



# How to Build the Crisis-ready Organization


*Integrate high-tech media monitoring into  
your crisis and reputation management*



In the past year, scores of CEOs woke up, poured a cup of coffee, turned on the TV news and learned – many for the first time – that their company was being investigated by a state’s attorney general; or workers were injured in an explosion at a supplier’s factory in Asia; hackers rifled 40 – now 70 -- million customer accounts; a highly touted new car failed catastrophically and was viewed in flames by millions on YouTube; or that a key competitor launched the replacement to their biggest money-maker, crashing the company’s stock price and the CEO’s bonus.

And then there are the slips of the tongue, like the privacy gaffe – and near-instantaneous social and TV media outcry -- when AOL’s CEO announced a change in the company’s 401(k) plan attributed to the high costs of “caring for two distressed babies.” He had to apologize and reinstate the program. But, where will the next round of criticisms appear, whom will they be from and how damaging will they be to reputation?



Media Monitoring Suite 

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Search Term: Rana Plaza building collapse Date Time Range: 01/01/2013 00:00:00 - 02/17/2014 23:59:59 1 Matches ([Add all to report](#))

National Public Radio - U.S. Cable  
12/27/2013 2:36:07 AM  
... thirty four is the official death toll of the Rana Plaza building collapse in Bangladesh the building is home to five garment factories deemed after the accident in April that BBC spoke to one survivor young girl named Sally I that I and I was on the third floor of the accident I was in said building street date conscious lying on the floor and was rescued and taken Thomas is one of my senses progressive Muslims missing my mother was working alongside refectory the reaction outside Bangladesh with the media twenty six North American ... [View Transcript](#)

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You watch the news. How well did these CEOs and their communicators manage these incidents? How often were these organizations and their leaders pilloried in the media for poor responses, ineffective, late actions, and insincere apologies?

Didn't they have crisis plans at the ready? And if they did, why didn't they work?

The answer may be a lack of sophisticated, real-time broadcast and cable media monitoring.

We live in a 24/7 never-ending news cycle. Today, broadcast news media reaches and influences the largest viewership in the US – more than 50 percent according to the Pew Research Center. Couple that with radio, and the audience reach increases to more than 80 percent. TV viewing for news and entertainment is critical to informing and shaping the public opinion. Social media participation is growing, and print, while readership is declining, are important to crisis and reputation management, but TV is critical to monitor. And, TV is ephemeral – unlike print and social media, it's difficult to get a record of what was said and how it was conveyed to plan a strategic response without a sophisticated monitoring service. Having near real time reports on the incident coverage and on your organization's response to crises can make or break its reputation, not to mention billions lost to stock price drops, lost market share, product recalls, customer claims and pile-on litigation.

The two keys to successful crisis and reputation management are:

- Being prepared for likely risks, and
- Getting fair warning before those fears are realized.

Most crisis experts agree that the speed of your response coupled by verified information preempts your critics in the race to fill the information void created by crises. So, what every organization needs is a process to be ready for the most likely problems, because crises are not preventable, but they can be managed with adequate preparation and warning. Advance planning and monitoring for known and likely risks helps to create a state of readiness and the ability to respond quickly and effectively – even in a “panic” situation.

What if these CEOs – and their communications teams – could prevent surprises like these through crisis readiness planning backed by sophisticated 24/7 broadcast media monitoring and search? And what if they could get real-time email reports of broadcast segments with active links to the video and all of its visual and aural implications coupled with word-for-word transcripts by setting up simple alerts or with a key term search? They'd be well equipped with the information and insights for rapid communications.

For example, when the high-end Tesla electronic car was involved in an accident recently, the ensuing flames were captured by a smartphone-wielding bystander and uploaded to YouTube within seconds. In minutes, the video was rebroadcast and discussed on CBS, CNN, CNBC, Bloomberg TV, and many others, reaching millions more viewers.

