



SURVIVING CRISIS

Essential tools for managing and recovering from reputational crisis

CONTENTS

1

Crisis is the new normal

2

Are you crisis ready?

3

The four Rs of crisis response

4

Meaningful messaging?

5

Seven deadly crisis sins

6

Social listening: How to stay ahead in a crisis

7

Managing traditional media in a crisis

8

Ten steps to surviving crisis

ABOUT THE AUTHOR

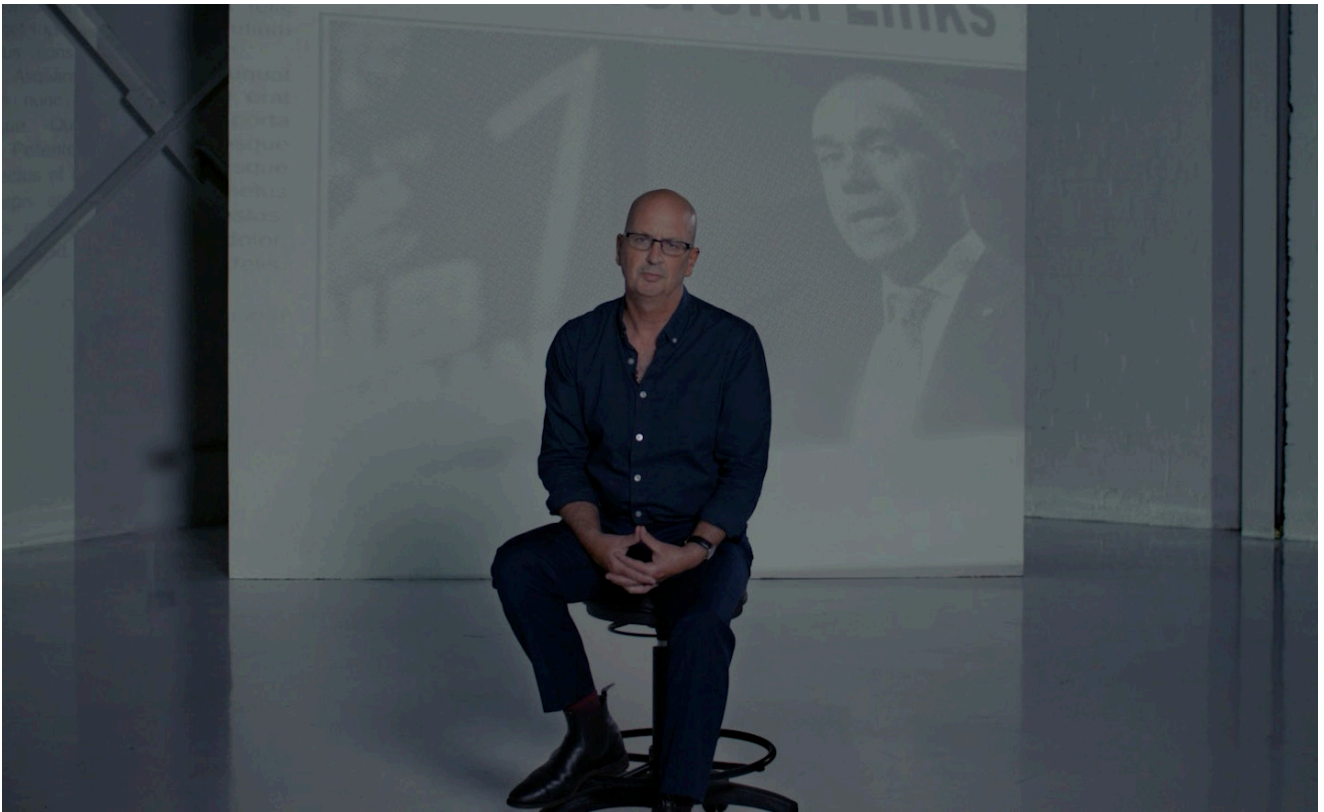


Mark Forbes is a Walkley-award winning journalist and former Editor-in-Chief of The Age in Melbourne. He has also worked at Four Corners and Channel Seven, in the Federal and State parliament press galleries and as an overseas correspondent.

