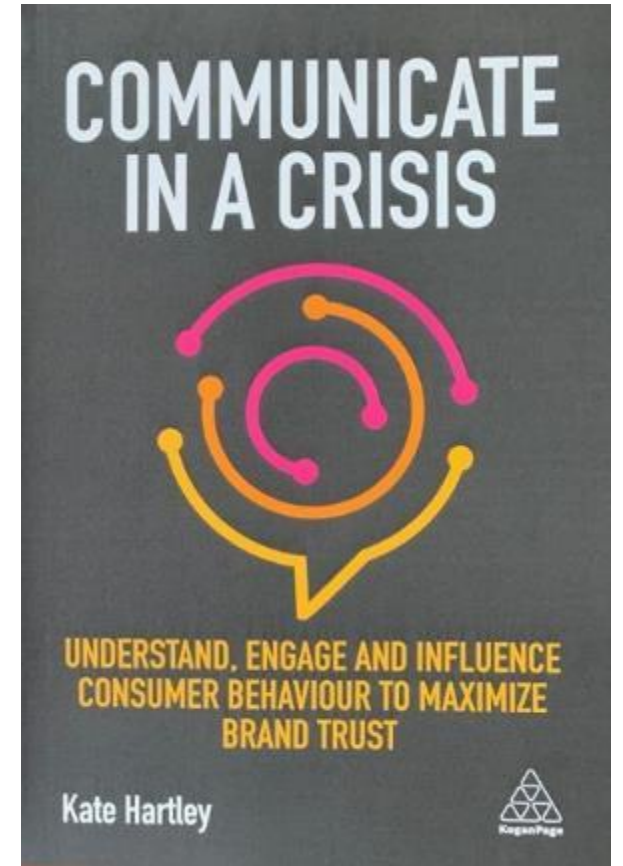




# Navigating a crisis: preparing for the worst day of your business life

**Kate Hartley, co-founder, Polpeo**



**polpeo**



Games of the XXXII Olympiad Tokyo 2020







Source: Amnesty international, April 2024

“There is a cruel irony that a Saudi Arabian state-owned company should be considered fit to sponsor the Women’s World Cup when women like Salma al-Shehab and Manahel al-Otaibi remain imprisoned in the Kingdom for peacefully speaking out for gender equality.

“With Saudi Arabia also currently being the sole bidder to host the 2034 men’s World Cup, world football could be dogged by human rights violations for years to come unless urgent action is taken to address the country’s atrocious human rights record.

< NEWS



April 25, 2024

# Global: FIFA sponsorship deal with Saudi Aramco covering World Cups raises human rights concerns

Reacting to FIFA's four-year global partnership deal with Saudi Aramco, making the state-owned fossil fuel company a sponsor of the 2026 men's World Cup as well as the Women's World Cup in 2027, Amnesty International's Head of Economic and Social Justice Steve Cockburn said:

“There is a cruel irony that a Saudi Arabian state-owned company should be considered fit to sponsor the Women's World Cup when women like [Salma al-Shehab](#) and [Manahel al-Otaibi](#) remain imprisoned in the Kingdom for peacefully speaking out for gender equality

## Recently added

- Israel/OPE: One year on from 7 October need to ensure a ceasefire and release of hostages more pressing than ever
- Singapore: Unlawful execution despite ongoing legal appeal raises fears of more to come
- Joint Statement: Tunisia is Not a Place of Safety for People Rescued at Sea
- Ukraine/Russia: Teachers in Russian-occupied territories coerced to teach Russian curriculum through threats and violence
- Togo: Security forces' failure to protect participants at opposition party conference must be investigated



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**Boycott** [

refuse to do b  
business with

## Five things a brand does to trigger negative behaviour:

1. Hits at core beliefs and values
2. Attacks social norms
3. Takes away our control
4. Hurts something we relate to
5. Goes against its own ethics



