
- Check internally if you're the right person to talk to him.
- Prepare/check your points and statements before calling him back.

Face to face interview

- Fix a timing/day for the interview and stick to it
- If possible, choose the venue
- Don't be late
- Dress correctly
- Switch off your mobile phone

Face to face interview

- Welcome the journalist by using his name
- Offer him water/coffee
- Check the venue where the journalist wants to take a picture/movie.

Radio

- Prepare 15sec to 30sec statement
- Prepare striking sentences
- Prepare striking metaphors

Part Three
Crisis
Communications
Techniques

Remember

- Your objective in a media interview is to make your point
- The first words have a greatest impact
- You win or lose your audience in the first 30 seconds
- Audience remember what you say first and last

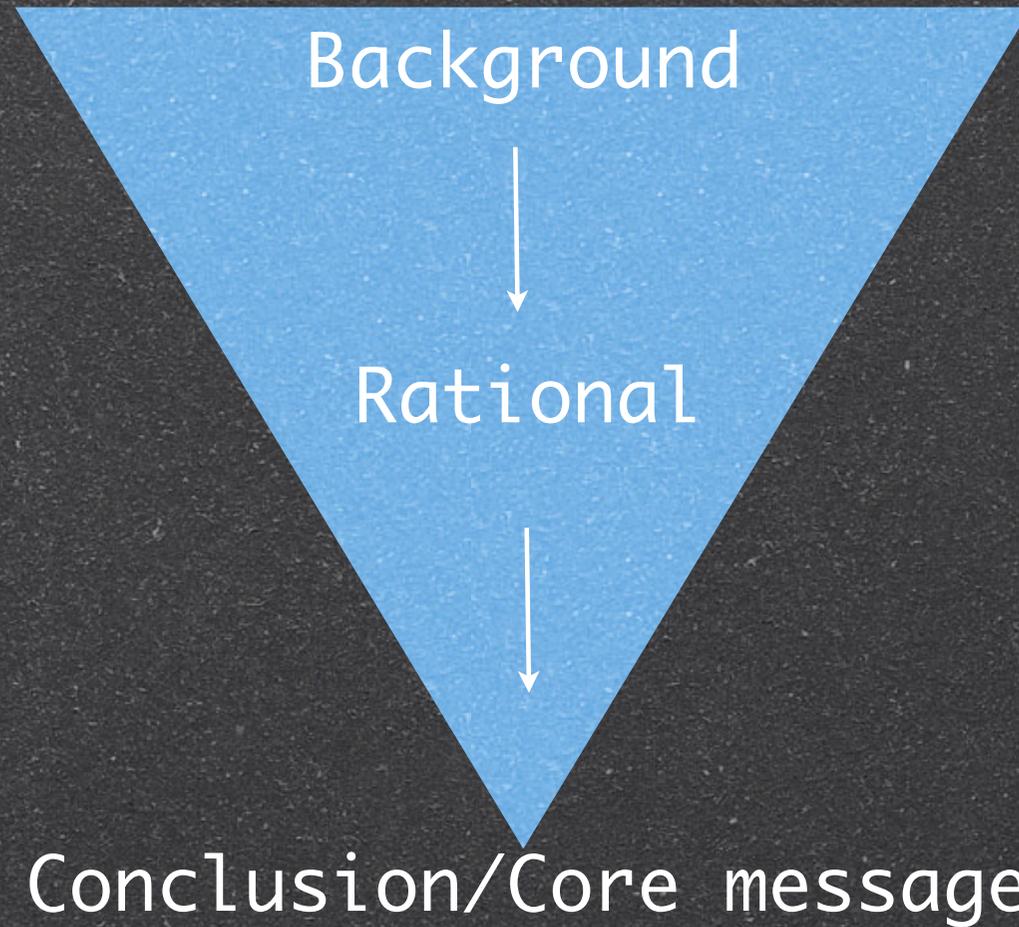
Crisis Response Techniques

- Develop a brief statement to begin each interviews
- Continually update the information
- Stick to factual responses
- Keep calm
- Show concern for the people involved

Basic Response techniques

- Top of the pyramid: key to controlling responses
- Logical progression: responding in anticipated sequences
- Audience benefit: responding to audience self-interest.

The Engineers' Way



The Media way

Core messages

Sub-messages

Illustration/Examples

Prepare a game plan

- Objective: what you want to accomplish
- Audience: who your message will reach.
- Major Points: 3 general “umbrella” points
- Sub-points: illustrate each sub-point. Give EXAMPLES.
- Scope: limit your response to your job responsibility.

Objective

- What do you want to accomplish ?
 - => sell a story?
 - => balance a news?
 - => limit coverage?

Audience

- Who is the audience? How are they involved?
 - General Public?
 - Entreprises?
 - Government?
 - Shareolders ?

Core Messages

- Try and Limit them to 3 points
- This narrows the focus of the media interviews
- This limits the information the reporter has to work with
- Focus on relevant positive, short & easily understandable points

Sub-Messages

- Relevant facts & figures that substantiate, reinforce or explain your core message
- Provide metaphors that illustrate your first point clearer

Examples/ Illustration

- Provide examples that illustrate your points
- Provide testimonials from an external and neutral actor to back-up your statement (analysts...etc)

Prepare Q&A

- Limit it to 6/8 questions
- Have 3/4 answers covering ALL possible questions
- “What if..” scenarios
- Role-play different types of reporters (agressive,abrasive...)

Case study

Security Incidence Response
Communications