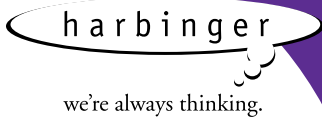


# Harbinger - Issues Management Best Practices



## Harbinger Issues Management Process

**Assess actual and potential implications to the company  
(immediate, short-term and long-term)**

*Leverage issue or defuse?*

### LEVERAGE

Strategy: escalate positive action and communications

1. Take or demonstrate action on the issue as quickly as possible:
  - Immediate action
  - Longer-term change
2. Develop proactive communications strategy to:
  - Increase awareness of the issue
  - Communicate actions the company is taking
  - Focus on change in the context of leadership
3. Execute elements of communications strategy:
  - Key messages and Q&A on issue and sub-issues
  - Identify and train internal (and external, as applicable) spokespeople
  - Media materials and other key stakeholder communications
  - Timely, proactive communication with all stakeholders, including media
  - Media monitoring & analysis

### DEFUSE

Strategy: aim to define issues broadly so the industry is accountable

*Is this an issue for the company/brand or industry?*

- Corporate issues are limited to the company and do not have direct implications for others in the industry
- Industry issues are ones that are transferable within the industry (i.e. are not limited to the company)

### Corporate Issues

1. Mitigate or resolve the issue as quickly as possible:
  - Immediate action
  - Longer-term change
2. Develop communications strategy to:
  - Address the issue
  - Communicate the actions the company is taking (immediate, short-term and long-term)
  - Focus on change in the context of leadership
3. Tactical elements of communications strategy:
  - Key messages and Q&A
  - Preparation of internal (and external, as applicable) spokespeople
  - Detailed protocol for responses to media and/or other stakeholder inquiries and requests (can include letters and editorial meetings)
  - Media monitoring and analysis

### Industry Issues

1. Support industry efforts behind-the-scenes through provision of resources, including research, experts and services (like agencies/suppliers) to the industry association
2. Work closely with the association on key messages
3. Adapt industry key messages as appropriate and prepare internal spokespeople
4. Develop detailed protocol to divert media and/or other stakeholder inquiries and requests to the industry association