
Critical Messages: How to Communicate

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What is a Crisis?

Green State (normal business operations)	Yellow State (a potentially significant incident is identified)	Red State (an incident will attract media/stakeholder attention of such significance that threatens EarthLink's business continuity, reputation and/or share price)
<p>partners and other stakeholder.</p> <ul style="list-style-type: none"> Incidents inevitably occur that require special communications, but none rises to the level of disrupting the business or threatening EarthLink's reputation. EarthLink PR routinely updates its policy statements, trains its spokesperson, and assure that clear plans are in place to guide the most efficient and effective response should a crisis develop. 	<p>identification and messaging:</p> <ul style="list-style-type: none"> The Crisis Center plan is reviewed and confirmed; it may be activated; Spokespeople are identified and prepared, and Communications counsel provides messaging and media support, and identifies potential third-party allies and advocates. <p>Initial communications activity may begin at this stage of a developing crisis.</p> <ul style="list-style-type: none"> Stakeholders are prioritized, and contacts may be made with those most likely to be aware of the issue or react most severely to it. Key media may be briefed, possibly on a background-only basis. 	<p>Spokespeople contact designated stakeholder groups:</p> <ul style="list-style-type: none"> EarthLink aggressively communicates with its employees; Third-party advocates are available to the media; Dark site(s) are activated, and All media inquiries are tracked and cataloged. <p>2. Communications effectiveness is continually assessed.</p> <ul style="list-style-type: none"> Messages are updated for accuracy, effect and appropriateness. Additional third-party advocates are recruited as appropriate. Opinion research may be used to gauge and track reaction to EarthLink's positioning; required adjustments are made.

Crisis One



Crisis 2: Death of a CEO



Crisis 3: Massive Layoffs

[EARTHLINK WILL CLOSE 4 CALL CENTERS ISP'S CUTS INCLUDE BELLE](#)
[EARTHLINK WILL CLOSE 4 CALL CENTERS ISP'S CUTS INCLUDE BELLEVUE, WHERE](#)
[230 WILL ...](#) The layoffs, scheduled to begin Feb. 21, will be completed by mid-March. ...
[www.highbeam.com/doc/1G1-97063240.html](#) - [Cached](#) - [Similar](#) - [↑](#) [X](#)

[Gripes about EarthLink](#)

A second round of layoffs. EarthLink to lay off 1300, shut call centers Company says it will outsource jobs overseas Mercury News January 7, 2004 ...
[www.computergripes.com/earthlink.html](#) - [Cached](#) - [Similar](#) - [↑](#) [X](#)

[Another 1300 Call Center Layoffs as EarthLink Outsources. - Free ...](#)

Free Online Library: Another 1300 Call Center Layoffs as EarthLink Outsources. ... of its five remaining customer support call centers in four US cities, ...
[www.thefreelibrary.com/Another+1,300+Call+Center+Layoffs+as+EarthLink+Outsources-a0111911529](#) - [Cached](#) - [Similar](#) - [↑](#) [X](#)

[EarthLink to Shut Call Centers in Calif., Pa. - Los Angeles Times - 6:43pm](#)

EarthLink Inc. said it was cutting about 1300 jobs, almost 40% of its workforce, as it closes call centers in California and Pennsylvania and reduces staff ...
[articles.latimes.com/2004/jan/07/business/fi-rup7.8](#) - [Cached](#) - [Similar](#) - [↑](#) [X](#)

Elements of a Crisis Strategy

- Defining a crisis
- Outlining various crisis scenarios
- Developing messaging
- Assigning stakeholder roles and responsibilities
- Creating a crisis checklist & materials
- Establishing internal channels and procedures
- Preparing customer support
- Assembling a crisis communications center
- Dealing with the media
- Developing and deploying an online strategy

Crisis Communications: Inside Out

Tech News Watch

Contact Center Solutions
Avaya Contact Center Solutions
Free Your Agents & Delight
Customers.
ContactCenters.Avaya.com

Call Center Price Quotes
Get Competitive Quotes from
Leading Call Centers. Compare
Costs & Save!
www.VendorSeek.com/Call_Centers

TOP ABOUT EXPLORE



Earthlink Massive Layoff



Tuesday, January 6th, 2004
by Lockergnome

Dear EarthLink Employees:

A series of [meetings](#) has just begun throughout the company about important organizational changes taking place at EarthLink. Since we can not meet with all employees simultaneously, I want to give you a brief overview of the changes while you await your scheduled meeting.

One year ago, we made the first round of difficult decisions to outsource a portion of our call center [operations](#). These efforts, while difficult from an employee perspective, have been successful in maintaining outstanding [customer service](#)

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Amplifying the Crisis

The Twitter logo, featuring the word "Twitter" in a light blue, rounded font with a white outline, set against a light blue rectangular background.The YouTube logo, featuring the word "YouTube" in a white, rounded font with a black outline, set against a red rounded rectangular background.The Facebook logo, featuring the word "facebook" in a white, lowercase, sans-serif font, set against a dark blue rectangular background.

- In a crisis these channels will amplify the crisis.
- Deploy these channels before a crisis hits to minimize damage.

Crisis Communications

Not if, but when
Be prepared

About Dan Greenfield

Dan Greenfield is principal of Bernaise Source Media (BSM), a media consulting practice. BSM blends the power of new and traditional communication to help clients manage their brands and corporate reputations. Greenfield's blog Bernaise Source examines the impact of social media on corporate communications, marketing and the Atlanta technology community.

With an extensive background in public relations and marketing, Greenfield has focused on technology, telecommunications, ecommerce, health care, and environmental issues for more than 20 years. Prior to forming BSM, he was vice president of corporate communications at EarthLink and a senior manager at MCI WorldCom. Greenfield began his career in video production, later served as a press secretary for a ranking member of Congress and has held various corporate and non-profit positions.



Q&A

Thank you

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