Here's what it looked like:



Was the car manufacturer ready to respond (this wasn't the first fire)? To successfully manage organizational reputations and crises, management teams and their communicators know they have to get ahead of the news or at least stay even to be in the game. And, they need to anticipate the likely bad things that can happen and be ready with a response plan and well-crafted messages. If they did employ automated, active TV monitoring when another fire occurred in mid-February 2014, they would have seen this:

## Eyes on the word – how to monitor the media for crisis readiness

The best crisis readiness plans involve three communications disciplines: issues management, risk analysis (similar to the way a property & casualty insurer analyzes your business risks), and reputation management, which include all of your organization's stakeholder communications, and internal and external communications.

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**KTVU-SF (FOX) - San Francisco, CA**  
Mornings on 2

+ Local Market Viewership: 129,761  
Local Publicity Value: \$7,105.44 per 30s

**KTVU 02/14/2014 08:17:55:** ...toronto where a model s was parked in a garage but was not charging. the cause is still under investigation. last year, three teslas caught fire during a six-week period. no one has been hurt in any of the fires. tesla released a statement saying no car is completely fireproof. >>> 8:17. a family in moraga furious after their dog was shot with a pellet gun. the funder sons say -- funder sons say -- the funder sons say -- the gundersons say the dog was running around and the dog was shot with a pellet gun. >> i would like to see this person admit they hurt a family, a dog, community. >> the police are investigating this as an act of animal cruelty. >>> want to check in with sal. see how things are moving on the roads. 880, sal? >> yeah, 880 is getting busy as it normally does heading up to oakland downtown. it's just a little bit slow near had i street and it gets better after 23rd. unfortunately, it's -- it begins to slow this morning in san leandro. i'm gonna show you a map of 580 as an alternate. you can make up your own mind whether you want to use that. let's take a look at the toll plaza. you can see the traffic has picked up. it's backed up for five minutes. >>> 580 is backed up from about keller all the way to the lakeshore curve. i think i uld still if i -- i would still use 580. >>> 8:19 let's go to steve. >>> a lot of cloud cover. mainly low. some of this is -- is adding up to more than a trace, it's still drizzle. there's a lot of moisture in the air. a lot of fog, hazy, humid. denise just texted me to say hi to hazy and humid. she's on board, dave. thank you. dense fog, drizzle. most bay area locations dealing with low cloud and some dealing with visibility not that great. about 10:00, 11:00, it starts ...



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Assuming that you have these guiding disciplines in place, how do you use them to identify and respond to a crisis? And, how would you measure the effectiveness of your responses?

Most crisis management plans include the same seven steps. But having the crisis plan binder on the shelf does little to help an organization prepare for the deluge of bad news a crisis or reputational incident can bring. Integrating state-of-the art searches and monitoring into your program enables your organi-

### Tesla car fires 2.14.2014 US Cable

zation to detect problems in real time and – with real-time transcription capabilities – respond quickly and accurately to what's being said about you in the media.

Here's step-by-step how communicators can incorporate the latest media monitoring tools into the intelligence gathering arms of their readiness programs, illustrated by real time broadcast searches of the 210 U.S. markets and their results, courtesy of TVEyes...

## Automate your visibility research with sophisticated search

Imagine that your client or company employs thousands of workers at the minimum wage. How valuable would it be to get new developments in the media real time? And, add to that getting transcripts of TV coverage simultaneously with links to the videos. You'd be able to craft message points and respond to inaccuracies in real time. New, high-tech information search resources enable you to take visibility analysis to a new level. Now you can identify and prioritize issues – and pending regulations – that can impact your organization's ability to do business quicker than ever before. You can search the nearly unlimited universe of broadcast media by keying in search terms online.

## Monitor for known – and unknown – risks

The headline on the front page of the NY Times Business Day section on February 11, 2014 read: "Labor battle at Kellogg Plant in Memphis Drags On." Stories like this take on lives of their own and raise thorny communications problems for organizations. How can they create tactical communication readiness – by establishing broadcast, Web and social media alerts and resources. These alerts allow communicators to:

- Identify – and respond – to crisis follow-on coverage
- Confirm what was reported and where
- Measure the impact on their reputation benchmarks
- Evaluate How the organization is perceived by stakeholders versus its competitors
- And most important, determine which media coverage requires immediate response.

