

a branded world

PODCAST

with
Luiza Campos



020 | SCOTT CROCKATT ON WHAT TO DO
IN TIMES OF CRISIS

EPISODE TRANSCRIPT

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A BRANDED WORLD PODCAST – 020 | SCOTT CROCKATT ON WHAT TO DO IN TIMES OF CRISIS

Luiza Campos:	00:00	You're listening to a branded world podcast, episode number 20.
Announcer:	00:08	Welcome to a branded world podcast where we explore a great brands and give you tips, tools, hacks, and guides to create brands that captivate clients and drive growth in revenue. And now your host, Luiza Campos.
Luiza Campos:	00:28	Hello everyone and welcome to another episode of a branded world of branded world. He's a member of the Alberta podcast network powered by ATB and talking about ATB. I think it's no surprise to anyone that I'm a big fan of ATB. In fact, there's a past episode where I interview Carol Shmygol, from ATB talking about their brand and I highly recommend listening to it if you haven't yet, but I don't know if most people know that ATB has what they call a TB X. What ATB X, if you have an idea and you're ready to turn it into a business, go check it out because ATB acts is like an incubator and an accelerator. It's a cohort of people disrupting industries. So it's fascinating and if you are starting a new business or do you have a cool idea? Go check it out and you can do so at ATB slash forward.
Luiza Campos:	01:26	ATB X for more information. In today's episode, I am talking to Scott Crockatt. Scott is the director of marketing and communications for the Calgary Chamber of Commerce. Scott has a ton of experience in marketing and communications and in particular around the topic that we talk about in this episode. Now this is a topic that is very timely and you can literally make or break a brand and this topic is crisis communication. This is also a topic where I find that a lot of brands are not particularly prepared to address a lot of brand things, that this is something that may likely not happen to them or that they would be able to address it when or once they're facing this issue, but I believe a crisis is a matter of when not if and the better you are prepared before the crisis, the more likely it is that he'll be able to handle it correctly. And how you handle a crisis is really what can make or break your brand. So I highly recommend you're listening to this episode today. There's lots of great insights that Scott shared with us, all of the links and some of the tools that he mentioned will be part of the

show notes, so please make sure you go to a branded world podcast to get all the links and tools that's got shares with us today. So here is my interview with Scott Crockett.

- Luiza Campos: 01:26 Hi Scott, how are you?
- Scott Crockett: 01:26 Hi Luiza, thank you for having me on today.
- Luiza Campos: 03:00 I'm super excited to talk to you today and you have so much experience and I'm sure you'll be able to share really great insights and tips that will be really useful for everyone. So before we start diving into the topic that we're going to talk about today, can you just give everybody a little bit of a background of who you are, how you ended up, where you are, and a little bit about your experience?
- Scott Crockett: 03:29 It's a lengthy story that spans several countries, but all, all boils it down to the basics. I'm a, I'm a marketing communications professional, a specialization in high intensity and high risk, uh, communications. Uh, my present job is I'm the director of marketing and communications at the Calgary Chamber of Commerce. Uh, the job that I've done for five years and I say it lets me be the head cheerleader for business in Calgary, which is something that I like being. I'm enormously passionate about entrepreneurs and the, and the positive contribution that they make to the world. And uh, before that, my background comes from the advertising agency world where I have both worked in and run out agencies, uh, and uh, worked on clients sort of around North America from the biggest institutional ones to a small neighborhood shops and breweries and things like that. And as well as a little bit of a side offshoot to my life, I am a member of what's called Canada taskforce to. So this is one of Canada's five, a disaster response to search and rescue teams where I'm on the incident management team and do communications for them when, uh, when bad things take place in Alberta in particular, western Canada more generally.
- Luiza Campos: 04:40 Wow. That's fascinating. So that you have so much diverse experience in. One of the things that I love about you is that you've been both in the advertising world is fly inside. So that gives you a really great perspective on what brands need to do or, and what audiences respond well to or not very well too. So that. That's fantastic. So

this tells us a little bit about this candidate task force to. Is this about helping business like the work you did with the floods in old Berta?