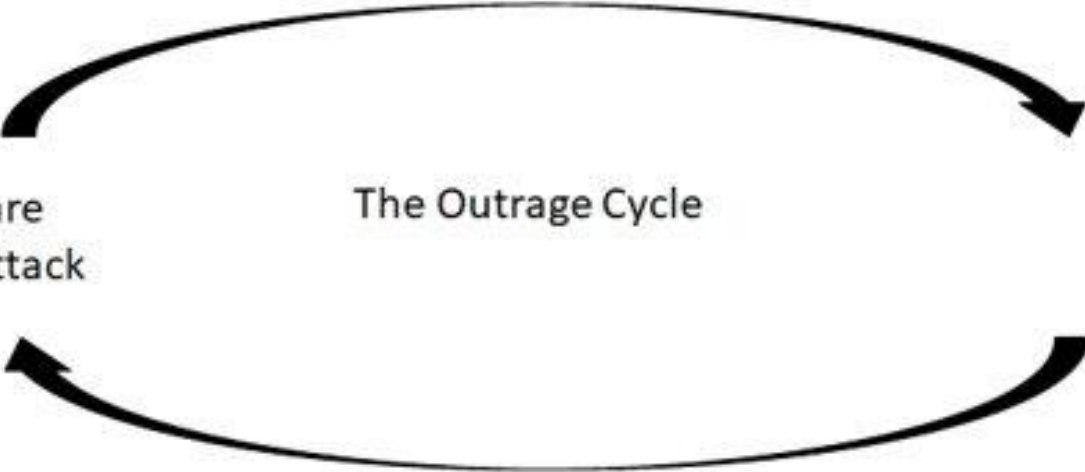
Person A posts something controversial to social media



Crowd B people are outraged. They attack Person A.



Crowd C people are outraged at the outrage of Crowd B. They defend Person A and attack Crowd B.



