



GLOBAL CONFERENCE 2025

ENTERPRISE RISK MANAGEMENT:
RISING FROM THE ASHES

RESILIENT BY DESIGN:
THE FUNDAMENTALS OF
CRISIS COMMUNICATIONS

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RESILIENT BY DESIGN

An Expanded Enterprise Risk Management Mandate

ERM: The Nuts and Bolts

Enterprise Risk Management Framework	Risk Register	Risk Heat Map	Risk Mitigation Strategies
Key Risk Indicators	Risk Training and Risk Culture	Preventive, Detective and Corrective Controls	Near Miss Incident Reporting
ERM Maturity Review	Risk Appetite Statements	Risk Governance, Risk Owners and 3LD	Risk Categories
Risk Vectors: Likelihood and Impact	Inherent, Residual and Target Risk	Risk Dashboard	Risk Treatment: Avoid, Transfer, Accept or Reduce

The Broader ERM Framework



Industry Needs

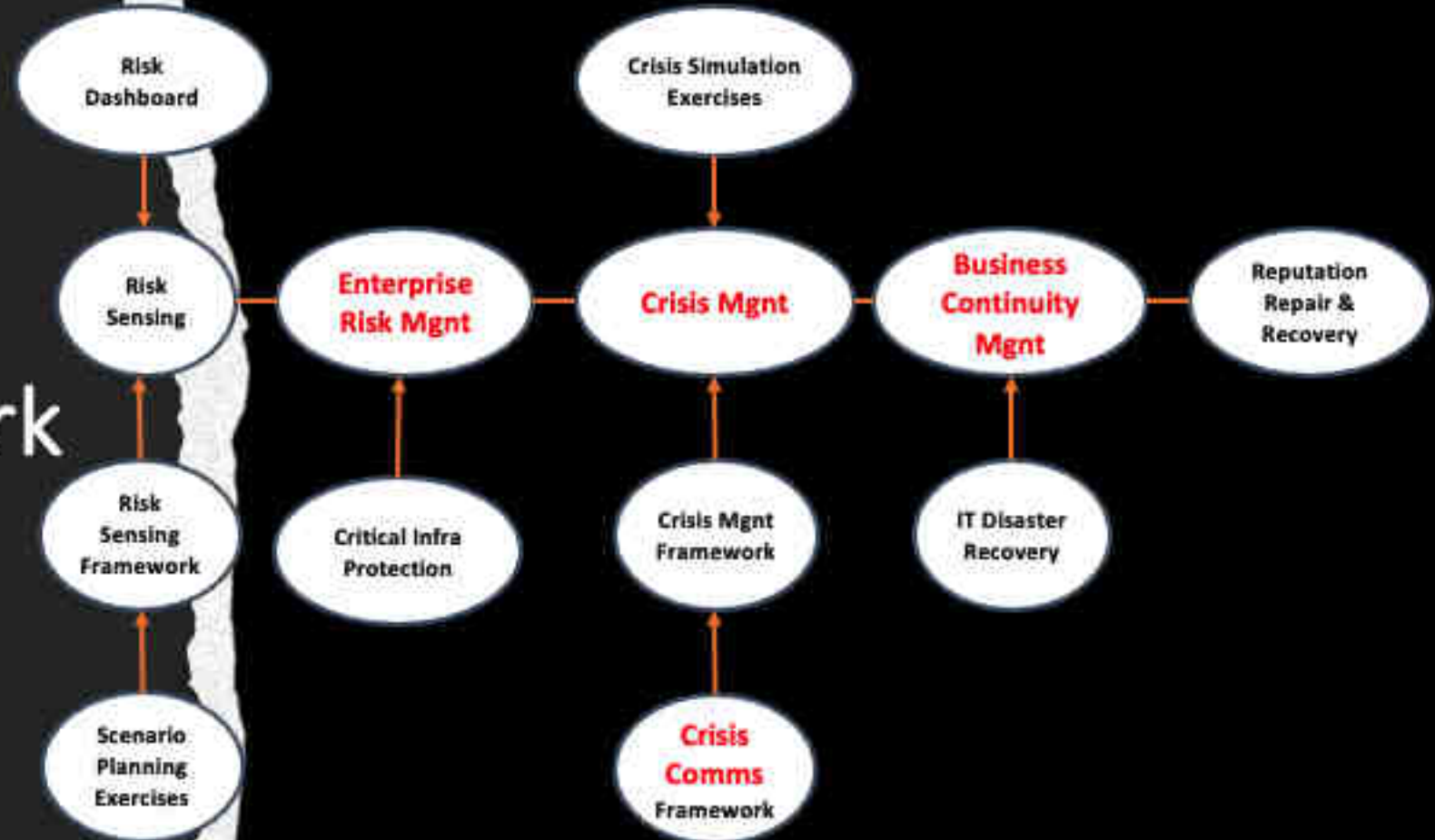
Crisis Communications: Crisis Comms Framework (including Crisis Comms Playbook), Crisis Comms Simulation Exercises (including Media Event), Crisis Reputation Repair and Recovery Strategy.