- Scott Crockatt: 05:13 So yeah, what you're referencing with the flood work. Um, my very first project when I arrived at the Chamber of Commerce was to help with the business recovery from the 2013 floods in Alberta. And so, uh, what took place was over the course of just a couple of days, an enormous amount of flooding happen, most expensive natural disaster in Canadian history, I think over \$6,000,000,000 in total costs and importantly about seven stops. Schools and businesses were forced to close as a result of the flooding. And uh, and the chamber was really terrified actually because the stats from around North America showed us that businesses who are forced to close by a natural disaster, often about 40 percent of them never reopened again. And, you know, in places New Orleans, things like that, that these were the steps they saw and even though the do reopen can be at real risk for foreclosing again, and I know you've spoken to Adam leg previously on this podcast about some of this and uh, and so we knew that that just couldn't happen in our city with 7,000 businesses closed.
- Scott Crockatt: 06:14 If we lost 40 percent of them, it would mean that our economy would have a really tough time recovering from that ever again. And so working actually with Adam leg, I was part of what became called the back to business task force and established a series of programs that helped get businesses back up and running again following that, that crisis, that natural disaster. And uh, and we were really happy because we were able to lower the number of businesses that closed as a result of it from our kind of expected 40 percent level to about one percent. Um, and that was fantastic. So that was work in the kind of the mainstream of the chambers, not for profit work here at, um, in Calgary. And it also created a bunch of awesome new relationships. And so as a result of that, our chamber of commerce has a really close relationship with the Calgary Emergency Management Agency, the group that manages emergencies in Calgary.
- Scott Crockatt: 07:06 We had had a relationship with them before, but now it's a very tight one. You know, we have a seat in the emergency operations center and when a disaster has one of the first things they think about after, how do we save lives and stop this disaster from getting any worse,

the next thing they begin to think about is how do we help the economy recover. And so that really started me down a journey of working in the field of, uh, of, you know, emergency response and emergency management and one of the groups run a in part through the Congress Emergency Management Agency is Canada taskforce to. And that's how I got involved with that group. And so if you'll permit me, I'll tell you just in 60 seconds, kind of the task for two is. So, you know, there, there are five of these across Canada. There might even be a fixed soon.

Scott Crockatt: 07:51

Um, and these are so there is one in Vancouver and others in Calgary and I was in Manitoba and their groups of volunteers who come together from a variety of professions. I feel so lucky to be on this group because there's in, in Calgary there's about a hundred and 40 people and we're talking about like the best firefighters and police officers and ex military people who have diverse skill sets like rappelling off the side of buildings and drilling through concrete and things like that. And uh, these teams get activated when there's a big natural disasters. So for example, the wildfires in Fort McMurray at the team responded to a. Now I am not one of the cool people that get promoted, fell off the side of buildings or drill through concrete.

Scott Crockatt: 08:36

I can usually get to play with some of the equipment. But no, they, um, I'm a member of what's called the incident management team. And so there's a small team within the team of, uh, the management folks who help coordinate and work within usually within an emergency operation center. And my particular role within that is as a communicator or what they would call a team of public information officer and uh, and so through that I've been able to learn a lot and, and we'll learn from crisis communication skills and practice and crisis communication skills and, and, uh, and take some training. And so that's, um, that's the candidate [inaudible] bid. And what I'll tell you about that is it's been so fascinating to go down not world deep into the world of emergency management because of how applicable I've found it to general brand communications, running a business and especially even just the day to day crises that most businesses deal with when you have the frameworks that are used for big wildfires and floods and public health emergencies. Um, it can make you know, the, the minor problem that you're having with having to

reissue tickets to something, seeing a totally manageable and that your framework can handle it.

- Luiza Campos: 09:43 Well. First of all, it sounds really cool to be part of that task force. Even if you don't get to play with, with all the toys and rappel from buildings. And all of that, but it sounds really cool. The other question that I have is yes, of course you would learn some, so many of the frameworks or best practices because today's topic is not about so much the crisis that comes from natural disasters as you've mentioned, a couple of examples, but different crisis that my opinion is just a matter of when you will happen to a brand, not if you will happen. And this can be anything from, you know, a disgruntled customer or staff member or not thinking about your headlines as there was some examples, recent examples about that to two things that are even much more severe, right? From even causing harm to people. So how, you know, there's many different types of, of crisis. So can you tell us a little bit if this frameworks that you refer to, they apply to any of these types of crisis or, or, or there's different things that we need to use.
- Scott Crockatt: 10:52 Yeah, absolutely. They are the fundamental building blocks of, of good communication. Um, I think apply to do all of these things in, in good marketing as well. And, um, it's important to recognize that in any sort of crisis situation, it's a high stress, high risk situation and that means that different types of communication work better than, uh, than they do at times when people are relaxed and calm. And so you spoke about the different types of crises that a brand can deal with for sure. The stuff that we're probably not going to spend a lot of time talking about today, but the traditional ones, you know, like fires or spills or a derailment or maybe a crash or something like that, that can happen in just about any business. And then there's a sort of a more modern lift of crises. And I completely agree with you that, uh, that for most brands it is frankly a question of when not if they're going to deal with these things.
- Scott Crockatt: 11:47 And so a traditional examples of this would be, you know, maybe an employee has been stealing or embezzling money, uh, perhaps you suffer a breach or your attack, you suffered a cyber-attack. A really important to talk about in [inaudible] now is about sexual misconduct. This is one of the things that we're seeing come up and really damage brands all over the place,