The Outrage Cycle



Polarisation

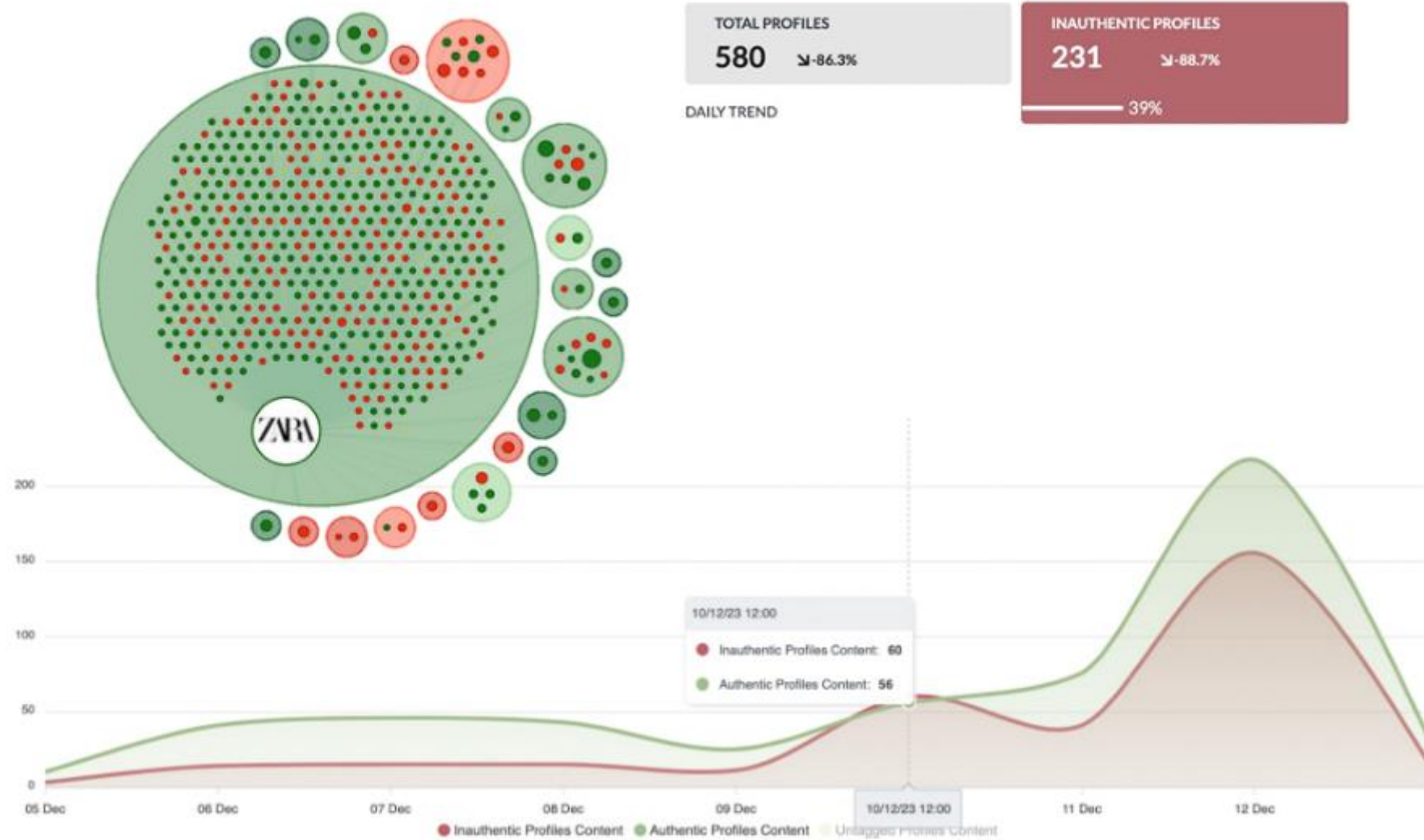




📷 Kristen McMenamy holds a mannequin wrapped in white plastic in the Zara ad campaign, which was photographed before the Israel-Gaza war. Photograph: Zara

“Unfortunately, some customers felt offended by these images, which have now been removed, and saw in them something far from what was intended when they were created.”

Zara statement



Source: Cyabra  
[www.cyabra.com](http://www.cyabra.com)

## Harvard adopts 'institutional neutrality'

"The university and its leaders should not ... issue official statements about public matters that do not directly affect the university's core function."

*Harvard University, May 2024*

Is there a gap between your organisation's  
behaviour and its stated values?  
What it DOES, versus what it SAYS?



“Walmart, while donating \$10,000 each to the campaigns of numerous strong LGBTQ advocates in Congress, also donated the same amount to the campaigns of former Sen. Kelly Loeffler, R-Ga; Senate Minority leader Mitch McConnell, R-Ky; Sens. Steve Daines, R-Mont; and Joni Ernst, R-Iowa, according to campaign finance data collected by nonprofit watchdog group Opensecrets” (USA Today)



Boohoo was caught selling rabbit fur marketed as faux fur. Boohoo was endorsed by PETA, and held itself up as an advocate for animal welfare

# Should you take a stand on a societal or political issue?

- Do you have permission to comment? Are you taking real action on the issue?
- Is the position is in line with your values and has it always been?



Photo: Dylan Mulvaney on Instagram



# Target Pride merchandise only available at select stores after rightwing backlash

Company, which operates roughly 2,000 stores, declined to disclose number of stores where merchandise will not be available

Source: The Guardian newspaper May 2024



📷 Pride month merchandise in a Target store on 24 May 2023, in Nashville, Tennessee.  
Photograph: George Walker IV/AP

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# Bud Light poured decades of LGBTQ allyship down the drain — and now everyone's mad

Amid several weeks of culture-war panic, the beer marketer has possibly thrown out decades of goodwill and soured the audience of drinkers it needs to woo.

