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REPORT

CHALLENGES OF HOT AND COLD CRISES AND HOW TO ADDRESS THEM

Madrid, 21 August 2019

A CHANGING LANDSCAPE

The circumstances around risk have changed. It is imperative that we understand the new corporate landscape and **change our approach**, moving away from traditional strategic and tactical crisis management procedures. A thorough understanding of the current paradigm shift is essential for successfully implementing preventive strategies and management procedures for critical situations.

A crisis' disruptive component cannot be analyzed without first understanding the digital transformation brought about by the fourth industrial revolution. Companies are **more exposed than ever**, leading to new and more hazardous challenges, which results in more complex crisis management needs. We now live in a digital, hyperconnected, **VUCA (Volatile, Uncertain, Complex, Ambiguous)** world undergoing constant evolution, one in which, according to cyber-anthropologist [Amber Case](#), **we are all cyborgs** due to the simple merit of carrying a smartphone—an essentially permanent extension of ourselves. Thus, there is now constant risk of public exposure, as well as other potential risk areas (including **cybersecurity** and **business-unrelated issues**), which all companies must consider. These changes are largely a result of the social and environmental justice movements, shifts in public perception and the spread of fake news campaigns.

Analysts have shown that technological risks and cyberattacks are a new fixture of our reality. They are expected to rise dramatically in coming years, requiring a radical change in approach. According to the 2018 [Cyber Safety Insights Report](#), one in three Spanish citizens have been the victim of a cyberattack, and out of the 32,500 cybersecurity incidents reported in 2018, 2.8 percent were rated "Very Dangerous" or "Critical" by the [National Cryptologic Center](#). On top of the rise in cybercrime and increased risk regarding both internal and third-party **data leaks** (malware, ransomware, DDoS, etc.), there is also potential risk regarding **Machine Learning's** progressive development

and the continued evolution of the internet (AI, bots, IoT, etc.). This new **world of data**, born from device connectivity, poses great challenges and new threats, but also presents huge opportunities if handled strategically and proactively.

“The crisis’ disruptive component cannot be analyzed without first understanding the digital transformation”

Meanwhile, there has been an increase in crises regarding **social activism**, loss of trust, media discreditation and **disinformation on a massive scale**, not only in the form of fake news, but also manifesting as fake people giving fake opinions. Apart from social media, instant messaging has lent momentum to the spread of propaganda. The structure and function of apps such as **WhatsApp, Telegram** and **Slack** provide ideal mass dissemination tools for nearly untraceable messages. This phenomenon is known as **Dark Social**, referring to those apps and media that, due to their nature, make it very hard to monitor message origin, reach and content. According to a [2019 Social Media Study](#) by IAB Spain, the most-used social media is WhatsApp (used by 9 out of 10 internet users, with Spanish citizens spending an average of 1.5 hours a day using it).

In this new era of **hypervulnerability**, the best ways to mitigate risk and manage efficiently all revolve around **investing in anticipation**, with every possible solution carefully considering the technological revolution. A common problem is basing solutions for new crises on outdated ideas, forgetting to make the necessary adaptations to our VUCA world. Crises are now **fast, multifaceted and asymmetrical**

right from the outset, changing the crisis management landscape itself. We are facing a new reality, one where an organization must deal with any reputation crisis in real-time.

Since outright prevention is no longer an option, every company should know how to address these new risks, as well as how to allocate resources for management to minimize negative effects and protect the company from potential future issues. The only feasible option is to **foster a deep understanding of this new landscape, where company reputations are made and unmade**—all while identifying how to respond to new issues and train management in these new parameters.

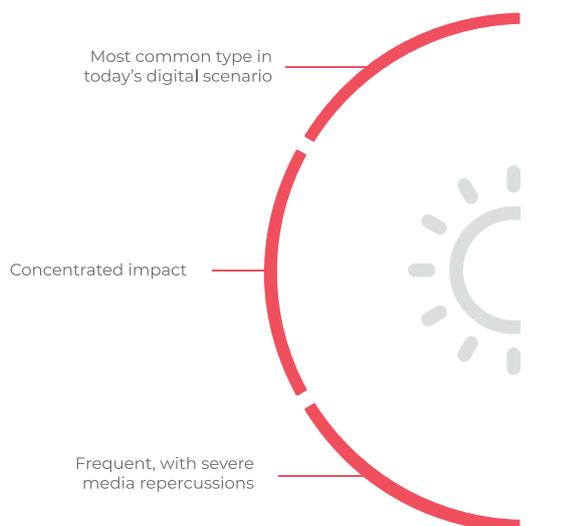
TYPES OF CRISES IN A WORLD OF DISRUPTION

Disruption has led to **two major types of crises**, separated by their main characteristics: HOT and COLD crises. Their names are acronyms for their key features.