especially in light of some of the, you know, the [inaudible] movement that we're talking about if, if brands aren't, aren't discussing, what do we do if one of our employees is, can a, is accused of sexual misconduct, but if you haven't had that conversation, you need to, um, and, and then there's some other ones as well. You, a key employee maybe gets arrested. You're, you're accused of bullying in the workplace or having a bullying culture. And, and one that I've certainly experienced firsthand lots of times, and I know lots of other brands have to, is, uh, is a social media backlash crisis. You know, maybe your brand does something or holding an event or put something out there and it's not universally loved onsite on social media, but how do you handle some of those? So that's a bit of a laundry list of a few of the ones that I think virtually every brand needs to be prepared for it.

- Luiza Campos: 12:54 Do you think, and I completely agree with you in it with this, with this list, and do you think that any organization, regardless of the size, should be talking about this in, should prepare for these types of crisis in I'm talking about really small businesses or entrepreneurs or non-profits or do you think that because of the size of these organizations, they usually don't have the internal resources to prepare for them, but they should anyways. Like I wonder what you think about that?
- Scott Crockatt: 13:26 Right? Well, I hope we get a chance to talk about through this process the steps that you need to take to be prepared for your brand to deal with the crisis. There were a few really simple, really easy, largely free steps, but just about any brand can take and I would suggest that they really need to. And so big, big companies absolutely need to prepare for crises. They often have crisis communications departments and emergency operations departments, things like that. Um, particularly if they're in a safety conscious industry or something like that. And for sure those, those kinds of organizations do need to be prepared for it. But actually, I would argue to you and your listeners that it matters a lot for small brands to and um, I've spent most of my career working wfor smaller employers and what I would say is that those smaller brands are often, I'm more susceptible to a crises and more likely to be closed by it. And so if something
- Luiza Campos: 13:26 It's a higher risk.

- Scott Crockatt: 14:22 Yes, absolutely, um, if something shocks your bottom line, maybe at a, at a small firm and half your clients leave or something like that, um, you can't make payroll and can bankrupt the company. And because a lot of small businesses don't operate with an enormous cushion, even a, even a very survivable crisis, if not captain line can take you out. And then take that one step further. Talking about not for profit organization. So, you know, I worked day to day at the Chamber of Commerce, which is a business like organization, very business focused organization. But our structure is we're a not for profit and we work with lots of other not for profits. I would argue it's even more important not for profits. And here's why, because most not for profit. Basically are their brand, they need trust in the marketplace to solicit either the financial resources or the donations that they're getting.
- Scott Crockatt: 15:14 They need people to believe in them that they are doing something good in the world and that they're good at doing that thing. And if a crisis erodes trust in an offer profit brand, it can, uh, it can do them in very, very quickly so they need to be prepared for the same things. And then furthermore, on that, you know, when we talked about some of those, uh, types of crises that could affect any company, so, you know, like bullying or sexual misconduct or, well, a lot of not for profit work with vulnerable populations and a lot enough profits were volunteers and those are groups that, um, you know, you might have a higher level of susceptibility to some of these things.
- Luiza Campos: 15:51 We just saw what happened a couple of weeks ago with Oxfam. This was regarding Oxfam, UK, but the whole Oxfam organizations throughout the world will feel the impact of that. And it's exactly because there's a lot of either staff and volunteers that work with very vulnerable people. And if something wrong happens, and which it did in this case, it can hugely affect the trust level and we talk about trust a lot in the podcast because it is the currency. If you lose trust really, and this is the problem, right? When you have a crisis and you don't handle it well, you lose the trust and confidence in that you from your audience. And that of course affects the bottom line. And as, and as you mentioned, the smaller the organization, the more likely it is that you will mean that you will have to shut down completely.

