While the media is often used to promote an organisation’s activities to its stakeholders, issues management is often approached with the opposite outcome in mind – keeping out of the media.

Along with effective relationship management, communication can minimise the potential of an issue escalating and ensure the organisation’s position or actions are understood and accepted by key stakeholders such as employees, customers, shareholders, government, media, community or pressure groups.

At Rowland, our extensive experience has allowed us to develop a proven approach to issues and crisis management (outlined at right).

We take the view that the only way to effectively manage issues or a crisis is to be one hundred and ten per cent prepared.

Planning ensures that, when the timing is right, our clients are prepared to succinctly deliver their most important messages and foster positive relationships with stakeholders.

Importantly, if issues do become crises, we can work quickly with clients to implement an agreed response and minimise any impacts.

We’ll work 24 hours a day, seven days a week if necessary, and have the resources needed to manage the communication activity required.

“Written in Chinese, the word ‘crises’ is composed of two characters – one represents danger, and the other represents opportunity.”

John F Kennedy

Issues and Crisis Management

Our approach

Scope: We work with organisations to confirm the scope of the issue or crisis, by investigating:

- What’s the worst case scenario?
- Who does the issue affect? Why?
- How might they respond?
- Who else might comment? Why?

Prepare: Analysing all stakeholders and possible scenarios, we ask:

- What is the organisation’s position and response?
- Who will be the spokesperson/s?
- Should the organisation communicate proactively or reactively? And to whom?
- What channels of communication will the organisation use, and when?
- What do we need to do to respond quickly?

Monitor: We work with companies to determine:

- Will the issue become public? When?
- Do we have all measures in place?
- When is the most appropriate time?

Communicate: We put planning into action using the right communication channels and tools to effectively reach key stakeholders with clear, succinct and tailored messages.

Evaluate and review: A critical part of all issues management is to determine the public’s response to the issue and the impact of that response on the organisation’s reputation and bottom line. Critical questions are:

- What was the response of each stakeholder group to the issue?
- How should we respond next?
- Do we need to escalate or wind down activity?
- Has any third party involvement changed the issue’s scope?
- What worked and what didn’t?
Experienced team

Rowland’s Issues and Crisis Management team comprises individuals from diverse professional backgrounds and industry experience, including in-house management experience at major public companies. We offer a multi-disciplinary resource to assist companies to effectively manage the communication of issues and major crises to all relevant stakeholders.

Rowland’s issues and crisis management work has included management of the following:

- Local community sensitivity to dust and other pollutants from major resource companies, including mines and mine infrastructure
- Sensitive legal and industrial issues for several leading Brisbane private schools and a leading Sydney private school
- Industrial relations issues for a resort management company, building developer, construction company and resource companies
- Franchisee legal and industrial issues for a leading retail master franchisee
- Industrial relations for transport companies
- Food recalls, takeovers and factory closures for major food retailers
- Recall and relaunch issue for major Australian-owned pharmaceutical company
- Onsite accidents and buyer complaint issues for a major local developer
- ‘Australian-owned’ issue for fast food provider
- Change in senior personnel for leading professional services firm
- Reputation management issues for various government departments
- Restructure and redundancies for a leading holiday resort.

Rowland.

Traditionally renowned as one of Australia’s leading communication firms, Rowland – in recognising the increasingly diverse needs of business – offers integrated services in four core business units.

<table>
<thead>
<tr>
<th>communication</th>
<th>professional development</th>
<th>creative</th>
<th>business consulting</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Corporate</td>
<td>- Media training</td>
<td>- Corporate identity management</td>
<td></td>
</tr>
<tr>
<td>- Financial</td>
<td>- Presentation skills</td>
<td>- Brand identity</td>
<td></td>
</tr>
<tr>
<td>- Marketing</td>
<td>- Corporate communication</td>
<td>- Financial communication</td>
<td></td>
</tr>
<tr>
<td>- Organisational communication</td>
<td>- Issues and crisis management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Infrastructure engagement</td>
<td>- Consultation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Issues management</td>
<td>- Government liaison and protocols</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Crisis communication</td>
<td>- Writing skills</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Public affairs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Government relations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rowland offers a single source for developing, maintaining and protecting the reputations of the leading private and public sector organisations we partner.

We are supported by the national and international resources of one of the world’s largest communication networks.

Further Information

Geoff Rodgers
Chairman
geoff.rogers@rowland.com.au

Neil Ricklemen
General Manager
neil.rickleman@rowland.com.au

Telephone    +61 7 3229 4499
Facsimile     +61 7 3229 2666