- **HOT Crises**

In line with the current digital landscape, HOT crises arise quickly and abruptly, with strong immediate impacts and short-term effects. They occur quite often and usually attract significant media attention. The name stands for:

- » **High Velocity:** Spreads quickly thanks to the hyperconnectivity of “cyborg” citizens, who are constantly connected via their smartphones, acting as an additional body part
- » **Over Information:** Infoxication surrounds the event, often including fake news, partial or out-of-context information and hoaxes
- » **Tricky Context:** Stakeholders are more involved, with increased pressure from organized social activism and opposing digital entities



H
High Velocity

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T
Tricky Context

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• **COLD Crises**

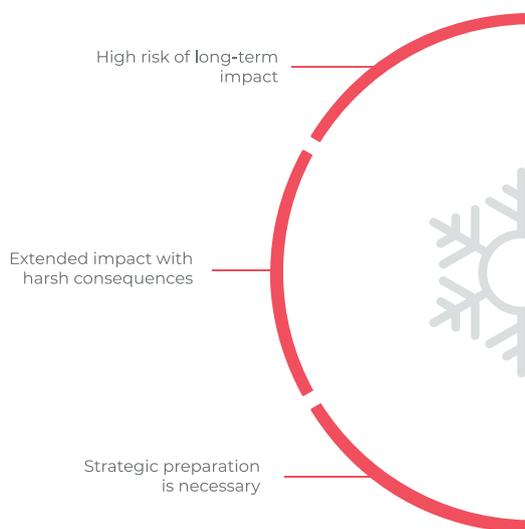
Unlike the HOT variety, COLD crises pose a high risk of long-term repercussions. They can have extended impacts and stronger effects on company reputation. Strategically preparing for them is essential. The name stands for:

» **Calm Development:** Issue develops slowly, potentially laying dormant in an organization's core or resulting from a recurring problem

» **Old Issue:** Often originates from an old risk that was not fully controlled

» **Low Digital Initial Spread:** Slow initial spread in digital media, with risk of acceleration once it becomes public

» **Damage:** Once public, potential for serious damage to the business and its reputation



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Calm Development

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Often originates from an **old risk** that was not fully controlled

L
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Slow initial spread in digital media, with risk of acceleration once it becomes public

D
Damage

Once public, potential for **serious damage to the business and its reputation**

When considering possible strategies for addressing these two types of crisis, we can isolate two types of company: Slow and Fast. These distinctions refer to a company's capacity to deal with crises using the resources they have in place, depending on their investment in anticipation.

• **Slow Companies: Minimal Reaction Capacity**

These companies are characterized by the following:

1. No crisis manual or updated risk management policy, no digital aspect to its procedures
2. Inefficient or nonexistent digital communication channels
3. Very small communications team or communications duties delegated to other teams
4. No designated spokesperson
5. Minimal or nonexistent digital monitoring
6. No secure internal communication channels for emergency use
7. Spokesperson not trained for critical situations
8. Infrequent or nonexistent crisis drills

<p>SLOW COMPANY Minimal Reaction capacity</p>	01	No crisis manual or updated risk management policy, no digital aspect to its procedures	05	Minimal or nonexistent digital monitoring
	02	Inefficient or nonexistent digital communication channels	06	No secure internal communication channels for emergency use
	03	Very small communications team or communications duties delegated to other teams	07	Spokesperson not trained for critical situations
	04	No designated spokesperson	08	Infrequent or nonexistent crisis drills

8
FEATURES

• **Fast Companies: Maximal Reaction Capacity**

In contrast to slow companies, these companies are characterized by their foresight and proactive approach to protecting their reputations and managing critical situations:

1. Established crisis manual and updated risk portfolio, with digital risks taken into account
2. Every procedure includes a digital perspective
3. Established apps and/or digital tools for crisis management
4. Active digital communication channels and reactive procedures for potential risks
5. Ready network of digital influencers to utilize in case of crisis

6. Well-defined communications team and a trained spokesperson

7. Secure internal communication channels

8. Frequent crisis management drills

These crisis and company distinctions give rise to a new **reputational risk matrix (HOT-COLD/Slow-Fast)**, reflecting both the given situation and company resources. The following is a description of each of the four possible scenarios in this matrix, laying out the probability of success in each circumstance:

- **COLD/Slow Scenario:** Unprepared companies with no clearly defined protocols are very exposed due to their insufficient risk identification and preparation. This scenario keeps companies in a state of perpetual latent risk, which they will not be able to effectively address should it become a serious issue.