- Luiza Campos: 16:45 So you mentioned that there's some steps that any organization can take to prepare for a crisis. Can you walk us through what some of those steps are?
- Scott Crockatt: 16:56 Yeah, absolutely. And, and we'll talk both hopefully about the things you can do before a crisis happens. And then the things you, might want to do when a crisis happens to you in terms of before it all starts by having a bit of an emergency response or business continuity or crisis communications plan. And, and for many businesses, you know, those are three sort of long-term. These are, these are more or less the same thing. There are templates out there that you could look out for these, uh, these types of plans are chamber of Commerce has, has one of these available on our website as well, but I'll tell you, there's no magic to the plans. Do you know what it really involves? It involves identifying what the biggest risks are to your brand and just having a conversation about what you would do in those cases. So for example, if you were looking at a, at a not for profit organization like we were just discussing, uh, you know, the likes of Alzheimer's, something like that, and you say we have a large staff, we have all bunch of vulnerable people.
- Scott Crockatt: 17:56 How would we handle it if someone came forward and accused one of our executives and sexual misconduct? And you just need to think through those steps, you know, how would we verify that the, that the allegation was true or that the allegation was at least realistic? And um, how would we handle the employee? Would we fire them outright? Would we discipline them? What kind of process would we go through on that and sort of just thinking through that in advance is tremendously valuable because it's really difficult to think through that with a clear head when you're in the situation and it's actually quite easy to think through it when you're not in the situation, you know, to understand how you would enforce the zero-tolerance policy or something like that. And and the same applies to the non pr type risks that we're talking about a for a lot of businesses there's a chance that they might be closed down for some period of time.
- Scott Crockatt: 18:49 That can happen because of fires or floods, like we've discussed a. sometimes it can happen because of big snowfalls and actually that can be a really serious crisis problem for clearly like a smaller medium sized say like

marketing firm. If you're out of your office for more than a few days or even a week and you can't serve your clients, you might lose them in that process. And so just sitting down and thinking through, OK, well what would we do if we couldn't get into her office for a week? Is a tremendously valuable exercise because for a lot of firms there's a few things that they, that they need to do. They're really simple and cheap, like for example, making sure that they have phone numbers for all of their staff and all of their clients and that those phone numbers are stored somewhere other than only in their building. So you've got some sort of off site storage, you know, you might be astonished at how many people can contact their staff if they can't get into their own offices, which can be dangerous.

- Luiza Campos: 19:43 We take so many things for granted that will always have access to technology that these things don't happen to know the likelihood of them happening is so small that we don't prepare properly for things. Right.
- Scott Crockatt: 19:56 Yeah, absolutely. And, and similarly with sort of having passwords and making sure you've gotten a certain amount of your, uh, your data are critical information stored in the cloud. And the cloud can just mean on Google drive, which is, which is free. And so I think for a lot of businesses, and we're talking particularly about small ones going through that and saying her operate, if I couldn't get into the office for a week, that's a great crisis exercise. And then, and then going through some of the PR ones and saying how well, how would we handle it if we had a data breach, how are we going to handle it if we get attacked by a group on social media who is really opposed to what we're doing, you know, how would we handle it if one of our executives is arrested for drinking and driving?
- Scott Crockatt: 20:35 And uh, it's very easy to think through those in a clearheaded way. And then you have a plan and oftentimes that plan just fits in a folder or a binder or a folder on Google drive and include some of the steps that you would take in these situations. Some of the people you would contact, and a plug that I'll make about this is if I say it really helps if you've got a PR contact or crisis communicator in your rolodex somewhere. And someone like you, Louisa, and I think a lot of brands should consider this, that having a friend you can phone when things go bad for you is really,

really important and I know a lot of communicators are more than happy to wake up at two in the morning for their clients and start drafting messages if they really need to one day and it's sure. Nice to establish that relationship well in advance of needing it.

Luiza Campos: 21:29

Absolutely. I couldn't agree with you more because one thing is to create these scenarios, but a completely different thing is when you're in the thick of it and you're trying to solve it and you really need. Having someone there that has that experience can be extremely helpful. Now, Scott, you mentioned one thing that I wanted to touch on. You know you. You talked about when you're building this communications crisis plan or business continuity plan, whatever we call it, a one of the things that you said is, well, how would we very five, the allegation was true or not. Let's say in the example of a sexual misconduct allegation, does it matter? Does it matter if the allegation is true or not in, of course it does, but what I mean by that, from this perspective of your audience, the way you react, if the allegation, let's say is not too bad and you try to defend that person or you try to combat the allegation that at times can, you know, can, can actually be counterproductive because you may seem like you're being defensive or you're not trying to just not trying to look for the truth. So can you just talk to me about that and what do you think about that?

