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Let's talk about CRISIS

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Communication for CVP Member Countries
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A new information age

- Today a person is subjected to more information in a day than a person in the middle ages entire life!

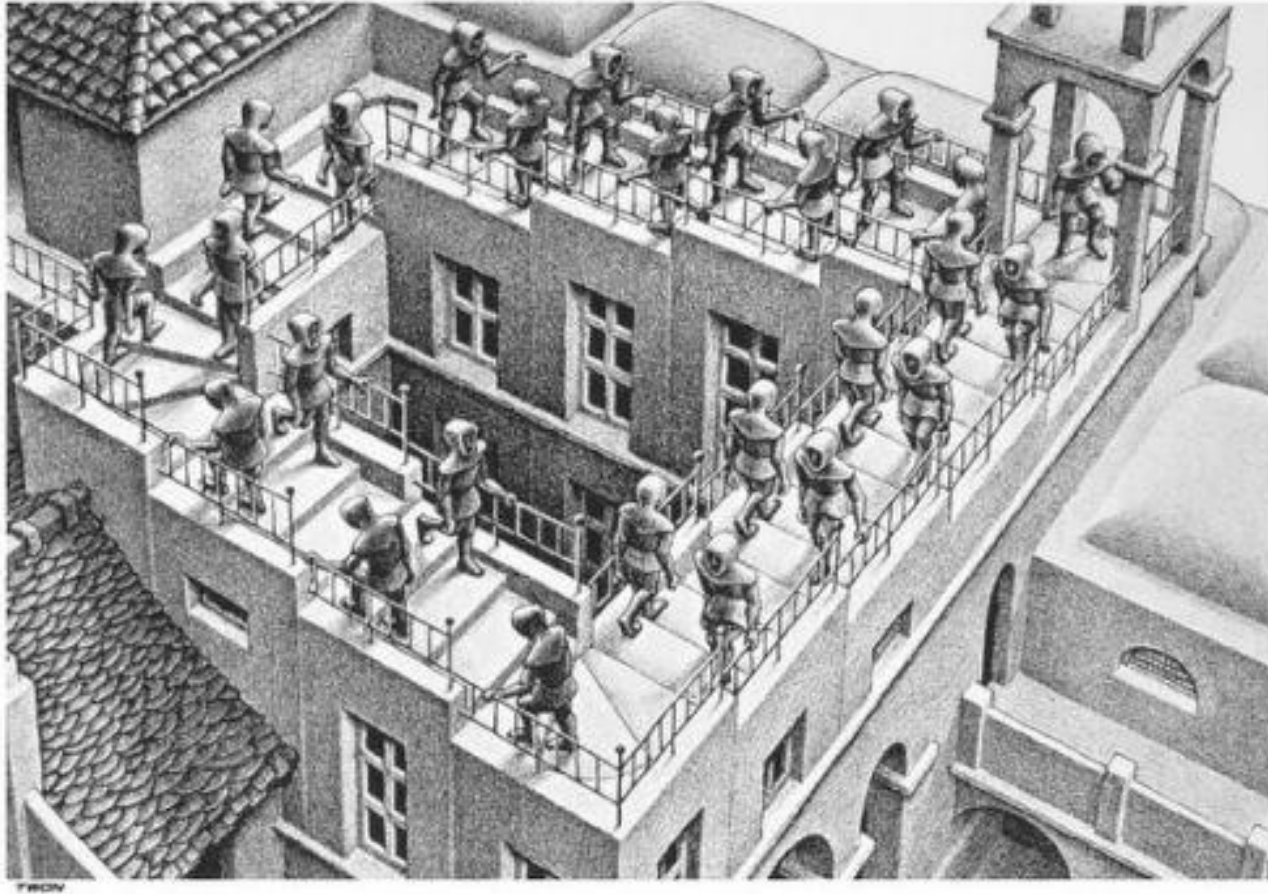


Experts are less trusted

- Doctors, experts and authorities are less trusted and respected as the source of all medical and health advice
- Our patients and the public took our advice
- No one complained about our communication



