

COMMUNICATIONS AND THE **RISK** OF STAYING QUIET

A working session on issues, crisis
and the cost of staying quiet.





JIM FURRER

Senior Vice President of Lifestyle Brands
Steinreich Communications



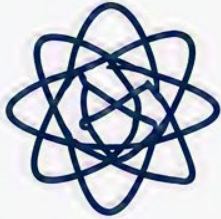
DUNKIN'

Tupperware®



**planet
fitness®**

THE REALITY OF OUR INDUSTRY



Chaos

Things feel
overwhelming



Disruption

Expect the
unexpected



Uncertainty

We don't have
all the answers

In moments like these, silence creates fear.

Honesty creates strength.

The Furniture Industry's Culture of Mixed Signals in Communications





Products being knocked off



Performance claims



Global Trade Issues

Shaping Consumer Brand Communications and Driving Business Growth



DUNKIN'

Challenge:

Evolve Regional Brand
to National & Global
Presence

steinreich
COMMUNICATIONS

DUNKIN'





**SPIRIT
HALLOWEEN**

Challenge:

Expanding Seasonal
Retailer's Visibility
Beyond its Loyal Fanbase





Challenge:

Driving Significant Growth
in a Competitive Marketplace



Stop Pretending Everything is Fine

**Communicating Through
Issues, Crisis and
Uncertainty**



ISSUES



Proactive



Long-term planning



Prepare, control



Better outcomes, company reputation

CRISIS



Reactive



Short-term planning



Mitigate, reduce



Faster recovery, maintained reputation



Guiding Principles For Communicating in Times of Uncertainty and Crisis



THE COST OF BEING UNPREPARED

- ⊗ Erodes trust
- ⊗ Increases anxiety
- ⊗ Rumors fill the vacuum
- ⊗ People disengage
- ⊗ Decisions get worse



THE POWER OF EFFECTIVE COMMUNICATION

- ✓ Builds trust and credibility
- ✓ Reduces fear and uncertainty
- ✓ Creates alignment and clarity
- ✓ Empowers people to act
- ✓ Strengthens culture



Lead with Truth, Not Platitudes

People don't need you to
have all the answers.
They need you to be real.



WHAT TRUTH SOUNDS LIKE

“Here’s what we know...”

“Here’s what we don’t know yet...”

“Here’s what we’re doing about it...”

“Here’s how we’ll keep you informed...”



Provide Clarity in the Midst of Uncertainty

You may not control the situation,
but you can control the clarity
you create.



CLARITY CREATES CALM



Be clear about priorities



Simplify your message



Focus on what people
can control



Repeat relentlessly



Show Empathy, Not Just Updates

People remember how
you made them feel,
not just what you said.



EMPATHY IN ACTION



Acknowledge how
people feel



Listen more
than you speak



Validate their
experience



Offer support and
resources



Over-Communicate with Intention

In uncertainty, people need more information, not less.
Don't let perfect be the enemy of timely.



OVER-COMMUNICATE SMARTER



Communicate
early



Communicate
often



Use multiple
channels



Tailor to your
audience

Invite Dialogue, Not Just Disseminate

Communication is a
two-way street—especially
in chaos.



CREATE SPACE FOR INPUT



Ask for feedback



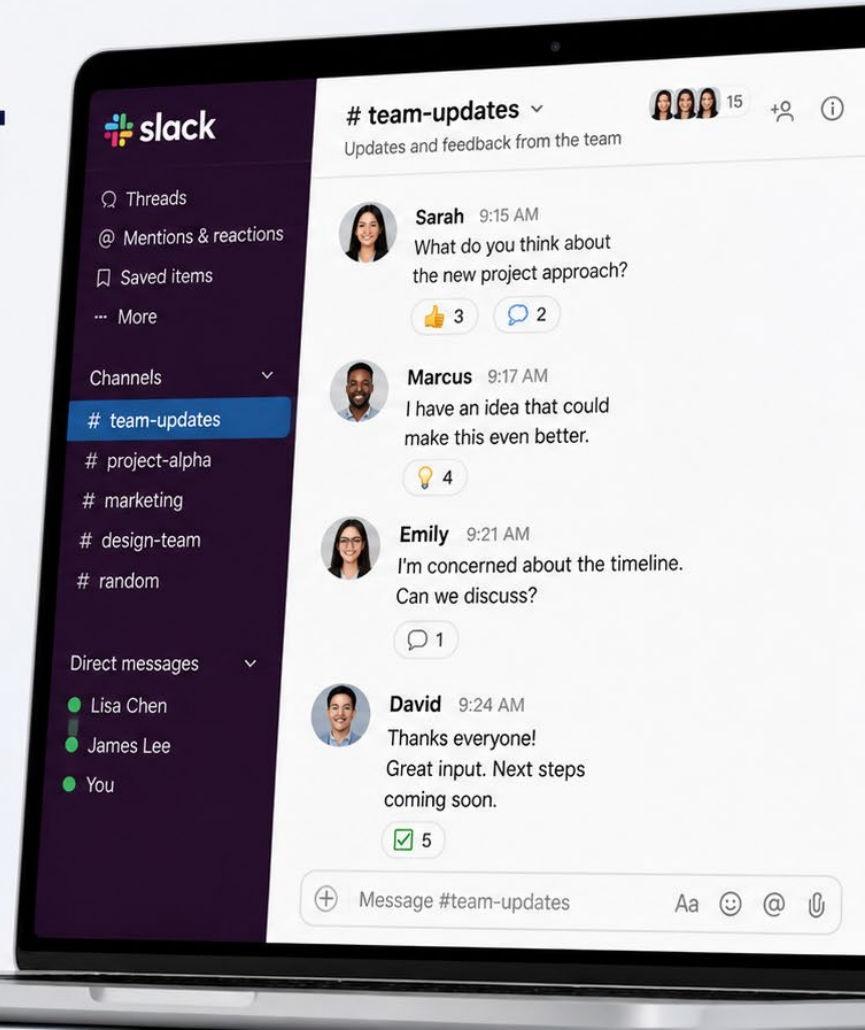
Encourage ideas



Address concerns



Close the loop



COMMUNICATION WHEN YOU DON'T HAVE ANSWERS

- 1 Be honest about the unknown
- 2 Share what you're learning
- 3 Commit to a timeline for updates



THE LEADER'S MINDSET



Stay calm to create calm



Be present and visible



Communicate your values



Inspire confidence through consistency

TURNING CHAOS INTO CONNECTION

When you communicate with courage and compassion, you turn uncertainty into unity and disruption into opportunity.



YOUR ACTION PLAN

- 1 What truth do I need to share today?

- 2 Who needs to hear it—and how?

- 3 How can I create more dialogue?

- 4 What will I communicate—early and often?



Q&A

The hardest question in this room
is cheaper than the one you get
on camera.





**LEAD REAL.
COMMUNICATE REAL.
CREATE REAL IMPACT.**

Thank you!

Jim Furrer

Email: jfurrer@scompr.com

Tel: 201 279 5480