Mark brings almost 30 years of success at the highest levels of communications practice to his strategic communications services, including issues management, crisis management, interview coaching and media relations.

Specialising in reputation building communications strategies, he has raised the profile of major companies, guided global manufacturers through crises and assisted CEOs enhance their reputations.

ABOUT ICON REPUTATION



At ICON Reputation, we're reimagining issues and crisis communications for the digital age.

Reputational risk is at an all-time high. News cycles are accelerating, activism is heightened, regulatory and community scrutiny intensified. The convergence of communications and technology has the capacity to shake the reputational foundations of any organisation.

This series provides insight and practical steps towards preparing for and dealing with crisis, to protect and ultimately enhance reputation.

ICON Reputation is part of the multi-award winning ICON Agency group, headed by Mark Forbes, former Editor-in-Chief of The Age. We defend and shape reputation through multi-channel thinking, powerful media influence and data-informed tactics.

CHAPTER 1

CRISIS IS THE NEW NORMAL

Our world is witnessing a convergence of communications and technology, an explosion of digital tools, platforms and networks socialising the production and distribution of content.

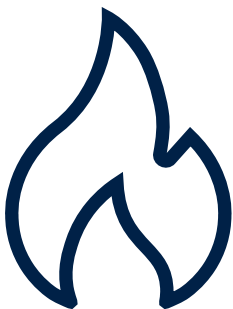
News cycles are accelerating, social and shareholder expectations heightened, regulatory and community scrutiny intensified.

The spotlight is bright and always on. What once may have been minor and unnoticed is magnified – one unthinking insensitive comment can provoke a viral, online torrent of criticism within hours.

Companies with more than 5,000 employees have averaged a crisis a year for the past five years, according to a global survey of 2,000 senior global executives by PwC – ironically PwC itself subsequently experienced an existential crisis over its use of confidential information from the Australian Taxation Office to promote tax avoidance.

Nearly 7 in 10 business leaders have experienced at least one corporate crisis in the past five years, with three being the average. This survey defined crisis as a major disruption to multiple functions of the enterprise – with the potential to significantly harm reputation.

Another global survey by Deloitte of more than 500 crisis management executives found that 8 out of 10 organisations have mobilised their crisis management teams at least once in the past two years, with cyber and safety incidents the most common causes.

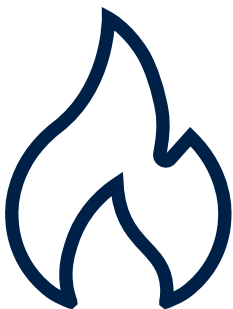


For individuals and organisations, reputational risk is at an all-time high, it's not a question of if crisis will come, but when. Crisis is the new normal.

Technology is playing an increasingly significant role in shaping Australian organisations' exposure to risk, their appetite for taking risk in pursuit of new opportunities, and the tools they are using to mitigate it and build resilience.

Cyber, remains the top tech-related threat ranks the highest in terms of the risks, Australian respondents feel most exposed to (35%), while other digital and tech risks are almost on a par with inflation risks (25% and 26% respectively).

Australians have placed less emphasis on geopolitical changes and conflicts this year in comparison to last year. (13% vs. 19% respectively).



Here are some key learnings about crisis in the modern communications age:

EVERYONE IS A PUBLISHER.

Anyone with a phone can produce and publish, worldwide, 24/7. Stories spread across platforms, activists pile in and critics gain traction, feeding the social media beast.

CRISIS CAN COME FROM ANYWHERE.

Issues are increasingly complex and harder to contain. Intense scrutiny may uncover additional problems, complicating organisational response and placing more pressure on embattled leaders.

STAKEHOLDER EXPECTATIONS ARE HIGHER.