Enterprise Risk Management: Risk Sensing & Anticipation Framework (including conduct of Scenario Planning Exercises).

Critical Infrastructure Protection: Risk Sensing Framework for New and Emerging Threats.

Incident, Crisis and Business Continuity Management: Crisis Management Framework, Crisis Simulation Exercises (including use of a Crisis Simulator and Digitised Crisis Management Platform).

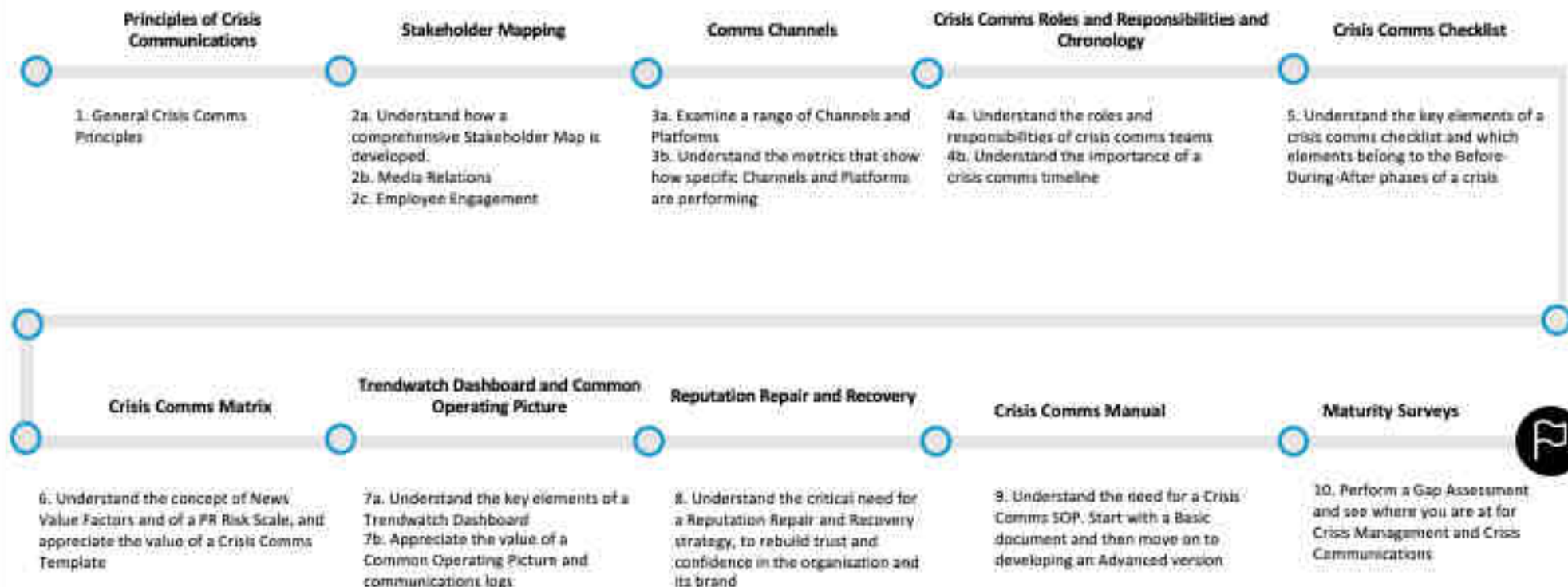
The Broader ERM Framework





Crisis Communications

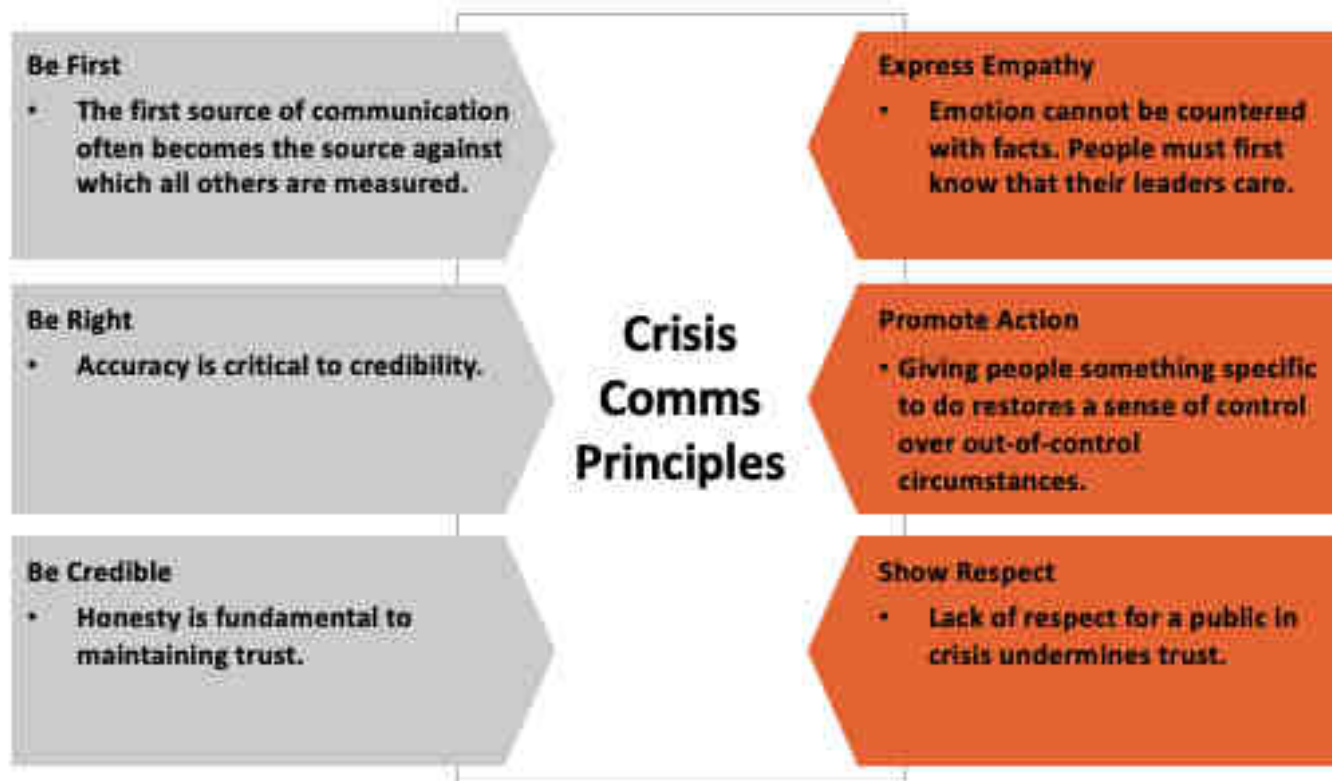
An overview of Crisis Communications





1. Crisis Comms Principles

What are the underlying principles and guiding fundamentals?



Source: <https://www.primewestonline.com/crisis-principles-eds/>

Be First

- The first sources of communication often becomes the sources against which all others are measured.

Be Right

- Accuracy is critical to credibility.

Be Credible

- Honesty is fundamental to maintaining trust.

Express Empathy

- Emotion cannot be countered with facts. People must first know that their leaders care.

Promote Action

- Giving people something specific to do restores a sense of control over out-of-control circumstances.

Show Respect

- Lack of respect for a public in crisis undermines trust.

**Consistency
Accountability
Responsiveness
Transparency**

Source: <https://www.prmwsonline.com/crisis-principles-eds>



2(a) Stakeholder Mapping

Who are your stakeholders; what are the platforms and who is assigned to communicate with them?