How does this work? Let's start with setting up the media-monitoring plan. The communications team knew the NY Times article was in the works. They likely set up Google alerts for the article. But, did they set up alerts for the broadcast? It's getting easier and easier. To cover broadcast media (and what else?), set up automated alerts on a broadcast monitor like TVEyes. And to get a leg up on social media, take advantage of the alert features most social media platforms provide for

users and subscribers. Combine these with legacy media monitoring services and – for the first time -- communicators have a powerful toolkit to get immediate eyes on the news, analyze it and prepare responses in parallel with the 24/7 news cycle.

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Search Term: minimum wage protests Date Time Range: 07/17/2013 00:00:00 - 02/17/2014 23:59:59 102 Matches ([Add all to report](#))

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**Fox News - U.S. Cable** Huckabee   
**2/3/2014 3:37:13 AM**  
... raise the **minimum wage protests**. >> i need to be able to support my family. john: i want her to support her family and 66 percent of americans want the **minimum wage** raise. valdez protestors say it could be \$15? some people told me it ought to be more. >> \$20? just make it 20 then companies can go from there. >> for the moment obama said ...  
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**Fox News - U.S. Cable** Geraldo at Large   
**2/3/2014 1:16:20 AM**  
... you know, that doesn't -- the **minimum wage** is not cats -- john: there have been lots of **protests** around the country, mostly restaurant workers complaining about low pay. the **protests** have had an effect. california just passed a bill to raise the state's **minimum wage** to \$10 per hour. most people around me -- i do live in manhattan -- c \$10 is not enough, and the government must get in to guarantee those victims of greedy employers more money, a living **wage**. ...  
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**Fox News - U.S. Cable** Hannity   
**2/3/2014 12:37:14 AM**  
... raise the **minimum wage protests**. >> i need to be able to support my family. john: i want her to support her family and 66 percent of americans want the **minimum wage** raise. valdez protestors say it could be \$15? some people told me it ought to be more. >> \$20? just make it 20 then companies can go from there. >> for the moment obama said ...  
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**Fox News - U.S. Cable** Geraldo at Large   
**2/2/2014 10:16:19 PM**  
... of the utilities. that doesn't -- **minimum wage** doesn't stop it. >> there have been lots of **protests** around the country mostly restaurant workers complaining about low pay. california passed a bill to raise the **minimum wage** to \$10 an hour. most people around me say \$10 isn't enough. ...  
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Minimum wage protests 7.2013 – 2.17.2014

## Get the insights needed for rapid message development

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Search Term: Tim Armstrong apologizes Date Time Range: 06/17/2013 00:00:00 - 02/17/2014 23:59:59 3 Matches (Add all to report)

**Fox Business Network - U.S. Cable** MONEY With Melissa Francis   
**2/10/2014 5:01:01 PM**  
... gerrit: after a public firestorm, **tim armstrong apologizes** for his distressed baby common and will reverse the cuts to 401k accounts, his comments are resonated, resonating in workplaces all over the country. his problems may just be beginning. with me now is bill from ken who specializes in these work faith issues. ... [View Transcript](#)

**WKBN (CBS) - Youngstown, OH** First News at Noon   
**2/10/2014 12:18:12 PM**  
... a-o-l's c-e-o **tim arartrong apologizes** and reverses a recent decision to change the e mpany policy on 4-01-k matching. aol said last week it would no longer match contributions with each paycheck. instead, it would hand them out in lump sums at the end of the year. **armstrong** cited obamacare and two women who gaveveirth to "distressed babies" with more than 1 million dollars in medical bills each -- as reasons for the change. following employee ... [View Transcript](#)