Customers are willing to boycott a company they believe is unethical, governments are more willing to seek redress and shareholder activism is on the rise. External stakeholders increasingly demand transparency and swift reactions, and will punish ineffective responses.

FAKE NEWS IS A THING.

Trust in our key institutions is eroding. We are seeing organised malicious attacks on organisations' reputations and a lack of quality control across social media, which can be exploited by fake news proponents.

DIGITAL PLATFORMS HAVE TRANSFORMED THE MEDIA CYCLE.

Social networks and a plethora of digital platforms have turned a linear, 24-hour media cycle into a conflagration of intertwined, accelerated loops, feeding and perpetuating controversy by the minute.

CRISIS, PREPARE FOR IT.

Understanding your risks and determining your response to crisis must be a key priority of every business. You need a crisis plan.

CRISIS RESPONSE CAN BE MORE CRITICAL THAN THE INITIAL INCIDENT.

How an organisation responds, and communicates its response, to crisis will often have more reputational impact than the trigger – just look at Dreamworld and AMP, or ask any of the major banks.

CHAPTER 2

ARE YOU CRISIS READY?

Most organisations are likely to experience at least one serious crisis within five years' and 70 per cent of business leaders have experienced one or more corporate crises in the past five years, PwC's global risk survey has found.

Despite the inevitability of crisis, less than one in four organisations test their crisis plans annually and as result, many organisations appear defensive or with responses that seem uncaring and uncontrolled – magnifying rather than mitigating damage.



KNOW YOUR CRISIS.

How well you navigate a crisis depends on how you have prepared for it, organisations need to:

KNOW YOUR PLAN.

Do you have a blueprint for where, how and who will manage your crisis response?

Does your plan include crisis communications?

A simple, flexible and accessible crisis plan is the platform to manage a crisis from, your leadership should know it and regularly test it. Battle testing crisis scenarios is critical to stress testing your protocols, and can give your team the confidence to make the quick calls a modern crisis demands.

KNOW YOUR CRISIS.

An organisation needs to recognise a crisis to activate its response. How? A crisis is an issue that stops an organisation operating effectively.

If it's in the public arena, attracting the attention of regulators, government or the media and involves harm to people, the environment or your brand, it's a crisis.

KNOW YOUR RISKS.

Can you name your top 10 risks of crisis?

All organisations should have undertaken a crisis risk audit, including broader issues such as data breaches, hacking and the personal conduct of staff.

KNOW THE PLAYERS.

When the pressure is on, relationships and trust count. Know key stakeholders and how they may respond in a crisis.

Have you invested in relationship building with key regulators, government and the media?

Are media monitoring and social listening tools in place?

Have relationships been developed with crucial third parties such as legal firms and crisis comms firms?

There are four steps key to navigating
an emerging crisis, four Rs:

**RECOGNISE,
RESPOND,
REGRET,
REMEDiate.**

CHAPTER 3

THE FOUR RS OF CRISIS RESPONSE

1

RECOGNISE

Acknowledge it is a crisis, check the key signs:

- Have people or the environment been harmed?
- Are corporate revenues or share price threatened?
- Has it gone public?
- Are the media calling?
- Are normal business operations disrupted?
- Is there potential for reputational harm?

A crisis falls outside of normal business operations. It requires strategic responses and could potentially threaten an organisation's license to operate.

Time is crucial, minutes count in the modern media age. Failing to respond leaves a vacuum others will fill, organisations must assess and act, and fast. In crisis, getting the facts quickly and basing your response on them is crucial: What's the damage, what's fixable, what do we know, what is in the best interests of the company, and the community?

Be aware your initial actions and responses to crisis may have more impact than the original event.

2

RESPOND

In the quick-time world of modern communications and expectations, minutes matter when a crisis hits. Structures and protocols should already be in place to facilitate immediate responses.

The first step is to implement your crisis plan – assuming you have a plan.