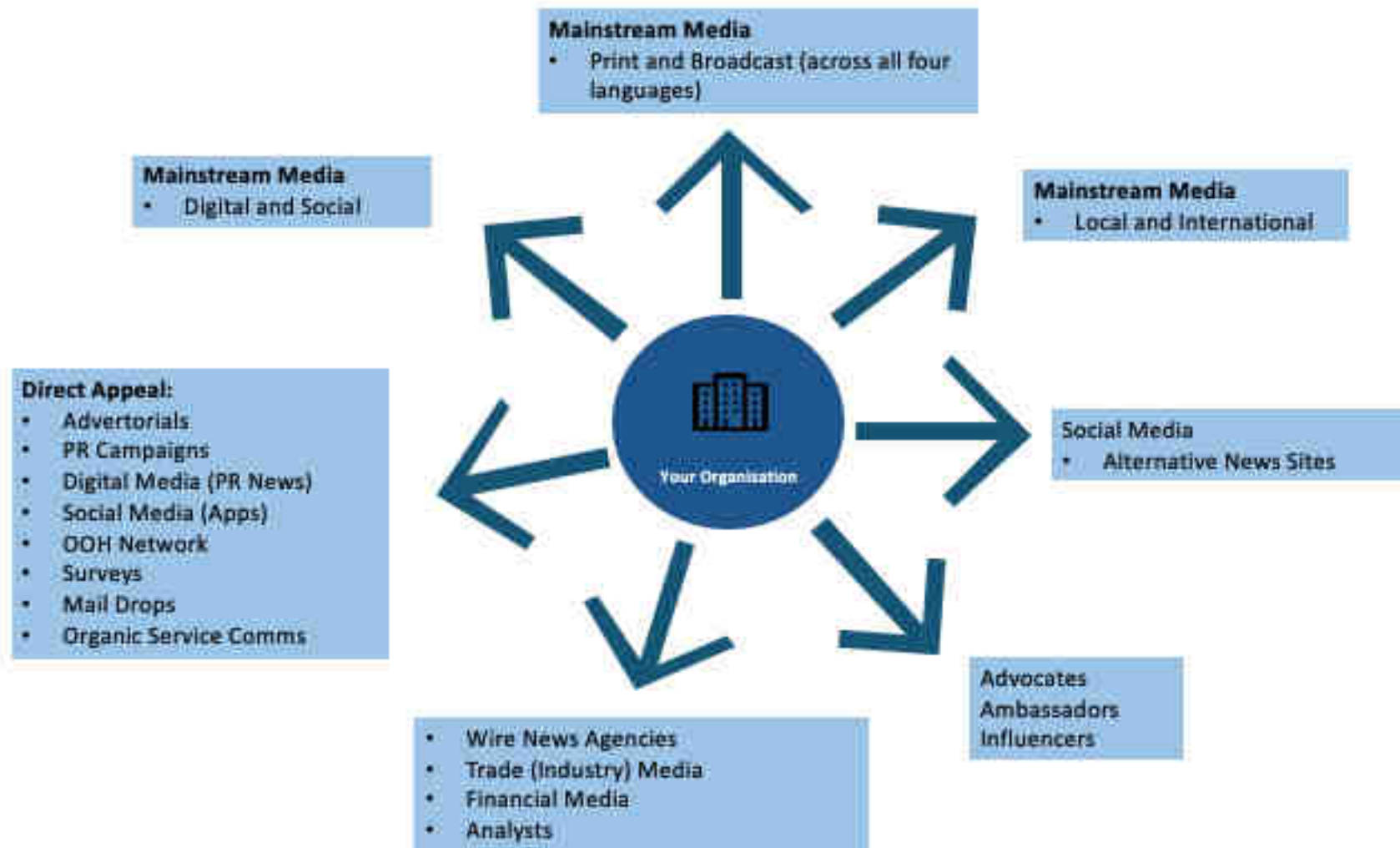


Audiences	Responsibility			Communications Medium		
	Develop message (Central)	Approve message (Central)	Customize, Deliver and Respond to message (Delegated)	Option 1	Option 2	Option 3
Tier 1 Grouping						
Tier 2 Grouping						
Tier 3 Grouping						

Stakeholder, Platform and Responsibility Map

2(b) Media Mapping and Media Relations

What are your media communications channels
and media relations strategy?



2(c) Internal Comms and Employee Engagement

What are your internal communications channels and staff communications strategy?



Internal Communications Strategy

- Engage your staff
- Take the issue head-on
- Be considerate
- Be tireless
- Collect feedback
- Be serious about the follow-up
- Be careful about your profile

3(a) Communications Channels

Sharing of customer and community
engagement platforms

Social Media Platforms:

Facebook, X, YouTube, Instagram, LinkedIn, WhatsApp, TikTok and Blogs

Digital Platforms:

Website and App(s)

Corporate Updates:

Annual Reports, Publications and Campaigns

Community Engagements:

Learning Journeys, CSR Initiatives and Outreach and Engagement Activities

Stakeholder Engagements:

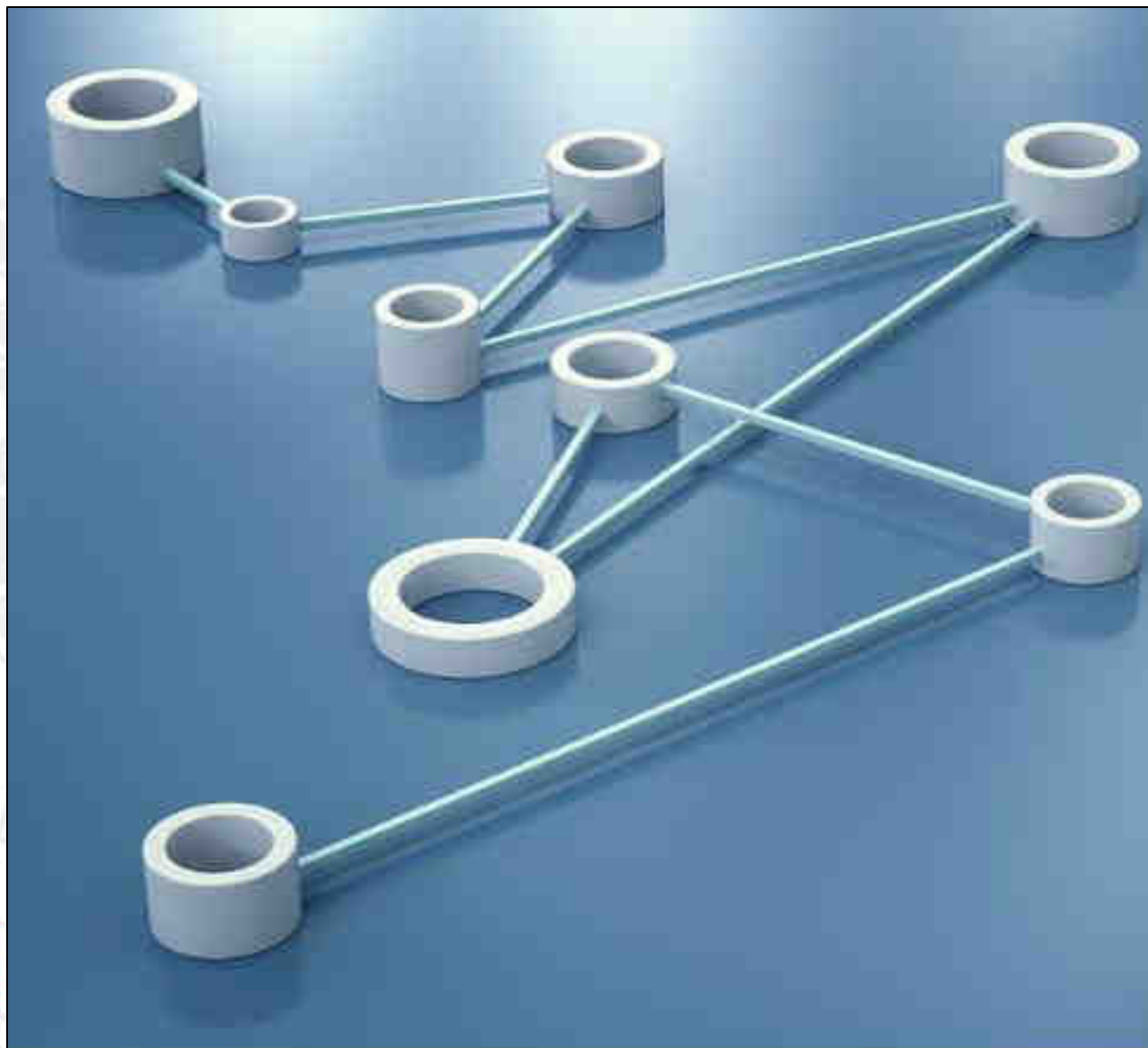
Government Parliamentary Committees, Grassroots Advisors and Advocates

Special Event Outreach:

Special Inaugurations, Special Anniversaries and Bicentennials

Customer Engagements:

Improved (digital) touch-points, reaching out to where the customers are at and customer focus groups



3(b) Communications Metrics

Sharing of metrics for
communications platforms

Each platform has its own back-end analytics. The effort should extend to all digital and social media platforms and channels you own and use: Facebook, X, YouTube, Corp Website, LinkedIn, Blog, App(s), WhatsApp, Instagram and TikTok. There should be proactive online efforts to bridge perception gaps and proactive online efforts by advocates. Use total no. of social media mentions as the barometer for each serious incident.

Traditional Media:

Tonality (positive, neutral and negative), share of voice, no. of pieces of positive news per day, and no. of stories you have managed to keep out of the media glare.

Facebook:

Increase in FB fans, increase in positive comments about the brand, decrease in negative comments about the brand, increase in engagement rates on FB, increase in netizens correcting other netizens, and higher FB engagement rate vs. competitor

Video:

Reach, Likes, Shares, Comments and Views for organic videos and Cost per thousand impressions and Cost per click for boosted videos. Reach for Infographics shared on social media. For videos, a no. of platforms such as Cinema Screens, Captive Media (Focus Media), ST Online, meWATCH (Toggle) and Channel 5 can be used to amplify.