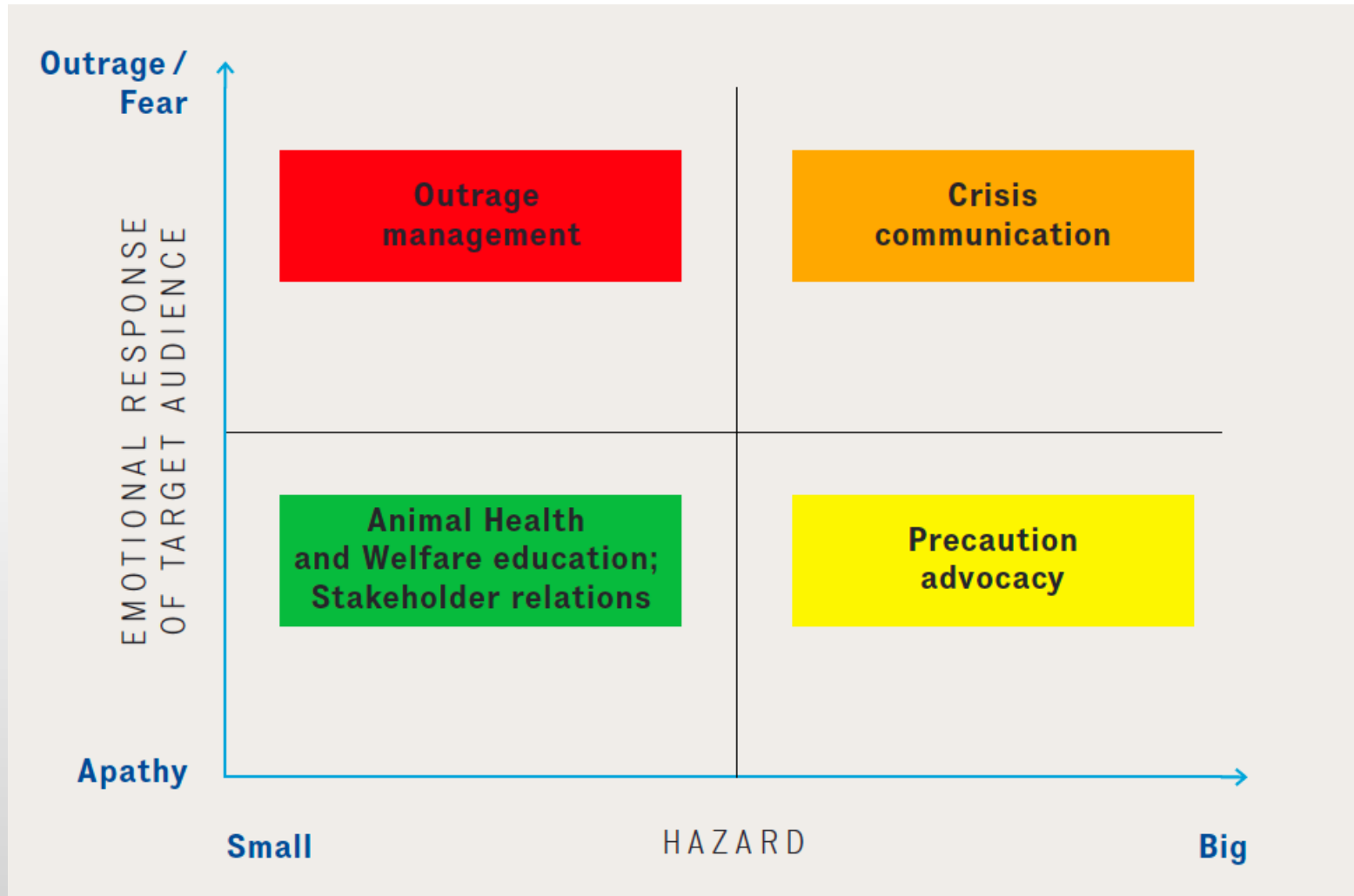
Perception **is** Reality



To the general public,
facts are less important than feelings

Risk Communication Strategies

Peter Sandman's model



Risk Communication Strategies



But, what do we call a crisis?



Several types of crisis:

- **Operational crisis:** When a problem or an incident, as an animal disease outbreak, exceed the usual capacities of anticipation, management or control
- **Communication crisis :** When a problem, an incident, or event causes a exceptional and/or uncontrolled public/media exposure of the organisation

What is at risk in during a communication crisis?



TRUST

- If trust in Veterinary services is disrupted:
 - Control measures of outbreaks not applied
 - Animal health endangered
 - Potential human health impacts
 - Potential food safety & security impacts
 - Political impacts
 - Economical impacts
 - Future communications will be less efficient

What leads to a communication crisis?



Communication crisis: definition



“ A communication crisis is a process characterised by the combination of:

a trigger event,

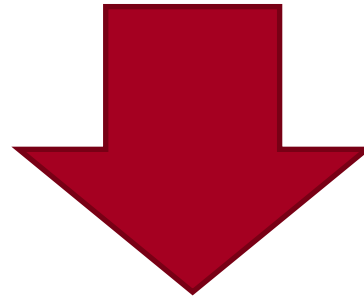
in a buoyant context of internal “failures”,

amplified by an **favourable environment** made of external opinions and/or tensions

which will cause **a change of perceptions,**

and as a result, modify the reputation or the image of a company/organisation and its leaders.”

Communication crisis: definition



“ In developed societies,
where the perception of the facts count as much
as the facts themselves,
the communication crisis is
the noise that the change is creating”

1- A trigger event

- Natural or accidental
- Technical
- Economical
- Scientific
- Managerial
- Human
- Political
- Public opinion



2- A buoyant context

- **Internal context:** organisational, managerial, lack of resources, old procedures...
- **External context:** societal trends evolution, lack of awareness, scientific vulgarisation, decrease of trust in experts, NGO activities, ...