The plan should outline the crisis management team with clarity around roles, including who is in charge of operational responses and who will speak publicly.

The team should be small, capable and with authority to act quickly. Its leader will ideally be internal and senior.

A crisis management expert should be on call, so call them. If you don't have in-house legal counsel, you need a law firm on speed dial.

Operationally and publicly you need to be out in front of the issue, responsive and proactive, attempting to own or shape the messaging. You may need initial holding statement – stating further information will be made available as soon as possible.

Think about the stakeholders that should be notified; the chairman and the board, regulators, government, police, major investors, customers and suppliers, insurers, and don't forget staff.

3

REGRET

Acknowledge fault and take responsibility.

Make sure to use the 'sorry' word, be human, express concern for any victims – with genuine effort going into how things will be put right.

People can accept that mistakes happen, but they want an acknowledgment of responsibility before they – and the media – will move on.

Ensure messages go out across communications channels, including internally, and are consistent.

And, if a head has to fall, make it happen sooner rather than later.

4

REMEDiate

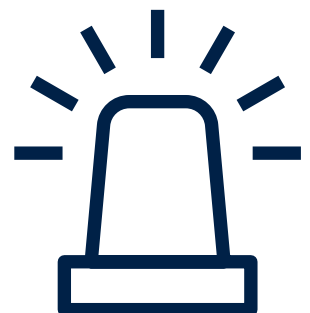
An organisation's message needs to be controlled as much as possible; shut down or closely monitor social media channels, instruct staff not to comment without approval.

Halt marketing and advertising campaigns, often there will be incongruous messaging – and it's a poor investment when coverage is focussed on your problems.

Explain what steps have been taken to remediate the problem, and to ensure it does not happen again.

Ensure these messages are communicated to key influencers, critics, stakeholders and staff.

Utilise media relationships, offer exclusives and interviews containing key information to assist in projecting your messages.



CHAPTER 4

MEANINGFUL MESSAGING?

When responding to a crisis, messaging must be accurate and consistent. It should be honest, upfront, authoritative and reassuring. It should set the tone for the crisis recovery mission from the get-go.

ACCURACY IN ACTION

Slack's global outage on February 2, 2022, shows why accuracy is crucial during a crisis.

Throughout the incident, Slack maintained transparency with its users, acknowledging the issue on social media despite not having all the details. They provided continuous updates on the progress of resolving the outage and offered tips for troubleshooting.

Post-crisis, the company used humour in a tweet following the outage to express gratitude for users' patience saying: "Things we've learned on 2-22-22: Tuesdays can go two ways, two deep breaths can make a situation more manageable, two heads are better than one, and we're twice as grateful for your patience during today's disruption - no two ways about it."

This example underscores the importance of accurate communication during crises to maintain trust and manage the situation effectively. If you don't have the facts, don't pretend you do. It is acceptable to say, 'we are looking into that and will get back to you as soon as we have that information'.

CONSISTENCY IS KEY

An organisation should identify key messages to echo throughout future communications. Messaging across different channels and to different audiences, including internal and external, must be consistent.

Consistency is also a factor over time, and in different forums, as Ashton Kutcher and Mila Kunis found after supporting their former co-star Danny Masterson in his sexual assault trial.

Despite being advocates for sexual assault victims, the couple wrote character-witness letters to the judge, attempting to persuade him to give Masterson a more lenient sentence.

Masterson was ultimately sentenced to 30 years to life for two counts of rape. In response, Kutcher and Kunis posted an Instagram apology, expressing sympathy for the victims and denying any intention to undermine their testimony.

The video was perceived as a “non-apology” and the couple were forced to do further damage control just a few days later by stepping down from their roles at Thorn, the anti-child sex abuse organisation Ashton and his ex-wife Demi Moore founded in 2009.

DON'T IGNORE YOUR STAKEHOLDERS

In a crisis, engaging with those impacted as soon as possible is important to ensure that communication is effectively delivered.