Scott Crockatt: 22:43

Absolutely. And, and you might have heard we could have a trip over thing, you know, validate if it's true, as I was saying it because I think that this actually, it's a complicated question and that's why you're such a good interviewer because you've just jumped right to the heart of the most difficult part of it. So, so let's talk a little bit about that. Um, for one thing, let's say, especially in the case of an allegation of sexual harassment and misconduct, the truth is that you're going to be unlikely to be able to determine whether or not an allegation like that is true on the timeframe of the crisis unfolding in front of you. You know, investigations and things like that. Take time. Getting evidence takes time and so you're going to have to react before you can validate if it's true or not. And so I think that that is one of the reasons why it's really valuable to have a process. So in the whole world of communications.

Scott Crockatt: 23:30

We know that perception is reality. So to your question of like, does it matter if it's true or not? In the long run it

does in the short run it, it doesn't necessarily. And how you respond is probably that's the part that you can control and that's probably the most important. And so in the case that you know there's an allegation made against your company or, or an employee of yours, you want to have a process. I would suspect for a lot of organizations this would involve asking some basic questions like, could this have taken place? Have we had interactions with this person, did they work here? That kind of thing. Is there any, is there any reasonable foundation to this? And if so, then it probably has to go through an investigative process and you know, they're in that case. You either have actions that have been proven and need to be dealt with or you have allegations that needs to be investigated.

- Scott Crockatt: 24:21 And I think organizations need to be able to act swiftly and decisively to be able to take action and be seen to be taking action and then allow know, investigation processes or even legal processes to unfold on, on a separate timeline. But what's interesting is oftentimes the heat of the crisis has long passed by the time the results of investigations eventually, um, you know, sort themselves out as the communicators and brand people and people who were trying to protect the reputation. Our hot zone, you know, at the time when we can make the most difference is right when a crisis breaks and you're unlikely to know, um, whether or not the, the sexual misconduct or maybe even the embezzling of money or other things like that took place. And so you need to be able to react to it.
- Luiza Campos: 25:11 Really what matters is not so much the crisis at that point but people are now looking at, you seen how are you going to react to this and they will base the decision on if they are going to continue to associate with your organization depending on how you react to that crisis. So in your opinion, what are some of the best, and if you have some examples, please do share this with us, but what are some of the best ways to react to a crisis like that?
- Scott Crockatt: 25:43 A lot of my thinking around reacting to crisis situation comes from one specific thinker named Vincent Covello who is sort of in many ways the godfather of crisis communications. And he's, uh, he's both a practitioner and handed academic, both written extensively on this and done lots of research, so pretty much everything that

follows from here, a bit the deserves credit for, but he's shaped my thinking a lot and I'm someone who is called all over the world when there are major crises and disasters and things like that to help communicate to people and protect reputation. Last time I had a chance to see him, he was, uh, in between having flown to South America to manage communications around the Zika outbreak and was later flying to Africa to matter some communications around an ebola outbreak. And in between he had the chance to do a couple day training session in Calgary, which, which we're fortunate for.

Scott Crockatt: 26:39

So, you know, you have to look for the best and worst practices. I think one thing too to recognize as a fundamental building block is that there's a difference between high stress, high risk communication, and almost all the other kinds of communications. Not High stress on high risk. And so for example, um, you know, when you're looking at buying a house or a car or a new outfit or something like that, a new ski jacket that's typically not a high stress, high risk circumstance. And so in those cases there are certain kinds of communication that work really well in marketing that works really well. And you talked about it on this podcast and we're probably all familiar with some of those things. So, you know, appealing to emotion works very well, talking about features and benefits, works really well, providing some detailed information, uh, and even, you know, even being funny, as many ads feel a lot of success being funny, whole different toolbox works well in high risk, high a high concern situations and it's very different toolbox and it, um, your brain switches into a different mode as does your audience, when there's something bad happening.

Scott Crockatt: 27:46

And in particular it's way more important to be just incredibly clear and incredibly short and not terribly nuanced and not trying to be funny and not trying to use in any land or anything like that. And just being dead clear with your audience about, about what you want to, um, what you want to have them do. And so a good friend of mine, a Jason Hatcher, a says, you know, ask how you want your audience to feel after this and just tell them exactly what you're trying to tell them. And I think so often in people she has a lot of money to, for, for him to tell them that over and over. Um, but I think oftentimes we can kind of get caught up in trying to write, um, w maybe lengthy communications in a crisis

that are full of legalees and weasel words and protecting ourselves and things like that when really the best thing to say is a couple of short sentences about what's actually going on.