Source: Fast Company,  
April 2024



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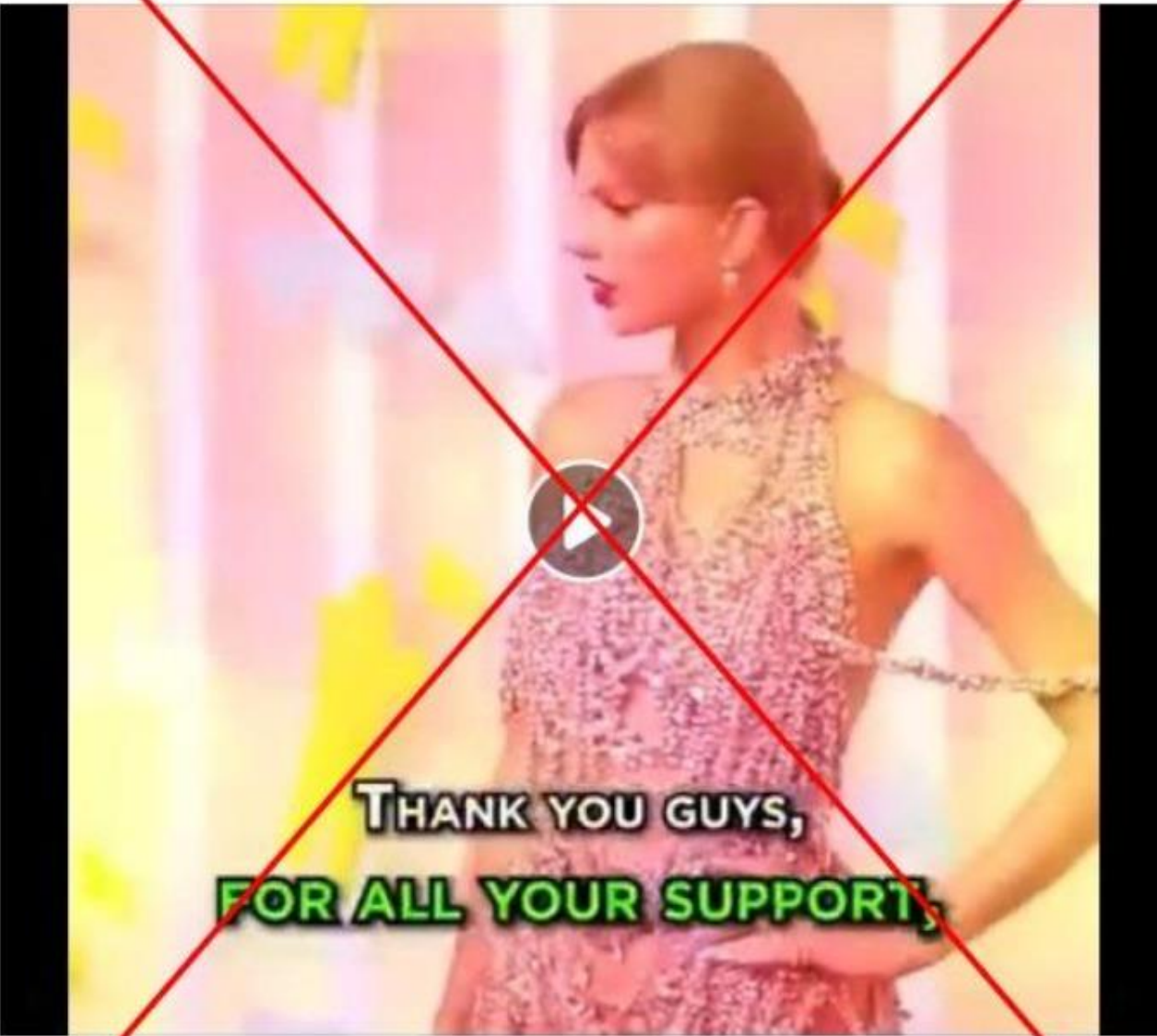
A crowd of people is shown in a dimly lit setting, with a smartphone held up in the foreground. A white text box is overlaid on the image, containing the following text:

Disinformation is one of the top three concerns of global executives in 2024, including deepfakes (World Economic Forum)

The most profitable shares

2 January at 07:47 · 🌐

I got some exciting news to share! I have teamed up with **Lé Creuset** for another epic gift-away - But this time we're giving away **FREE 20 piece cookware sets!**



**THANK YOU GUYS,  
FOR ALL YOUR SUPPORT,**

KAXOCELINFO

Taylor Swift's BIG New Year Giveaway

Apply Now

# Taylor Swift Partners With Le Creuset For Cookware Giveaway!

## Up To 100% Off!

Taylor Swift is bringing you the best deal of 2024!



