From Airbus, Nestle and Nissan to IL&FS, Jet Airways and RCom, no industry or brand, however large, is spared from crisis. How could these organisations have handled the situation better? How could they mitigate their losses and recover from the crisis? What can organisations and leaders learn from them, and how can they be better prepared?
DEALING WITH UNCERTAINTIES THAT IMPACT BUSINESS

Every organisation, big or small, is vulnerable to crisis. A crisis disrupts business operations, threatens to harm people, damages your reputation, and negatively impacts your finances. From unpredictable events such as natural disasters and political changes to unforeseen events such as product fails, personal crises, financial mismanagement and cyber threats, companies need to be prepared for crises and contingencies. A crisis requires decisions to be made quickly to ensure business continuity. Only readiness and prudent decision making can help organisations manage and mitigate threats to all their stakeholders.

According to an ODM Group study, 59% of business decision makers have experienced a crisis in either their current or previous company. And 70% of those companies go out of business within one year of that crisis.

CRISIS MANAGEMENT: BUSINESS CONTINUITY IN THE FACE OF CRISIS

The fundamental difference between crisis management and risk management is that, unlike risk management, which involves planning for events that might occur in the future, crisis management involves reacting to negative events during and after they have occurred. This highly interactive programme will enable participants not just to understand how to deal with a crisis but also create an action plan for crisis mitigation. Led by experts with years of experience in consulting and managing large businesses, the programme will expose participants to immersive sessions on crisis preparedness. Through simulations, case discussions and scenario planning exercises, you will understand how to manage and mitigate crises even before they happen.

What you will learn

- Understanding what impact a crisis can have on you and your business
- Decoding the ten essential rules of crisis management
- Aligning your response to the core values of your organisation
- Understanding how communication plays the most vital role in a crisis
- Creating an action plan based on past, present and future scenarios
- Implementing safeguards and procedures to mitigate the risks
- Reviewing the processes to make sure they are always relevant
- How to prepare even before a crisis erupts

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According to Forbes, organisations risk losing 22% of their business when potential customers find even one negative article on the first page of search results. A damaged reputation doesn’t just have an immediate impact, it also leads to incremental potential losses to a business. Leaders must plan to safeguard the future of their business while ensuring that they do not wait out the crisis before it’s too late to regain competitive advantage.

Learn how to refresh and realign your value proposition and capitalise on it even before the dust settles.

From #DeleteUber to gross HR allegations, Uber, the poster child of the start-up world, has been riddled with crises. Sheer lack of transparency has been Uber’s biggest failing in handling much of the public interest. A heartfelt letter from the CEO promising to be a better leader didn’t do much, either, until the board had to step in and take charge.

A pack of Maggi noodles takes only two minutes to cook, but the ‘lead’ crisis gave it more than two months of unwanted attention. Tardiness of response, combined with a lack of transparency and assurance to consumers became some of the biggest reasons for the brand to go out of shop shelves and kitchens. What did the brand do to recover trust?

PROGRAMME DETAILS

Who should attend?
This interactive programme is relevant for leaders and senior management responsible for the growth and health of the business. CXOs, Directors, General Managers and entrepreneurs will gain the most from this session. We encourage companies to nominate groups of participants from their organisation since a crisis management team will include senior leaders from across different departments.

Dates
February 21 (5.00 pm) - 23 (6.00 pm), 2020

Venue
Mumbai, India

Fee
INR 2,00,000 (+ GST @ 18%)
Fee includes food and accommodation at a star hotel in Mumbai.

KEY CONCEPTS COVERED

Cultivate a crisis response culture
No matter how careful organisations are, crises still happen. Apart from creating strong action plans for response, being prepared helps mitigate larger risks. Learn how vulnerability audits, security, communication, and having a core team for rapid response ensure you are always ready to immediately jump into action.

Reputation management
A crisis doesn’t just have an immediate impact on your business. With the viral potential of social and electronic media, negative press remains highly visible long after the crisis has ended. As a business head, you not only need to plan for a crisis but also learn how to minimise its impact in the near and long term.

Business operations continuity
Business continuity planning is most essential in creating a system of prevention and recovery from potential threats to a company. The plan ensures that personnel and assets are protected, and are able to function quickly in the event of a crisis. While dealing with the immediate crisis is of utmost priority, leaders must also focus on creating a plan that ensures business operations continue without disruption.

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### PROGRAMME SESSION PLAN

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### FACULTY

**Esther Campi**

Esther Campi is the Founder and CEO of Campi & Company, a strategic communications and public affairs consulting firm. She is a renowned personal branding consultant and crisis coach based in the U.S. During a career spanning 20+ years, Esther has been a trusted adviser to America’s top leaders - from Fortune 500 CEOs to U.S. senators. From her previous roles as a chamber of commerce executive, U.S. Senate press secretary and award-winning journalist, she has emerged as a leading expert in marketing and strategic communications. She has also taught a popular public relations course at the prestigious School of Media and Journalism at the University of North Carolina at Chapel Hill. Esther helps leaders prepare to navigate high-stakes communication, whether in a board room, a hearing room or a newsroom.

**Professor Siddharth Shekhar Singh**

Professor Siddharth Shekhar Singh is an Associate Professor of Marketing at the Indian School of Business (ISB), Hyderabad and Mohali, India. He is a member of the Board of Directors of DLabs, a technology business incubator of the ISB. He also serves as an Independent Director on the Board of Directors of Petronet LNG Limited and International Schools of Business Management (ISBM - a UK based charity). Earlier at ISB, he also served as the Senior Associate Dean responsible for admissions and financial aid, and as the first Director of the Fellow Programme in Management (FPM) - ISB’s Doctoral programme. He has a PhD (Marketing) from the Kellogg School of Management, Northwestern University, USA. Siddharth’s research broadly focuses on a firm’s ability to achieve sustainable competitive advantage. His teaching interests include marketing research, new product development and marketing, database marketing, marketing analytics, and marketing strategy.

**Professor Nandu Nandkishore**

Professor Nandu Nandkishore has decades of experience as a senior leader in the global FMCG industry. Prior to becoming an academic coach, Nandu was the CEO/Executive Vice President for Nestle in Asia, Oceania and Africa. He has over 33 years of global experience across a diverse set of environments in both emerging and developed markets. His key areas of expertise include turnaround situations and crisis management; transformation of old economy businesses with ‘tech-based’ inputs and innovation; leadership and coaching in the new ‘tech-led’ and ‘sharing economy’; emerging markets, globalisation and cross-cultural operations, sales and distribution; consumer engagement through experiential marketing, neuro-marketing and digital; CSR and creating shared value through social engagement.

### How does this programme benefit organisations?

- Prepare for a crisis even before it happens and create a culture of crisis management
- Set up and train your crisis response team through simulations
- Understand how to respond and recover from a crisis
- Learn about legal risks, reactions and defences
- Ensure business continuity while managing market perceptions

### How does this programme benefit individuals?

- Learn how to manage the first crucial hours of a crisis
- Understand the importance of authenticity, empathy, transparency and communication
- Learn how to minimise the impact of a crisis on people and the organisation
- Create plans and contingencies to overcome business loss because of a crisis
- Learn to be prepared and aligned with organisational goals and values

### HOW TO APPLY?

Download the application form at [www.isb.edu/cee/apply](http://www.isb.edu/cee/apply) and follow the mailing instructions mentioned therein (or) write to us at execed@isb.edu (or) call us on +91 40 2300 7041/42.