On 8 November 2023, Optus faced an outage that affected over 10 million mobile and broadband customers. The outage lasted over 16 hours, and it took all day for the CEO, Kelly Bayer Rosmarin, to release a statement.

Australians were outraged with the lack of communication and transparency throughout the outage – with Optus only providing vague updates throughout the day to let customers know that they were working on resolving the issue.

The crisis, the second in a span of two years, led to a government-ordered investigation, significant reputational damage to Optus and Rosmarin losing her job.

BE EMPATHETIC AND TRANSPARENT

Prime Minister Anthony Albanese's public apology to thalidomide survivors showcased the power of emotion and transparency. Thalidomide, a sedative drug prescribed to pregnant women in the 1950s and '60s, later proved to cause severe malformations in unborn children. Addressing 80 survivors and their families, Albanese acknowledged the immense suffering caused by the drug's effects, exacerbated by the absence of a proper system for evaluating medicine safety. He expressed genuine remorse for past failures and highlighted the ongoing hardships faced by survivors.

This display of empathy and accountability resonated with affected individuals and showcased a commitment to transparency and compassion.

ACKNOWLEDGE AND APOLOGISE

If your organisation is at fault in a crisis, admit it. The public, and the media, often will not move on until they hear the word 'sorry'.

On International Women's Day in 2021, Burger King controversially tweeted, "Women belong in the kitchen." What was intended to be a reinvention of a harmful statement to give it a new meaning—encouraging women to pursue careers as professional chefs—turned into a PR disaster and enormous backlash.

Burger King immediately took accountability for the misjudgment and sincerely apologised via X (Twitter). This example demonstrates the importance of handling a crisis swiftly and acknowledging mistakes when they happen.

AVOID CONTRADICTIONS IN WORDS AND DEEDS

When the former Australian Prime Minister Scott Morrison secretly headed off for a Hawaii holiday with bushfires ravaging NSW, a reputational unravelling began, from which he never recovered.

Forcing reluctant firefighters to shake his hand when he returned deepened the damage and provided dramatic visual imagery. Actions speak louder than words, avoiding contradictions is vital.

DON'T LIVE IN A VACUUM

Luxury fashion brand Balenciaga came under fire in November 2022 when two of their campaigns depicted children in sexualised attire and referenced an infamous court case surrounding child pornography. Public outrage erupted all over the media, yet the brand's response was delayed and their apology attempted to shift blame to another organisation involved in the campaign's production.

Ensuring a prompt response to crisis and accepting accountability can help to minimise reputation damage and steer the narrative in a more favourable direction. Balenciaga's inability to do so led to huge public backlash and critical damage to the organisation's image.

CHAPTER 5

THE SEVEN DEADLY CRISIS SINS

Understanding the triggers to crisis provides valuable insight to mitigate the impact of your next crisis. Sifting through the aftermath of crises helps identify the most common culprits.

1

IMMORALITY

Don't let IQ and EQ take a backseat when crisis hits. A lack of moral responsibility will exacerbate a crisis, consider the value of your reputation above your profits. Ethics are just as important before a crisis as after the event breaks. A raft of major companies have had to deal with significant external and internal fallout after being revealed to have significantly underpaid staff. Ensure your actions and statements accord with your corporate values before, during and after crisis.

2

LEGALITIES MATTER: DISREGARD FOR LEGAL COMPLIANCE

They say rules are made to be broken, but when it comes to abiding by environmental or financial legislation, it's best to play by them. This is one of the most common causes of crisis. Even if a leader believes they are above the law there should be structures and processes to ensure it is complied with. We can't know every law, but knowing when to seek out professional advice is essential.



3

IRRESPONSIVE CULTURE

Our world, and corporate culture, is ever changing, yet some organisations resist the pull to new social expectations. This can create jarring and awkward positioning. A lack of diversity, inclusion and equity weaken the brand's culture, as seen in 2019 with Victoria's Secret forced to cancel its signature fashion shows. The global brand sold a sexualised fantasy that ignored body diversity and modern ideas. Adapting to change and cultural expectations is one way to reduce risk of crisis.