Hey everyone! It's Taylor Swift here, and I'm so excited to announce that I'm **partnering with Le Creuset** to offer a **special giveaway to my fans and cooking enthusiasts alike!** You might know me for my music, but I also have a huge passion for cooking. Le Creuset's cookware has been a favorite in my kitchen, and now I get to share that with you.

Here's the scoop - just [click the link](#) to check if you're eligible to receive a **free Le Creuset cookware set**. Yes, you heard right - **free!** The only thing you need to do is cover a small shipping fee of **\$9.96**. Trust me, it's a fantastic deal for such high-quality cookware, perfect for any kitchen and versatile enough to handle all your culinary experiments.



# Arup Engineering



In February 2024, a finance worker in Hong Kong was duped into paying £20 million to fraudsters in 15 different transactions.

They had confirmed on a video call with their CFO and finance team that the payments were authorised.

They were the only real person on that call.

# Tackling deepfakes

1. Raise awareness and train employees to spot a deepfake
2. Take a 'zero trust' mindset – assume nothing is real until proved otherwise
3. Treat deepfakes like any other cybersecurity threat
4. Encourage employees to challenge people – even at the highest levels
5. Agree prevention measures and increased approvals
6. Track disinformation campaigns on social media, using social monitoring tools
7. Get legal advice, quickly
8. Communicate something is a deepfake. Don't ignore it

# Misinformation and disinformation

Misinformation: “misleading advice or statistics, spread by perhaps well-meaning but ill-informed individuals.”

Disinformation: "intentional malicious disinformation aimed at disrupting public order or manipulating an agenda"

(PWC)

# Tackling disinformation

American Psychology Association framework for tackling 'harmful misinformation' includes:


1. Avoid repeating misinformation without including a correction
2. Collaborate with social media companies to understand and reduce its spread
3. Use correction strategies and promote healthy behaviors
- 4. Leverage trusted sources to counter misinformation and provide accurate information**
- 5. Debunk misinformation often and repeatedly**
- 6. Prebunk misinformation to inoculate susceptible audiences by building skills and resilience**
7. Demand data access and transparency from social media companies
8. Fund research into effective ways to counter it



# What is a crisis?

A crisis is something that threatens the ability of a company to operate normally.

It has the potential to have a serious negative impact on your brand or your business: damaging sales, reputation, company valuation or share price.

A crowd of people is shown in a dimly lit setting, possibly at a concert or event. A person in the foreground is holding up a smartphone to take a photo or video. The image has a dark, reddish-pink tint. A white text box is overlaid on the center of the image.

A crisis is outside the normal parameters of your business.