- Scott Crockatt: 28:41 Um, you know, there, there was a case where a, I'll tell you about the, the Chamber of commerce where someone sent us an anonymous letter accusing us that our member data had been breached. And so this threw us into a big concern. And, um, we conducted an investigation very quickly and found out that it was actually impossible. The data had been breached and, and that, so no, it hadn't taken place, but this allegation had been made and so we felt the best practice in that case was to communicate this to our members and to try and do phone in a timely fashion. And what we really wanted to say to them is, you know, we were accused of member data having had been breached, but we determined it was a hoax and nothing took place. And uh, and so that was what we ended up saying exactly in those words to them, you know, there, there was a hoax that suggested that he had been breached, but don't worry, your data's safe and members sort of collectively read that and shrugged that. OK, great. Glad you let me know what things are fine and moved on. And so that kind of simplicity can make a lot of sense. Um, you know, if you want to get more detailed or even some frameworks that we can talk about for framing these messages too,
- Luiza Campos: 29:48 You jus touched on two points that I think are really important. One is most organizations tend to go in time with your lawyer. It's a good thing to do, but don't use the language that they give you because that doesn't work with your audience and just make it just makes it seem like you're trying to cover up something or you're trying to protect yourself. It doesn't come out as authentic and as genuine and as you were saying, thinking about the audience themselves and talking to them in a way that it's clear for them to understand so you can. You can actually be very harmful if you, if you use language like lawyers do, but the other thing that in the example you gave that I think is so important is that you received a false accusation so and you determined that it was false, but you still chose to share with your audience and what that did is actually built trust with your audience because I think a lot of organisations and blueberries is an example of doing that day, but in their

case it actually happened, but a lot of companies try to. If it's something that they deemed to not be important or significant enough, whatever that means to them, they choose to hide it. Sometimes because they're afraid that they will somehow damage their reputation with your audience, but when you do those things, that's exactly what ends up happening. You know, you have to be open with your audience to continue to build that trust. So those, that was a great example of that.

Scott Crockatt: 31:27

I completely agree with you. I think on the list of thing, bad things to do in a crisis, trying to hide anything probably nearly tops the list. Um, and I have become a very big, big believer that I'm a crisis, a crisis well-handled will actually improve your brand, not I'm not decrease your brand. And so, and I know that like every urge as a communicator when we see an issue is to look at it through a bit of an issues management Lens that goes, you know, can we avoid talking about this? And, and there are, there are certainly are cases where you don't have to air every, every ounce of your dirty laundry out there in the world. But I think that we all need to stop that knee jerk reaction that we have to kind of hide and bury things and move towards over-communicating because as you said, to build trust, if I feel like a brand has, has, let me see behind the curtain they've told me about things that they've been accused of, even if they're not, um, even if they're proven untrue or they tell me right away when they find out there might be a problem so that I can take steps to protect myself. That that's great. And similarly to some of the PR risks that we've been talking about, I think that we all intuitively understand that there are occasionally going to be people who behave in bad ways that companies. And so, um, we're not gonna judge a company forever just because they had one employee that did something wrong, especially if that company react really quickly and decisively and says, you know, this isn't our brand, this is what we stand for. And we've gotten rid of that person. To me that's actually brand building brand damaging in many ways.

Luiza Campos: 32:57

Yeah, I completely agree in. And there's a couple of examples that come to mind actually about that. I just, after the Boston marathon this year, Nike sent an email to a whole bunch of their participants in the marathons saying, Hey, congratulations, you survived the Boston marathon. Now, for those of you who don't remember, I

think it was last year when there was the Boston marathon bombing. So there were people who did survive that bomb attack. So the words that they used caused some, some real backlash this year. So of course they just came out and say, you know what? Clearly we didn't think this through. We are very sorry. And I think that really helped them, as you said, into saying, hey, we just, we just people here, we make mistakes and we totally recognize that we screwed this up. So let us apologize for that. Right? So that really helps everybody makes mistakes and I think people are willing to accept that and forgive that as long as you react properly, right? In Islam because you admit that to that mistake.

- Scott Crockatt: 34:10 Yeah. What an excellent example. Hey, I think that, uh, people and your audience are so likely to forgive you if you say something like, wow, was that a mistake? We clearly didn't think that through. We apologize unreservedly and we're not going to do that again. You know, it's, it's hard to. It's hard to take much issue with that. There's a little bit of a, you know, you have to take a bit of a kick in that, but that's a one day story and then it's gone. The worst thing that you can do with kind of doubled down and defend and justify and things like that that just, that just prolongs it. And I think that that is especially true in the social media world.
- Luiza Campos: 34:48 Yes, I completely agree. So did, and that's exactly it because they could have easily said, "well we really didn't mean that when we met was this" and, and then you would just, it would just have become a much bigger issue. So I, I completely agree with you.
- Scott Crockatt: 35:03 We've all seen the tee shirts that say I survived this hike or I survived this race or that kind of thing. It's, it's clearly a term, you know, a turn of phrase that's used very commonly. However, in this case they had clearly not thought through that it was inappropriate to use it for the Boston marathon. So I think you know, him apologizing right away. Makes complete sense.
- Luiza Campos: 35:23 Scott, we've talked a little bit about, you know, what brands can do before a crisis or even during the crisis, but is there anything we should keep in mind for after a crisis is, should we somehow, depending on, on, on what it is, do they need to change somehow in. And I'm saying this because for instance recently, well this year with the Vegas Shooting Vegas tourism pulled out all of their