Tracking Your Comms Metrics

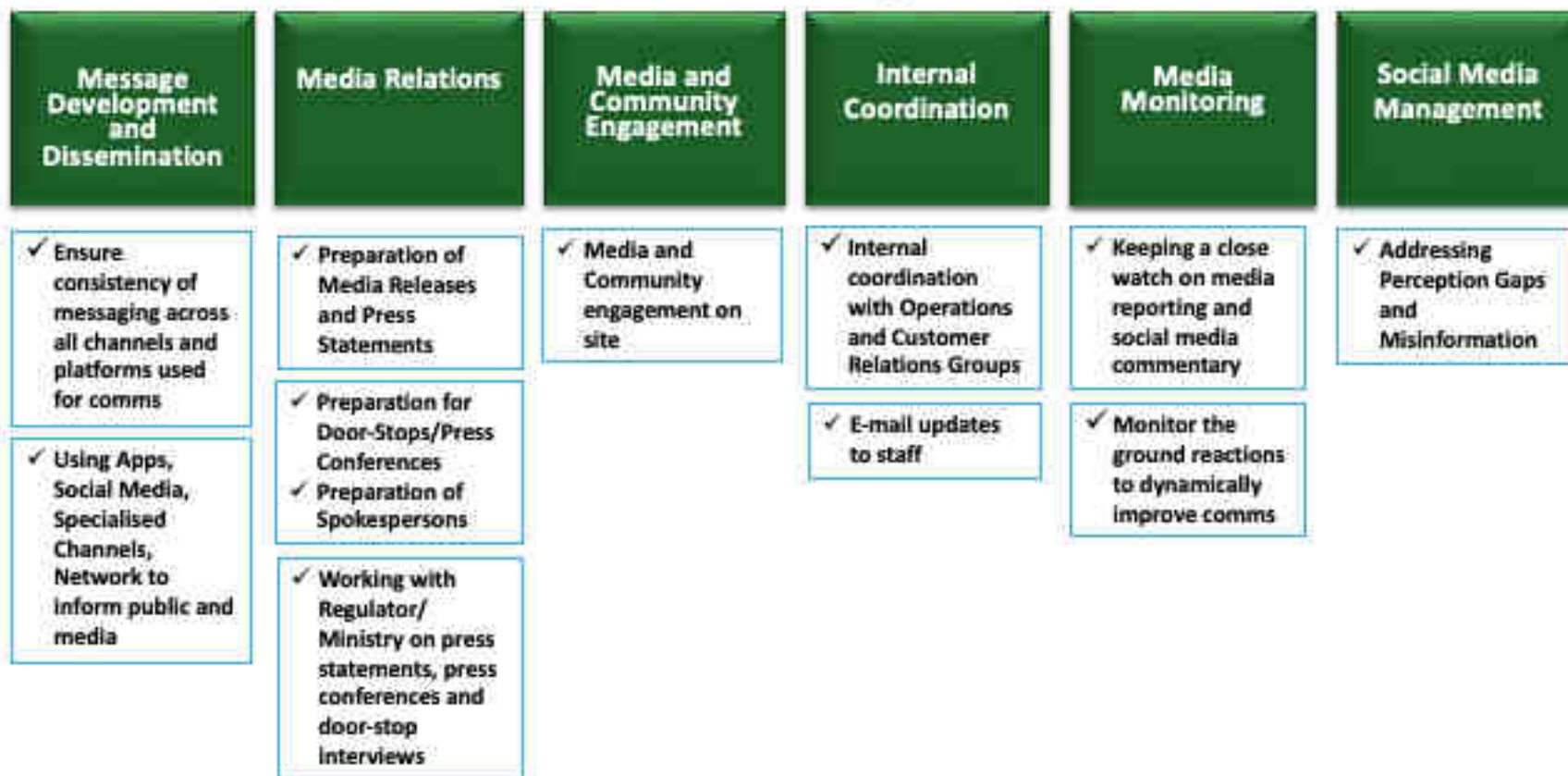


4(a) Crisis Comms Team: Roles and Responsibilities

How is your crisis communications team structured?



Crisis Comms Group



4(b) Chronology to information updates

What does a crisis communications
timeline look like?

Chronology to Information Updates	
Information Updates	Time (T= time of incident)
First Announcement e.g. Twitter (Blow-by-Blow Account)	T + 5 Minutes
First Social Media Post e.g. Facebook (Repository for Media Releases)	T + 20 minutes
First Press Statement	At start of recovery phase or no later than T+1 hour
Door Stop Interview	During recovery phase or no later than T+12 hours
First Press Conference	To announce preliminary investigation results T+2 days
Second Press Conference	To announce complete investigation results T+2 weeks

Crisis Comms Timeline: Sample

5. Crisis Comms Checklist

What are the key issues to be addressed before-during-after a crisis?