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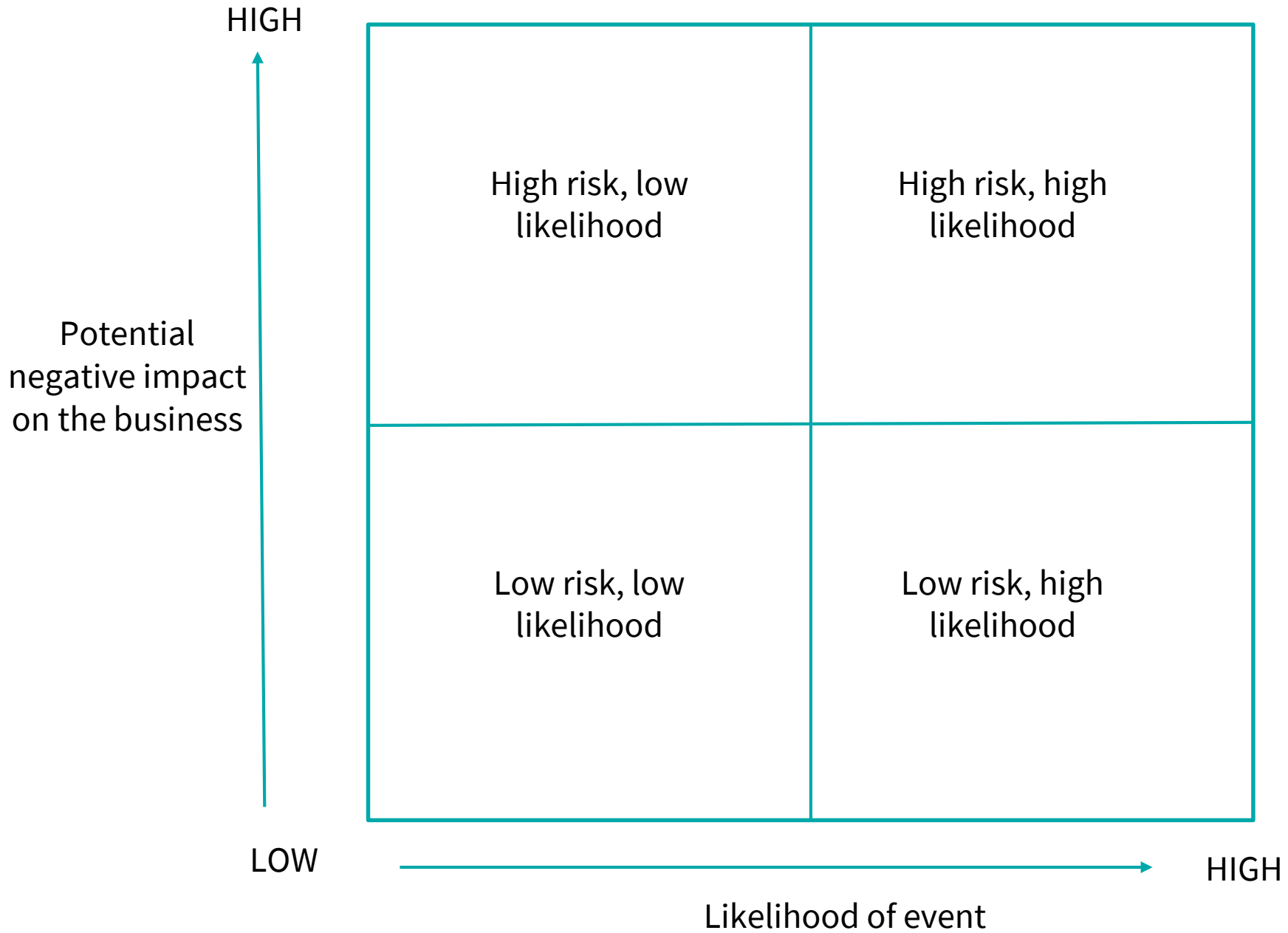


# Risk mapping exercise

What are the big issues that could disrupt your business and how can you prevent their impact?

1. Movements and society: climate emergency, weather events, campaigns, activism
2. Market: eg supply chain, economic factors, sustainability
3. Business: employees, corporate scandal, culture issues, bad practice, leadership, data breach

Brainstorm potential crisis scenarios, and map them by potential impact and likelihood.



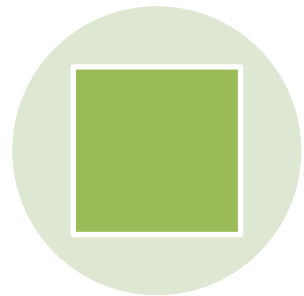
# Start by asking questions



What would you do if a crisis hit you? Would your business cope?



What could the impact be for your reputation?