**WINS-AM - New York, NY**   
**2/10/2014 5:35:13 AM**  
... in the world . a phone message they have to remember big PR blunder but Baucus **Tim Armstrong apologizes** and reversed the policy detained last week in which gives the employee retirement plan will be cut back when Verizon health also specially from to what he called distressed babies for the million dollars and medical expenses last number **Armstrong** group criticism for firing the created ) a roomful for use levels of thousand dollars listening in on a conference call so now that is ... [View Transcript](#)

Search Terms: Tim Armstrong apologizes

Real time media searches coupled with monitoring make it easier and faster to develop effective messages and talking points – because you know exactly what’s being said in the unending, multi-dimensional conversation we now call the media. The simple to use new high-tech search tools allow communicators to:

- Develop scenario-specific media statements and key messages
- Design preemptive and reactive media outreach and response strategies
- Establish processes for corrections, clarifications, commentary, and gaining visibility when needed
- Operational readiness to verify facts and launch communications

## Train spokespeople based on concrete information, not educated guesses

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**WXXV (FOX) - Biloxi, MS**  
**News 25**

+ Local Market Viewership: 0  
Local Publicity Value: \$0.00 per 30s

**WXXV 12/11/2013 04:54:37:** ...as a way to respond to a- friend's bad-news when "liking" - the - post is inappropriate.- - the founder of lu-lu-lemmon is - stepping down as chairman ... - after - making controversial comments - about women's bodies. - chip **Wilson** recently said in an - interview with **Bloomberg TV** ... - that some women's bodies "just- don't actually work" for the- work out- pants.- - new rules...designed to rein in - wall street and prevent - another financial crisis like - the one in two thousand and - eight.- federal regulators approved the - so-called "volcker- rule" which bars banks from - trading for their own gain. the - rule limits a - bank's ability to invest in - hedge funds.- at the same time, federal - reserve chairman ben- bernanke...and vice - chair, Janet yellen, say banks- have to make money

Search terms: Chip Wilson, Lululemon and Bloomberg

What communicator wouldn't like to know how her or his newly coined talking points for the CEO would fly in the media? One of the most valuable features of a media search and monitoring system is that it lets you save clips for future use. How did people and pundits respond to AOL CEO Tim Armstrong's apology? Look at the videos. Where can you find examples of apologies that worked? Run a search. Real life examples make great training and coaching aids, especially when a CEO is reluctant to invest much time in rehearsal. Here is an example most CEO's will never forget.

## Gather real examples for lessons learned

Crisis communicators know that scenario-based training is the most effective – and efficient – way to create a state of readiness within their organizations. Fully-automated media searches like those available in TVEyes allow communicators and crisis managers design realistic scenarios for their organization's top risks by looking to real-life examples in the broadcast, social and print media.

And when you're training your crisis team, what could be more effective than showing your crisis and reputation management teams and advisory staff what happened to similar organizations, and how to use media monitoring to prevent this in your business?


Using the actual video clips and transcripts, your team will get the full impact – every visual and aural nuance – and the words in print, for the most effective communications possible in a training exercise.

And, after running scenario simulations to train your teams and capture feedback, you can use the lessons learned for continuous improvement by developing proactive approaches to reducing risk. Perhaps the most important of these is communications readiness for reputation protection, preservation, and preparing restoration strategies.

## Communication readiness

Now that the crisis has passed (to the extent that they ever really pass), it's essential that you monitoring surveillance systems in place that are up and running and easy to activate for new search terms. BP wasn't surprised by Gov. Bobby Jindal's recent criticisms, because they employ active monitoring, which enabled their head of communications to rebut the Governor's criticisms in the same news cycle.