campaigns that had the very famous slogan. What happens in Vegas stays in Vegas because of that shooting, right? So this is something that they are now and he was, as you know, is most people have probably heard that slogan is, was incredibly successful slogans. So this is now going to affect all of their future, at least for the foreseeable future campaigns. So is there, you know, do you think that. I think it was very clever of them to do this, you know, they're being very sensitive to what happened. But do you think in other types of crisis we need to pay attention to what we do after as well?

- Scott Crockatt: 36:30 Well, I do, but I actually want to ask you about that. So, um, W in a Vegas case, do you feel like the, what happens in Vegas stays in Vegas line, was now tainted by it and attached to that Vegas shooting or what do you think took place there?
- Luiza Campos: 36:43 I think they were being sensitive to the people who were there and much like the example of Nike using that word survived, which is a common term that we use sometimes, but for some people it may mean something different and they may feel offended. So I think there'll be insensitive to that and taking a proactive staffing not using it. I'm not sure if after period of time it will be OK for them to use it again, but I think it's collaborative for them to, at least for the foreseeable future not use it.
- Scott Crockatt: 37:19 Yeah. That does make sense to me. Um, that they would do that. So you answered your question. I think that following a major crisis, yeah, your brand will have to do things differently. That's pretty, that's probably a little bit dependent on the exact brand and the exact crisis that took place. But I think, um, you know, as we were talking about before asking that question, so let's say the worst of a crisis passed, just posing it to a leadership group that says what do we have to do in Fei differently after this as a result of it. And, and I would suggest to you that maybe a couple of things. One is that, um, that, that your brand is like, or what reservoir of goodwill and so in, in, before a crisis happens, the more that you've built up that Brad Reservoir, probably the more resilient you are going to be to a crisis.
- Scott Crockatt: 38:06 Um, so that's one of the other spinoff benefits of investing well in a brand is that if your brand is strong, it can survive. Say he been in executive leaving under bad circumstances or something like that. So, so that's, you

know, that's one part of it. The other bit that I would say is that I would say following most crises, it's important to recognize that the bar is going to be higher, the bar of expectation is going to be higher for you in the future because you've had an incident or you've made a mistake. And so let's talk about that Nike example again. You know, if after that was corrected by Nike, we all, we both discussed how they in, in apologizing and pulling it immediately. They had, they had done the right thing. So then I would suggest that the next thing that they need to do is sit down as a group and say, OK, everyone focus is on us and the bar is higher and the expectation is higher.

Scott Crockatt: 38:54

So we need to make sure that anything that we're putting out is not just OK, it is completely OK. And so, you know, go through every message on every ad, on every social platform that we're planning on putting out in the next, you know, eight weeks. And let's ensure it meets the highest standard of scrutiny that we don't have a second issue somewhere else because, uh, you know, I think markets are very keen to give you credit for admitting a mistake. But if you make the same mistake again, which in the world of scheduled tweets might just be because you forgot to check if you've scheduled other treats like that. If you make the same mistake again or a similar mistake in another nearby mall and then you, you'd just get crucified for it.

Luiza Campos: 39:37

Completely agree. And it's so true. Like they, the more you build your brand and the stronger your brand is, the likelihood of having your audience forgive you, like you said, if you have that reservoir of good will but you know. And even if you react properly during the crisis, people will be paying attention to you and you will be going through a higher level of scrutiny. So it's so true, right? Sometimes you just need to be so much more careful with how you doing what you do with because people will be watching you to make sure that what you said the apology you made. Did you really mean that? Are you really going to live by it? What would you stand for? So I completely agree with you. It's really important to not just think about the crisis, the before entering, but the after as well as writing and obviously trying to avoid it, but, but making sure and being aware that people are watching you very carefully.