Do you have the right processes in place?



Do you have the right people in place to deal with these issues?



‘In the midst of every crisis, lies great opportunity’

Albert Einstein

Think about what you'd want people to say about your handling of the crisis in 6 months or a year. Write down in a single clear sentence, what you want the outcome to be.

*Jonathan Hemus, CEO, Insignia*

# A framework for empathy

1. See the world as others see it
2. Understand another's current feelings
3. Be non-judgemental
4. Communicate the understanding

Professor Theresa Wiseman, Clinical Professor of Applied Health Research in Cancer Care  
at the University of Southampton and The Royal Marsden NHS Foundation Trust.





“This is an upsetting event to all of us here at United. I apologize for having to reaccommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation.”

Oscar Munoz, CEO of United (first statement)

The truly horrific event that occurred on this flight has elicited many responses from all of us: outrage, anger, disappointment. I share all of those sentiments, and one above all: my deepest apologies for what happened. Like you, I continue to be disturbed by what happened on this flight and I deeply apologize to the customer forcibly removed and to all the customers aboard. No one should ever be mistreated this way.

I want you to know that we take full responsibility and we will work to make it right.

It's never too late to do the right thing. I have committed to our customers and our employees that we are going to fix what's broken so this never happens again. This will include a thorough review of crew movement, our policies for incentivizing volunteers in these situations, how we handle oversold situations and an examination of how we partner with airport authorities and local law enforcement. We'll communicate the results of our review by April 30th.

I promise you we will do better.

# The core principles of crisis communications



EMPATHY



BEHAVE IN A WAY  
THAT REFLECTS  
YOUR VALUES



TELL THE TRUTH



OVER  
COMMUNICATE



BE TRANSPARENT



ACTION, NOT JUST  
WORDS



FOCUS ON THE  
FACTS



BUILDING TRUST

A photograph of a diverse crowd of young people at what appears to be a concert or festival. The scene is dimly lit with a strong blue and purple color cast. In the foreground, a young woman with dark hair is looking towards the camera with a neutral expression. To her left, another young woman is laughing joyfully, her head tilted back. In the background, a person is holding up a smartphone to take a picture. The overall atmosphere is one of a lively, social gathering.

# Setting the course for recovery

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# A framework for recovery: six approaches to rebuild trust after a crisis

*Associate Professor Nicole Gillespie, expert in organisational trust at University of Queensland (UQ) Business School*

1. Make sense of what's happened, in order to restore trust.
2. Make amends.
3. Be seen to be adopting high standards and acting in accordance with rules and regulation; particularly signing up to voluntary standards.

The background of the image is a marbled pattern in shades of teal and light green, resembling crumpled paper or a liquid effect. The colors are vibrant and create a textured, organic feel.

# **Building resilience**

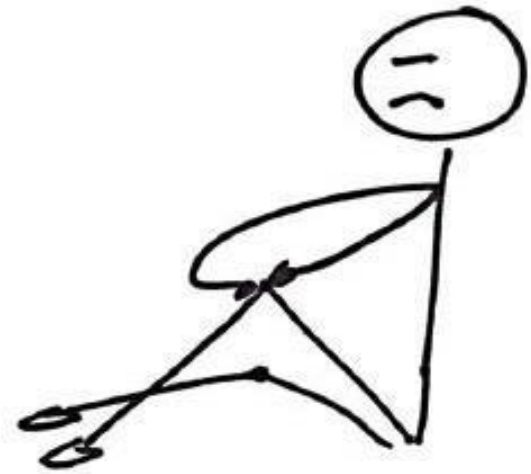
FIGHT




FLIGHT



FREEZE



A crowd of people is shown in a dark, moody setting with a strong red color overlay. In the foreground, a woman looks directly at the camera with a serious expression. To her left, another person holds a camera. In the background, a person holds up a smartphone. The overall atmosphere is one of a public gathering or event.

You can't communicate your way out of a crisis you behaved your way into.

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