6. Crisis Comms Matrix

How would you define the public relations risk rating of scenarios based on news value factors? How would this impact the organisation's response?

Risk Scenarios

For the respective risk scenarios, the team could assess the public relations risk rating based on the applicability of news value factors. This would provide guidance on the level and extent of response required as a structured approach to managing the crisis.

Index	Organisation's Response Scale	Risk Scenarios	News Value Factors						PR Risk Rating
			Negativity	Proximity	Recency	Currency	Continuity	Uniqueness	
1.1	2	Major power failure or blackout	×	×	×	×	×	×	7
2.1	1	Major Accident with fatalities	×	×	×	×	×	×	11
3.1	2	Employees going on strike/mass walkout	×	×	×	×	×	×	7

Crisis Comms Templates



Key Messages

Supporting Messages

Holding Statements

Media Releases

Social Media Posts:
Facebook

Social Media Posts:
Twitter

Media Q&As

Templated responses
for public
announcements and
hotlines



7(a) Trendwatch Dashboard

What would be the key components of your monitoring and reporting dashboard?



Trendwatch Dashboard

Sensing for Risks

Stats-at-a-Glance

Daily Ops Data

Critical
Performance
Data

Cumulative
Trends

Traditional
Media

Social Media

Customer
Relations
Feedback

Compliments
vs Complaints

Search Engine
Optimisation

Leading
Indicators

7(b) Common Operating Picture

How would this day-to-day dashboard contribute to a Common Operating Picture in a crisis?