4

DIGITAL FAILURE

According to the AusCERT Cyber Security Survey, over 60% of organisations in Australia do not have the resources necessary to respond to cyber security attacks. Data breaches have become frequent in Australia in recent times. Cyber attacks can impact any business or Government as the recent Medibank and Optus cyber breaches demonstrate.

5

EXPECTATIONS ≠ REALITY

The failure to deliver on promises is bound to leave an organisation in hot water. Discrepancy between expectation and reality causes stakeholders and the general public to distrust the organisation.

6

NOT TRACKING THE CONVERSATION

Companies can walk into a crisis by not listening to key stakeholder and their staff. Externally, customers may take issue with the quality of a product or service across social media. It's crucial for an organisation to track and assess the dialogue of all stakeholders and the general public. It's possible to intervene on an issue before it goes viral. Gaining insight on what people are saying about your organisation and your brand will help build the best strategy to engage with stakeholders.

7

DENIAL

Four out of five crises can be anticipated and responses planned to deal with them, but a surprising number of businesses don't have a crisis plan, or if they do, never test it. No matter the size of your organisation, having a crisis plan in place will save damage down the track. Never believe your organisation is exempt from a crisis, no matter how confident you are in its operation. Recognising triggers of crisis and being able to confidently apply a crisis plan will limit the temptation to use denial as a response.

CHAPTER 6

SOCIAL LISTENING: HOW TO STAY AHEAD OF A CRISIS

We live in a digital age where consumers demand and expect an instant response from brands. Smart organisations implement community management techniques into their BAU communications strategies.

But what happens if your brand is in crisis? Should you address the crisis head-on or avoid social altogether?

TOOLS FOR MANAGING A CRISIS ON SOCIAL MEDIA

As a brand, being in a social media crisis is now more of a “when” rather than an “if”, so here’s how to ensure that you’re ready for whatever crisis comes your way:

Create a crisis social communications plan

Having an agreed crisis communication plan will ensure that you can respond quickly and get ahead of the issue before it has blown up. The goal is to respond within an hour of a crisis or potential crisis being identified.

A social media crisis communications plan should:

- Amplify preidentified key messages
- Outline the approval process and responsibilities
- Link back to internal communications
- Help to identify and assess potential risk
- Utilise your existing social media policy
- Identify the degree to which your brand’s tone of voice may need to shift during a crisis.



Listen to catch issues early

In a study by UK broadcast agency, ON-Broadcast four in five journalists stated that they get their story sources from social media. So, if journalists are using social listening, so should your organisation, to get head ahead of a potential reputational crisis.

By listening, you can identify how your customers are feeling about your brand and help distinguish between grumblings or a significant threat towards your reputation. At ICON Reputation we utilise a variety of social media listening tools to ensure we always have our finger on the media pulse to catch a potential crisis before it escalates.

HOW SOCIAL MEDIA CAN BE AN ASSET DURING A CRISIS

As external channels go, rarely do brands have the opportunity to get a key message into the public eye without it being taken out of context or misused. Social media provides a platform for your brand to control a narrative that aligns with your communications strategy.

For example, in 2011, Taco Bell was sued for allegedly having just 35% beef in its meat. Rather than just counteracting the claim, they used this as an opportunity to educate customers on the quality of their products, and that its meat contains 88% beef and 12% secret recipe (which they then listed). By not shying away from the narrative, Taco Bell harnessed the conversation for long term reputational benefit.

While social media is a great tool, it should be used in tandem with your other owned channels i.e. support centres, email and websites. In 2017 British Airways used twitter to apologise for grounding hundreds of passengers. The tweet, which went viral, was one of the main sources of information for those affected, leaving customers feeling like BA thought that one tweet would make up for hours of delays.