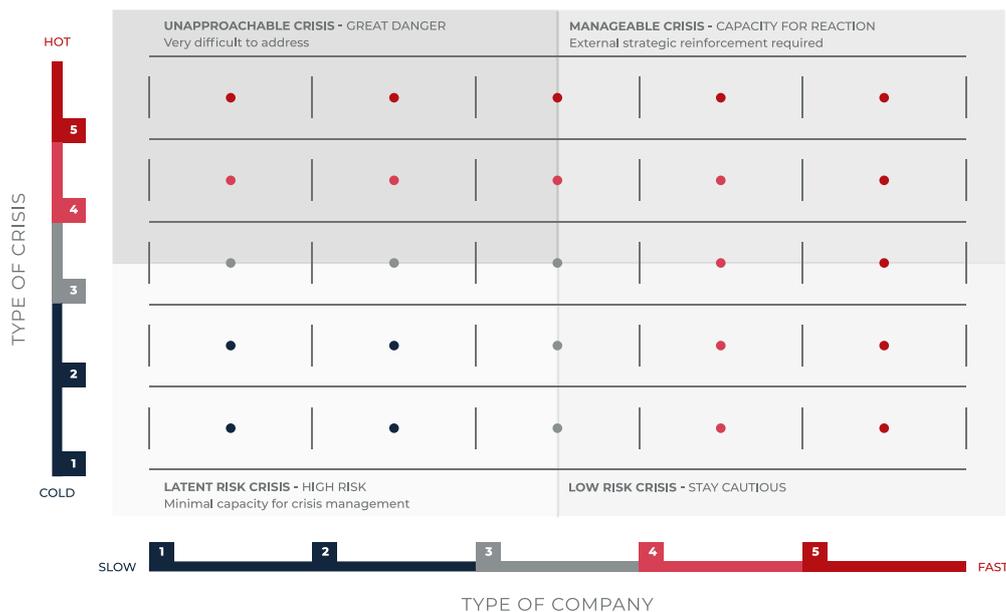
<p>FAST COMPANY Maximal Reaction Capacity</p> <p>8 FEATURES</p>	01	Established crisis manual and updated risk portfolio, with digital risks taken into account	05	Ready network of digital influencers to utilize in case of crisis
	02	Every procedure includes a digital perspective	06	Well-defined communications team and a trained spokesperson
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	04	Active digital communication channels and reactive procedures for potential risks	08	Frequent crisis management drills

- **HOT/Slow Scenario:** Companies unprepared to manage a critical situation and act in real time have a much higher chance of making decisions that will ultimately worsen the crisis and call into question the organization’s integrity. Additionally, they likely lack a network of allies (digital or otherwise) to support them in their time of need.
- **COLD/Fast Scenario:** Companies with a weak but established procedure to utilize in case of crisis, as well as spokespeople ready to appear in the media, suffer little exposure, creating a low-risk scenario. This company will be able to successfully face the first stages of a longer-term crisis, but will still require external support for strategic implementation and tactical management.
- **HOT/Fast Scenario:** Companies with the tactical elements of management under control can face this kind of crisis, only requiring external support for strategic elements. These types of companies cleanly

execute their crisis protocols, have a Crisis Committee prepared to respond and maintain internal channels to communicate regarding the incident. They practice constant communication and have an established network of allies for support if needed.

HOW HAS DISRUPTION AFFECTED RECENT CRISES?

The current, heavily disruptive environment, with all its resulting changes to crisis management, may cause organizations to long for the simpler times before the technological revolution. Back then, they had longer response windows, no social media presence or pressure and traditional media as the only channel to reach the public. We have analyzed some specific cases of organizations seeing the immediate effects of this hurricane of technological development and digital disruption, as well as how well- or ill-prepared companies were for the subsequent new methodologies and mindsets required.



Let us analyze a **well-known case involving clothing brand H&M**. In January 2018, a tweet by influencer Stephanie Yeboah led to a highly negative viral sensation across social media. The discussion centered around an H&M ad featuring a black boy wearing a sweatshirt reading “Coolest Monkey in the Jungle,” and whether or not this was racist.

The product had been in physical and online stores for a month prior to the tweet, eliciting no reaction whatsoever. The product was a non-issue until this influencer with a strong presence in the fashion world and black community expressed her outrage to her 15,000 followers. In a matter of hours, the sweatshirt went viral, became a Trend on Twitter, led to all sorts of memes, crossed borders and reached the mass media. The crisis became global and multi-faceted.