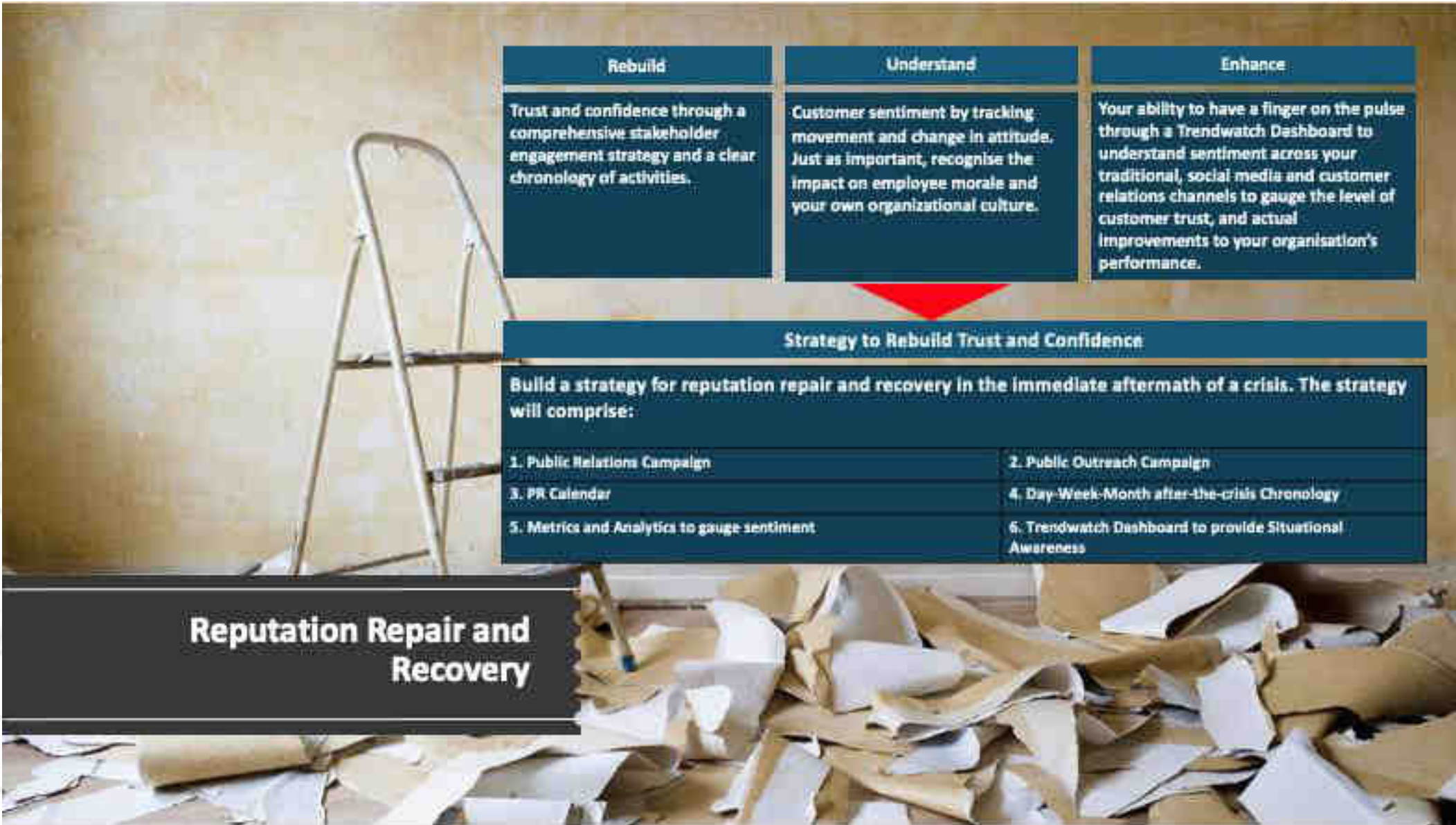
Common Operating Picture

Customer Relations Monitoring	Media Monitoring	Ops & Key Decisions Log	Comms Log: Media	Comms Log: Key Stakeholders	Internet - mainstream and social media
CCTVs covering multiple locations		Map/Schema/Digital Image of Facility		Map/Schema/Digital Image of Point Location	Breaking News - TV



8. Reputation Repair and Recovery

Is your Enterprise set up to Rebuild Trust and
Confidence?



Rebuild	Understand	Enhance
Trust and confidence through a comprehensive stakeholder engagement strategy and a clear chronology of activities.	Customer sentiment by tracking movement and change in attitude. Just as important, recognise the impact on employee morale and your own organizational culture.	Your ability to have a finger on the pulse through a Trendwatch Dashboard to understand sentiment across your traditional, social media and customer relations channels to gauge the level of customer trust, and actual improvements to your organisation's performance.

Strategy to Rebuild Trust and Confidence

Build a strategy for reputation repair and recovery in the immediate aftermath of a crisis. The strategy will comprise:

1. Public Relations Campaign	2. Public Outreach Campaign
3. PR Calendar	4. Day-Week-Month after-the-crisis Chronology
5. Metrics and Analytics to gauge sentiment	6. Trendwatch Dashboard to provide Situational Awareness

Reputation Repair and Recovery

9. Crisis Comms Manual

What are the key elements of a Basic and Advanced Crisis Comms Manual?

1. Principles of crisis communications
2. Stakeholder Mapping and Engagement Strategy
3. Chronology to information updates
4. Crisis Comms Team: Critical Roles
5. Crisis Comms Matrix: Risk Scenarios, News value factors and Templates
6. Trendwatch Dashboard
7. Common Operating Picture
8. Crisis Comms Checklist

Basic Crisis Communications Manual

10. Crisis Mgmt and Crisis Comms Reviews

Is your Enterprise ready and prepared for Crisis Management?

Crisis Mgmt Review

- Do you have a clear sense of your complete stakeholder environment?
- Do you have your finger on the pulse? Do you get a daily ops report; a daily media monitoring report?