10 KEY TAKEAWAYS

1

Don't hide/delete comments

2

Pause all scheduled posts and digital marketing activities

3

Acknowledge don't argue

4

Roll out your crisis communications plan including your social communications plan

5

Move the conversation out of the public domain and into private messages

6

Ensure overarching key messages are implemented

7

Don't wait for someone to address the crisis, be proactive and get your message out

8

Use social media in conjunction with other owned and earned channels

9

Be personable, social media shouldn't be treated as a mass media tool

10

Be present.

CHAPTER 7

MANAGING TRADITIONAL MEDIA IN A CRISIS

A digital revolution has reconfigured the media landscape. Controls over the flow of information have eroded and barriers to entry have disappeared. Individuals are making and distributing their news, and corporations are following suit.

Start up sites are multiplying across the internet, Twitter and a multitude of other platforms have become defacto news services, and Facebook is the primary news source for many.

Brands and marketers have fixated on the new digital landscape, but this digital focus runs the risk of ignoring the crucial role of traditional media.

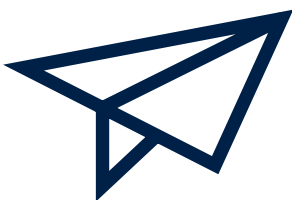
To start with, the division between digital and traditional is porous, print publications all have their own website, often multiple websites. The Nine newspapers and the ABC have some of Australia's largest online audiences.

And traditional and social media feed off each other, cross fertilizing and amplifying stories as news spreads.

An issue can emerge on social, a claim of racism, a faulty product, and be picked up by traditional media, which is now constantly monitoring social media.

In turn those news reports will be shared, and commented on by social networks and the cycle continues.

More significantly, traditional media still sets the agenda. It hosts the respected sector experts and is still where decision makers turn when an issue heats up. Although the 'fake news' label has impacted on media credibility, longer term it is likely to encourage audiences to seek out quality brands to find news they can trust.



Dealing with traditional media must be a cornerstone of your crisis comms. There are four key rules to remember:

1

UNDERSTAND

Journalists are time poor and time sensitive, the digital revolution has accelerated deadlines.

If you want to know what media want – ask them.

It is an opportunity for you to get intelligence on what the journalist needs and what they are hearing about the incident. Make sure to ask about their deadlines.

Media may want a statement, an explanation, an apology, pictures, victims, facts. The more you understand, the easier it is to be proactive.

2

PREPARE

Escalate internally, get on top of the issue, find the facts.

You need to understand what is going on to communicate it, and you might gain guidance on your next steps.

Gather the information the media is seeking.

3

THINK

Think about the implications for your organisation, what might come next?

Media may be talking to critics, checking social media, do your own checks to avoid being blindsided. Think about where the questions will go next.

4

RESPOND

Don't leave a vacuum, someone else will fill it.

Staying silent loses you control of the message, and you look like you are hiding something.

Even a holding statement, 'we are investigating this', is better than silence.

Crises are opportunities to build relationships and credibility with key media commentators and influencers in your sector. If you provide timely, accurate responses and demonstrate responsible crisis management, your reputation could well be enhanced.

CHAPTER 8

TEN STEPS TO SURVIVING CRISIS

There are ten key steps to ensure an organisation survives a crisis, and is positioned to thrive after it. Most importantly, appreciate that the response to a crisis is more of a factor in reputational recovery than the original incident.

1

PREPARE

Preparation is essential, establishing crisis responses, processes and personnel on the fly and under pressure is a recipe for further disaster. Mistakes and missteps in early stages will amplify crisis, and your reputation will be judged harshly for it.

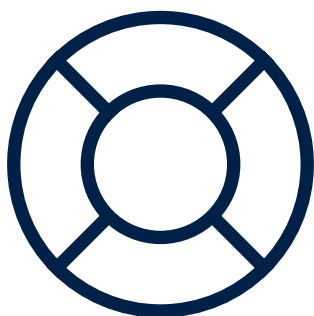
Have a plan and a team ready and able to implement it. Ensure key staff are aware of the plan and have been involved in testing it.