Due to the high volatility of the interconnected populace, diversity groups and human rights movements joined several public figures to quickly adopt an adversarial stance against the company. Celebrities who had collaborated or co-designed with the brand also terminated their contracts.

In response, the company removed the image of the boy and replaced it with an image of the sweatshirt alone, continuing to sell the product on their website. In addition, the brand issued statements to various agencies apologizing to anyone whom they offended. However, the company continued to monitor conversations on social media, which proved tenacious and ultimately resulted in public demonstrations in South Africa and Europe. Ultimately, the company decided to recall the product. One day later, they issued their first statement on both their website and social media, with a targeted message for each channel. Their bios on all social media (including Twitter, Instagram and Facebook) were all replaced by the same message: “H&M issues an unequivocal apology for a poorly judged product and image.”

After acknowledging their mistake, apologizing and clarifying the facts, the company announced concrete action, notably including the creation

of a new position within the company: A global Diversity manager. This HOT crisis originated on social media, quickly found its way to digital media and finally reached traditional media. It caught the company entirely off-guard, as they had not anticipated an incident of this nature. Both the resulting message and measures taken had to be fully aligned with public demand, with thorough consideration for the population’s hyperconnectivity in a liquid, borderless industry environment.

“The current, heavily disruptive environment, has change the crisis management”

Next, we look at **the case of Nike**. This company was also recently taken off-guard by the highly volatile social media environment with regard to issues such as gender equality. In a series of interviews, videos and editorials published by The New York Times, multiple female U.S. sports stars—including Allyson Felix, the only woman to win six Olympic track and field gold medals, and Olympic athlete Alysia Montano, 3-time National US Champion—asserted that Nike reduced funding from their sponsorship deals when they became mothers. Other elite athletes supported them and raised similar complaints.

Devastating headlines appeared, such as “Nike told me to dream crazy, until I wanted a baby,” directly referencing the company’s slogans and brand. Nike had to respond. The sports gear giant declared that they would no longer reduce funds to their sponsored female athletes who became pregnant, with a company spokesperson stating, “We’ve recognized that Nike, Inc. can do more. This is an important opportunity for the sports industry collectively to evolve to better support female athletes.”

The case of Boeing, the largest aircraft manufacturer in the United States, was another instance of high-profile crisis management. Over the span of six months, there were two accidents with the same type of Boeing aircraft, the Boeing B737 MAX, with 157 and 189 casualties respectively. The company faced a massive loss of trust and the model of airplane was banned from the airspaces of the Australia, Canada, the European Union, the United Kingdom and, later, the United States.

This crisis could be categorized as COLD because of the intensity of its long-term impact on the company's reputation. This was further worsened by poor communication at all levels: Stakeholder relations, digital messaging and social media all demanded a real-time response reconciling the brand's image and the severity of the events. The company's continued silence and refusal to ground their aircraft led countries themselves to close their airspace to the 737 until the accidents' origins were investigated.

It was not until nine days after the second accident that the CEO of Boeing spoke publicly, offering only contradictory messages and not living up to new societal expectations for "CEO activism" in any capacity. Societal pressure **demands CEOs communicate proactively** and take a firm stance on even areas outside the scope of their company's business, including political issues, social movements and cultural shifts. However, the company did succeed at sharing technical explanations for the incidents. Boeing practiced transparency with its users, explaining the workings of its MCAS (Maneuvering Characteristics Automation System), why it was installed in the 737 MAX and how pilots could utilize it. It also explained that the company had worked for months to update aircraft software after the accident in Indonesia, and the update would soon be implemented in all of its aircraft.

On top of financial losses, estimated around USD 20 billion, the crisis led to new aeronautics regulations (similar to so-called "Dieselgate"),



delivery suspensions, decreases in new aircraft orders and a massive loss of credibility for Boeing's CEO.

“Societal pressure demands CEOs communicate proactively and take a firm stance on even areas outside the scope of their company's business”

The disruptive landscape has forced companies to confront risks **outside the scope of their businesses**. In the case of IVECO, the company faced the suicide of an employee after an emotional video became viral. This did not directly relate to the company's operations or activity, and yet had an impact on its reputation. The company initially treated this as a private matter, which was a grave error. The second error was to remain silent and refuse to take preventative measures. **Today, it is common knowledge that employee wellbeing is inextricably linked to company reputation, and companies must behave as such.**

A more widely felt, global case was that of **Huawei**, a company which faced a crisis directly related to **political and economic relations**. U.S. President Donald Trump had finally lifted the country's export ban on Chinese tech companies, but Huawei was left extremely vulnerable, partially due to its operational methodology.

