

Corporate Crisis Management

Hospitality professionals are well practised at dealing with the unexpected, but when an incident occurs that could affect an organisation's high-priority objectives or global reputation, a more structured response is required. Shareholders and stakeholders are showing a growing interest in the governance of risk and companies are now often required to demonstrate that they have adequate arrangements in place to manage a range of crises.

We work with our clients to ensure that they can continue to operate when an incident threatens to impact their staff, guests, data or assets and thereby damage their reputation. Working collaboratively with our clients, we develop plans that are tailored to the specific needs and culture of the organisation. Our approach is underpinned by relevant international standards and our team has broad experience of building crisis capacity with some of the world's leading organisations.

Importantly, we have wide experience of working with colleagues across the crisis communication and media relations sector. This means that we are able to offer guidance not only on how best to respond practically to a crisis, but also on how various stakeholders within a brand can best work together effectively.



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We engage using the following process:

- 1. Maturity Assessment:** As part of our initial engagement and before providing a full proposal, we engage in a maturity assessment of a client's existing crisis management system. This allows us to focus effort where it is required and to understand where there might be existing concerns.
- 2. Policy & Management:** Working with the senior executive responsible for crisis management, we aim to help the organisation produce a concise corporate policy document, which clearly states ownership of responsibilities, accountabilities and the desired end state.
- 3. Impact Analysis:** With the relevant stakeholders in the room, we work to capture the range of events which might create a crisis and the impacts they might have on the organisation. This will include rapid onset and slow burn crises, and those that do and don't create an interruption to business.
- 4. Plans Development:** The detailed design of plans to sit at corporate, regional and property levels. This often includes the wider engagement with other stakeholders to ensure that all existing best practice is captured.
- 5. Implementation & Training:** The use of a wide range of approaches, including face to face training and online workshops to ensure that the plans are widely understood and adopted by key stakeholders.
- 6. Rehearse and Review:** We have significant experience of running crisis management exercises, building confidence across teams and critical stakeholders. Our approach is collaborative and in the earlier stages tends to utilise the "walk through, talk through" approach. We are also then available to provide subsequent independent assessments, to review how crisis management systems have been embedded.

Our team is able to discuss nuanced issues, such as how human, cultural and environmental factors may impact decision making in different regions, and how to balance operational problem solving with a more human-centred approach. We are also able to provide one-to-one coaching for senior leaders who may wish to enhance their ability to lead in high pressure situations.

To find out more about how we can support you in developing your corporate crisis management plans, please email info@chcglobal.co.uk