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**WEAR (ABC) - Mobile, AL**  
**Channel 3 News Extra**

+ Local Market Viewership: 13,136  
Local Publicity Value: \$1,546.41 per 30s

**WEAR 01/15/2014 22:40:05:** ...court systems contact you they only use automated voice recordings. in escambia county. kalie desimone. channel 3 news.>> five hooters employees are going to jail.... for filing **fraudulent BP** oil spill **claims**. the u-s department of justice says they inflated their income on their **claims**. they will also have to pay restitution to the deepwater horizon oil spill trust. marquis seals, benard cook, tremayne jamison, charles martin, and joseph doyon...are now behind bars after they made **fraudulent** claims during the **BP** oil spill. all five men pleaded guilty **and** were sentenced to prison. kirk newkirk1:02:47 "it is a little aggravating **and** i've heard of this in other places they're not the first ones **and** early on bp was really throwing money to anyone who walked in." the five men face prison sentences from 6 months to two years. all together they will also have to pay 85-thousand horizon oil spill trust in dollars to the deepwater restitution. a four-point- six million dollar b-p grant could be coming to fort walton beach, to pay for an expanded boardwalk on santa rosa sound. for years, city planners have visualized a boardwalk that would run almost two miles, from liza jackson park all the way to the brooks bridge. now with a b-p natural resource damage assessment grant, they can pay for it. the grant will be finalized after the department of environmental protection holds two public hearings later this month. ideally construction would begin late in 2015. it's been 5-years. up next - we'll look back at the "miracle on the hudson." **and** what new video of the asiana plane ...



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Search terms: BP and fraudulent claims

To wrap up this discussion, communicators and crisis teams must maintain readiness. How?

- 24/7 reputation and issue surveillance employing high-tech, search-enabled tools
- By having trained staff to interpret monitoring data and conduct searches
- Identifying and monitoring potential issues with higher risk
- And let's never forget to conduct drills, simulations, tabletops, individual readiness exercises, and gather lessons from others.

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[Main Menu](#) > [Previous Page](#) > [Transcript](#)

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#### **BLOOM - U.S. Cable Bloomberg Surveillance**

**BLOOM 02/18/2014 07:22:07:** ...they tend not to make these mistakes. if they reflect a lack of understanding, they have got to come back **and** apologize **and** fix the issue. >> we have seen a lot of that, you mentioned chuck wilson, ceo of -- former founder of lululemon. the list goes on. what makes a good **apology**? >> the underlying reality is what matters at the end of the day, **apology** is fine **and** works if you suggest you realize you made a mistake, you admit it. go back **and** fix the issue and move on. if the **apology** is superficial and there is still a problem, the **apology** does not help. >> on lululemon, customers understood it was a problem with the quality, that is why what the **ceo** said suggested he did not understand. >> robert wolf with us, there is a difference between a screw up going after someone's retirement plan. mr. armstrong's challenges will not go away. ishe backtracks on a retirement plan issue. >> robert said it well, i don't think the ceos are out of touch, they make the stakes like all of us do but they are under microscope 24/7. >> up at harvard, what are you doing to teach students how notches to look at numbers but think about the consequences of their -- teach students how not just to look at numbers but to think about consequences of their actions. >> saying you made a mistake sometimes can be the first step in solving a problem. i am more worried about ceos who cannot admit they made a mistake then went to do. saying you were wrong **and** that you will address the issue is important. a lot of ceos think it is a sign of weakness. that is wrongheaded **and** is going to get you in more trouble. >> what is the accountability of the board when a **ceo** does mess up? >> as a board member, you think about is this an aberrant comment. if it is, you can forgive the ceo. if it is a pattern of being out ...



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Search terms: CEO and apology

Be prepared – employ the most sophisticated monitoring tools. Take control of your destiny by building a crisis-ready firm employing automated and active monitoring of the most influential media – TV and radio – coupled with word-for-word transcripts enabling early notification and rapid response. Integrate these tools with your print, Web, and social media monitoring for a comprehensive crisis and reputation management suite.



## **Want to learn more, or a free trial of TVEyes?**

We offer free trials of TVEyes Media Monitoring Suite to qualified organizations.

If you'd like to try TVEyes for yourself, please click here.

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or email [sales@tveyes.com](mailto:sales@tveyes.com)

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