- Scott Crockatt: 40:37 Yeah, completely. And I'll give you an, a really specific example that I think is relevant to tons of brands. So, so many more brands now are waiting really deeply into social media and digital marketing. I see new postings for digital marketing coordinators almost every week and it warms my heart to see that this is one of the places that people are investing in. Um, one of the things that takes places, all these digital marketing managers in the world ended up creating messages and scheduling messages as, as we were just talking about. And so if a crisis takes place, one of the, what are the really obvious mistake areas, the landmines that people can step on his having previously scheduled messages go out during or after a crisis that just have completely the wrong tone. Right? And so, uh, if on one hand you a apologize, I'm sorry, we've just had this major incident happened and then 15 minutes later something goes out that says, you know, shoes are now 50 percent, you know, get them while they're hot, something like that. It can just really bizarre. And that can, that can even be true if it's not your brand that's experiencing the crisis, let's say something really bad happens in your town or there's something we're really capturing the attention in my eye. It's a really good first step I think for all marketers is to say, what messages do we have scheduled going out there and do we need to pause them all right now?
- Luiza Campos: 41:56 Yes, that's a great, that's a really great event. And as you said, even if it's not your own prizes, but if there's something happening in your city or in your community and if you have anything that can be perceived as being insensitive or not, not respectful of what is happening, that can be very damaging for sure.
- Scott Crockatt: 42:15 Absolutely. And uh, you, uh, you only, you only learn that lesson sometimes by living at once.
- Luiza Campos: 42:23 Yes, that's true, and you will never do it again. Scott, any other tips?
- Scott Crockatt: 42:30 You know, so there's maybe only one thing that I didn't get a chance to get to and this a credit for this belong entirely to Vince again, but in terms of frameworks and tools, there's one specific tool, uh, that I have found tremendously valuable as a takeaway when, when dealing in a crisis situation and it's a way to frame up what your message should be called CCO, which is compassion, conviction, optimism. And so oftentimes

people really struggle to know what to say, sort of, you know, where they're going to have to walk out and talk to the TV cameras and this particular framework where you have a sentence or two where you talked with compassion, you have a sentence or two where you talk with conviction and then you have a sense or two where you with optimism about the future really is a great starting place.

- Scott Crockatt: 43:16 That I think has certainly worked for me and helped me bail out of a lot of complex situations. So for example, a compassion is you would say something like maybe an organization has had a chemical spill, you'd say something like, we like all Alberton's are very concerned about this spill and our thoughts that are most significant concern is for those people who are closest to it. And then you can speak with conviction. Uh, we're committed to addressing this as quickly as possible. We have a plan and we have trained teams that are on the way and then you speak with optimism and you don't have to over promise, but you can say we're opt that we'll be able to contain the spill and I'll get back to you with more information within two hours or something like that. So the CCO, the compassion conviction optimism has been a magical message forming hack for me.
- Luiza Campos: 44:06 Wow. I love it. No, this is perfect and it's so easy, but I can totally see now that you mention it, you know, I can recall so many times seen interviews that have been during crisis that have been very successful and I can see that they totally use this formula.
- Scott Crockatt: 44:26 Absolutely. I think it's, I think it's widely used because it is very effective.
- Luiza Campos: 44:33 Yes, no, perfect. Thank you so much Scott. I think this has been so helpful for everyone and where can people find out more about you and more about this topic.
- Scott Crockatt: 44:43 So uh, go to the Calgary Chamber of Commerce's website, so that's Carter Chamber dark and especially if you are emergency you'll see some of those emergency resources that I talked about before. I am very active on social media where, so LinkedIn and twitter are great places to find me on twitter. I'm at my last name is spelled c, r o c k t, t. we're kind of a Scottish people. That's spelled different than everybody else. So look me

up on there and send me a message and I'd love to chat with anybody who's more interested in this.

Luiza Campos:	45:17	Thank you so much. I will include links all these links in the show notes and thank you for sharing the chamber's emergency, the resources page. I think people will find this very, very useful. So thank you so much Scott. We really appreciate you taking the time to talk to us today.
Scott Crockatt:	45:36	Thank you for having me on Luiza. Thank you for making this podcast.
Luiza Campos:	45:36	Thank you.
Luiza Campos:	45:43	I hope you enjoy this interview with Scott and again for the links and the resources that Scott mentioned, go to a branded world podcast.com, and you will find all of that in this episode. Show notes. If you liked this podcast, you might like others that are part of the Alberta podcast network, so I recommend checking it out at Alberta podcast network dot com. There's many different podcasts from a variety of different topics and there's always new ones added, so check it out again at Alberta podcast network dot com. Thank you so much for listening. And until next time,
Announcer:	46:25	Thank you for listening to a branded world podcast. Discover more at a branded world podcast dot com.