2

PUT PEOPLE FIRST

The first action must be to mitigate harm, put people at the heart of your crisis response. If there is a dangerous element in one of your products, recall it. If customers' financial data has been exposed by a cyber breach, warn them.

You should be able to say that your first concern is the welfare of your customers and the community, and show you mean it.



3

FIND THE FACTS

Get the facts, and quickly. Accurate information is key and not always clear in the full-blown glare of a crisis.

An organisation needs to understand the key elements causing crisis in order to address them. Having the key facts and basing responses on them is crucial to successful outcomes. It also enables an organisation to be a voice of authority. Conversely, propagating incorrect or misleading information will further undermine an organisation's credibility.

4

COMMUNICATE EFFECTIVELY

Have clear and consistent messaging, communicated to all key audiences. As much as possible, shape the message and coverage of the story.

Take steps to limit inappropriate or conflicting information by ensuring all media interactions are approved and warn staff against making comment, including on social media. Monitor media and social media commentary to identify issues as they arise and respond accordingly.

5

AVOID CONTRADICTIONS

Ensure all messaging, internal and external, is consistent.

Deliver on your messages and consider the optics. Reconsider any marketing campaigns, upcoming announcements and initiatives. The approval of a substantial bonus to its CEO the week after four people had died at the Dreamworld theme park was a key factor in creating a PR disaster.

6

ACKNOWLEDGE AND APOLOGISE

Acknowledge fault and take action to remediate. If appropriate, accept responsibility and apologise.

The community knows mistakes happen, they want to hear the word 'sorry' and how things are being rectified before moving on. Until this happens, the pressure cooker of public and media pressure can build, with potentially devastating consequences.

7

DON'T PLAY TO YOUR PREJUDICES

In initial stages of crisis there is commonly an element of denial. Individuals are overly optimistic about the severity and length of a crisis, leading to a failure to implement responses of the level and speed required.

As a crisis continues an internal siege mentality can emerge, with a predilection to conspiracy theories and a tendency to shoot the messenger, blaming whistleblowers, the media and even customers. Again, this only serves to impede an effective response. An experienced external crisis consultant is crucial to avoiding these pitfalls.

8

DON'T DELAY

With the virality of social media and the accelerated speed of media coverage, it is vital to get in front of the story. Responses may be needed in minutes not hours, and if you leave a vacuum, others will fill it. Be the reliable source of information, if you don't have the facts say you are in the process of finding them.

Be aware of news cycles, at first it's 'find the facts', then it becomes 'who's to blame'. If someone deserves to take the fall, make it happen sooner rather than later. Delays in responding to criticism from the Financial Services Royal Commission saw organisations captive to escalating calls for action.

9

CONTROL AND COORDINATION

Organisations who are upfront, take action and communicate clearly have been able to emerge from catastrophes unscathed, or at least mitigated damage.

Crises are also opportunities, they mean exposure. Respond well and reputations may be enhanced.

10

PLAN FOR RECOVERY

Develop a recovery program to restore reputation after a crisis. Consider opportunities for quick 'wins' with positive initiatives or announcements. Make strategic decisions on the timing and tone of ongoing marketing.

Crucially, follow through on commitments made in the course of the crisis, repair root causes and if required, institute genuine change in process and culture.

Protect what matters

FIND US

Melbourne

132c Gwynne Street
Cremorne VIC 3121

Canberra

Suite 4, 32 Thesiger Court
Deakin ACT 2600

Sydney

Level 11, Suite 1
Tower 1/495 Victoria Avenue
Chatswood NSW 2067

GET IN TOUCH

Mark Forbes

Director of Reputation
mark.forbes@iconagency.com.au
0419 583 892

Benjamin Haslem

Director of Media and Public Affairs
benjamin.haslem@iconagency.com.au
0408 887 742

iconreputation.com.au