3- Favourable environment

- Because of the high mediatisation
- Because of political speeches
- Because of the societal intermediation

4- A targeted change of perceptions

- In crisis situation, there is a need of identification of the offender
- Media search of an « personification »:
 - For story telling
 - To ease the understanding
 - To rationalise the problematic



How to face a communication crisis?



“Good reasons” to avoid communicating

- “I do not have all the facts”
- “We don’t want to create panic”
- “There is no spokesperson available”
- “I fear juridical consequences”
- “I fear to reveal confidential information”
- “we need to protect our reputation”
- “We do not have solution to propose”

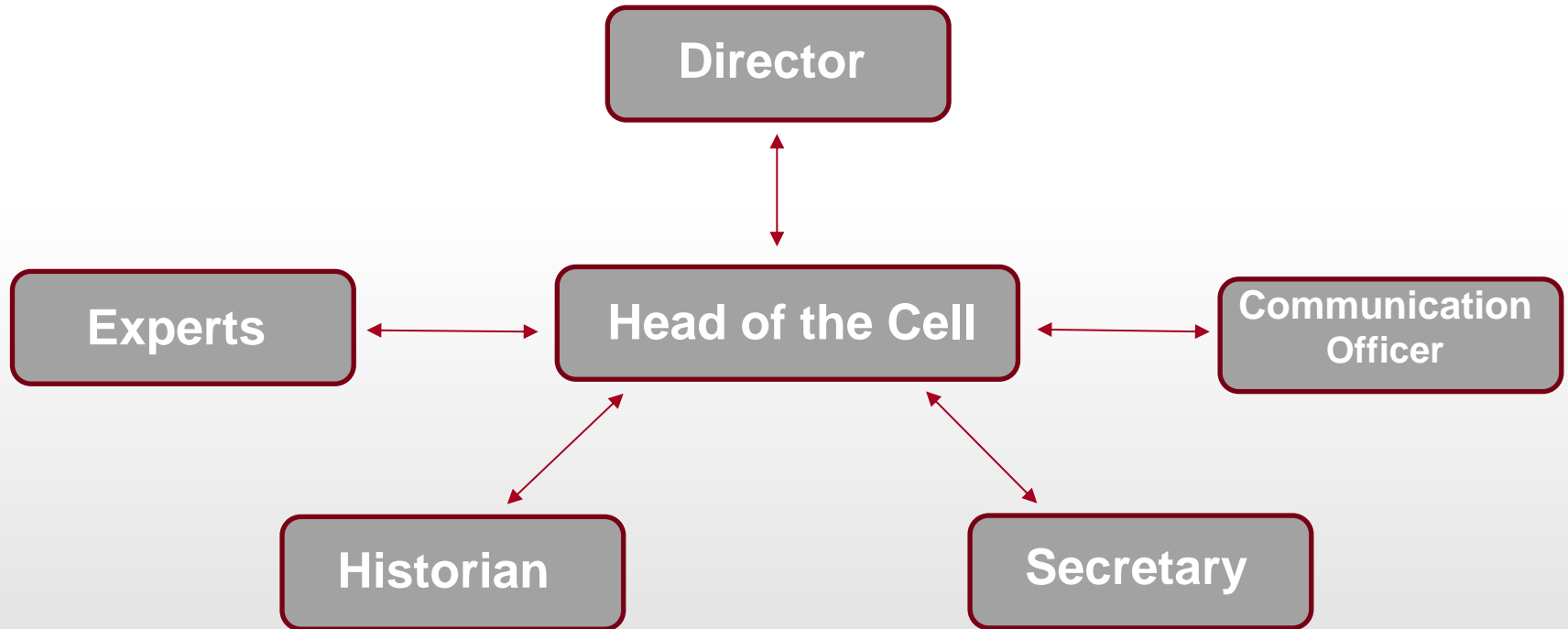
Why you **MUST** communicate asap

- To inform internal colleagues
- To inform external stakeholders
- To build a non aggressive & transparent image
- To answer to questions and fear of general public
- To answer to media requests



DRIVE THE NARRATIVE

Composition of a Crisis Cell



Establishing the crisis management plan

The issues:

Ask the right questions in order to have adequate responses

- Share all the facts concerning the event based on the outbreak sheet
- List all the sensitive issues
- Anticipate potential legal risks
- Establish an initial cost estimation

Coordination actions:

Identify key players that can support or who need information

- Identify the key players
- Make sure that the authorities have the correct information and that this info meets their expectations
- Mobilise the necessary skills

Technical actions:

Establish actions which will allow for a technical resolution of the event and recovery from the crisis

- Quality control
- Firefighting
- Product recall/withdrawal
- If necessary, mobilise insurance cover

Communication actions :

Define messages and create messages for specific targets

- Prepare the communication plan
- Decide on an eventual internal communication
- Specify the external communication (with the media; victims and their families, the authorities...)

Huge thanks to



Jean-Christophe Alquier

www.

alquiercommunication.fr



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Thank you for your attention

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Establish your crisis cell!!

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