- Do you have a dashboard that gives you true situational awareness, where you receive alerts to disturbing trends, where you can dive deeper; two, three levels or more to look into issues of concern to you?
- Do you have an integrated emergency management plan? (Operational Incidents, Terrorist Incidents, Criminal Incidents, IT Incidents and Denial of Access/Prolonged Disruptions)
- Do you have crisis management SOPs and a crisis management team in place? Are they regularly rehearsed?
- Do you have a joined-up enterprise risk management process? (Corporate Strategy: Action Plans, Crisis Management and Crisis Communications, Control Self Assessment [Internal Controls], Internal Audit Processes, Business Continuity Management, Integrated Reporting, Material Sustainability Issues)
- Are you anticipatory when it comes to risks and opportunities? Do you have a risk sensing process in place?
- Do you pay attention to SEO and SERP?
- How do you rebuild trust and confidence after a crisis?

Crisis Comms Review

- What is your strategic narrative and message pillars?
- How do you organize your comms team? Can your team transition quickly into its crisis role?
- What do you insource and outsource?
- Do you have a crisis comms manual in place?
- What metrics do you use to gauge how well you're doing on traditional, digital and social media channels? What metrics do you use for your organic and paid campaigns? What visualizations are helpful to you?
- What digital and social media platforms do you use? What are their strengths and weaknesses? What can the platform analytics tell you? Have you done an audit of your digital and social media platforms? Are your platforms optimized for SEO? Are your media releases optimized for SEO? Have you even done an SEO audit? Are you keeping abreast of the constant changes to Google's search algorithms?
- If you're mounting a national campaign, do you have a complete catalogue of all the engagement levers and channels you should use?
- Do you have brand ambassadors, advocates and influencers?
- Do you monitor and address perception gaps?
- Do you have a good sense of your media landscape?



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