The brand reacted with a strong advertising campaign in traditional media, using no digital channels or tools, an effort which ultimately

did little to maintain consumer trust. Past dissemination methods for brand messaging or influencer creation now no longer work, or must be propped up with additional digital approaches.

To deal with crises in disruptive contexts, multiple strategies must be considered. These include those discussed above—such as offering real-time responses; aligning strategies with universal, transversal values; and working to identify potential risks even outside the scope of your business—but other new ways of addressing communication crises are important to consider as well.

First, businesses must utilize the existence of **Key Opinion Leaders (KOLs)**, who are found outside traditional company scope. At the same time, they must explore **channels and languages** adapted to new forms of interaction and understand their use. Let us analyze some examples of this.

After the Spanish brand **Correos** (National Postal Service) underwent an image change, the public company was highly criticized on social media. This was the result of an oversimplification of the company's circumstances by its users, who were angry about the company's investment of \$250,000 euros in a “mere” logo change anyone could have done.

During that time, **influencer and architect Ter**, with more than half a million followers on YouTube, posted a comedic yet thorough video that went viral, explaining everything the branding company Summa had done to modernize *Correos'* image, concluding that the \$250,000 euro investment was perfectly reasonable. The message was presented in a bold, clever and nuanced way, and as a result, it reached a new audience that may not normally have received it.

Even elite soccer players, such as Brazilian front player **Neymar**, have begun utilizing new communication methods in times of crisis. After being accused of sexual assault, Neymar posted a **7-minute video on Instagram** in which he claimed the situation was a “setup,” showing screenshots of conversations and private photos. He was heavily criticized for this content.

WHAT WE CAN LEARN FROM A DISRUPTIVE WORLD

The following are the lessons we can learn from the current landscape and the strategies we can take away from them:

1. We live in a volatile, hyperconnected world

Firstly, never underestimate the influence of anyone in the digital world. We must always listen and empathize. Secondly, we must learn to analyze elements which may cause a piece of content or event to go viral, identifying aggravating factors in order to plan strategic action for any possible escalation. Finally, we must act in real time. This is the only way to demonstrate control and competence, showing we are one step ahead of potential incidents and taking appropriate preventative action.

2. Crises are global and borderless

Technology and digitization have placed us all in a fluid, borderless environment made up of interconnected masses able to effect wider and wider change. Therefore, we must be prepared to respond globally, with high fluidity and a capacity to influence many different demographics.

3. Anticipate risks outside normal business scope

Risk anticipation is essential and must be an integral part of all operations. A company's departments must not be insulated. The better your information flow, the more accurate your assessments and efficient your responses. You must not forget activities not directly related to your business operation; remember Iveco and Huawei. Proactive and astute social media monitoring is the secret to staying ahead of the game, allowing you to establish management tools both for damage control and message dissemination.

“We must be prepared to respond globally, with high fluidity and a capacity to influence many different demographics”

4. Social hypersensitivity: Ethics and action

The current landscape is defined by individual empowerment. Social hypersensitivity causes sudden societal shifts on issues such as the environment, gender equality, diversity, human rights, etc. Subsequently, corporate narratives and values must be organically adopted, genuinely applied and adhered to in all areas of an organization. It is no longer enough to speak of change. Companies must *make* change, ensuring their actions are ethical in order to gain much-needed long-term credibility.

5. Influencers as “reputation shields”

Businesses must be able to identify influencers and bond with those who have a presence in relevant social conversations. *Correos* executed this masterfully, showing how activating an influencer in the digital sphere can create a powerful shield for companies. In a HOT crisis, you must be able to deploy such a response as quickly as possible.

Dare to explore new frameworks created by social media and adapt to modern forms of consumption and new demographics. Using only conventional channels, such as traditional media, is a sure way to give an inadequate crisis response.

6. Companies must act on an individual scale

Nowadays, in times of crisis, companies must focus on messaging at the level of individual people due to the public's increased ability to influence others, speak out publicly and directly affect businesses. It is also no longer sufficient to communicate through public statements. Messages must be human, humble and empathetic. Though this can make it more difficult to act quickly and stop a crisis' spread, it remains an essential factor.

In summary, organizations must be aware of potential crises subject to disruption and must plan around several factors, including response times, fluidity, demographics, response channels and societal demands. However, companies must not wait for a crisis to occur before finding solutions to these problems. Proactive risk anticipation methods that understand, accept and cleanly integrate these factors are key to maintaining industry leadership and building a solid reputation among all target demographics.

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