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Preparing to Communicate Beyond the ABCs of Business Continuity

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“Do your BCPs include emergency communication procedures?”

Incidents are common and costly

62% of organizations experienced between **one and five business interruptions** in the last year.

Minor unforeseen events interrupt operations for approximately **four hours**.

34% of organizations estimate that a major disruption costs **more than \$100,000 per hour**.

Businesses experiencing interruptions over a 12-month period



source: KPMG/Continuity Insights

Building your Communication Plan

WHERE will you be when a crisis hits?

WHO will you need to communicate with during and after the event?

WHAT will you communicate?

WHEN (and how often) will you communicate with them?

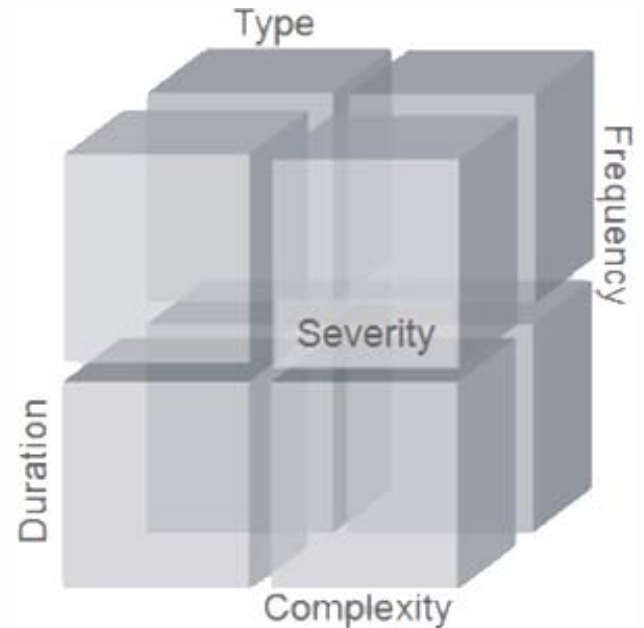
HOW will you communicate with them?

Incident Notification Solves Common Challenges

- Deliver localized message to each audience group - by language, speaker, etc.
- Notify employees, colleagues, and others in minutes, not hours - no matter where they are
- Reach your audience on any device, including popular newer technologies such as text messaging, instant messaging, and cell phones
- Convene immediate briefings with emergency response teams
- Reduce miscommunications with accurate, consistent messages
- Improve communication effectiveness by eliminating any single point of failure
- Make sure everyone receives the message with persistent message delivery and two-way communications

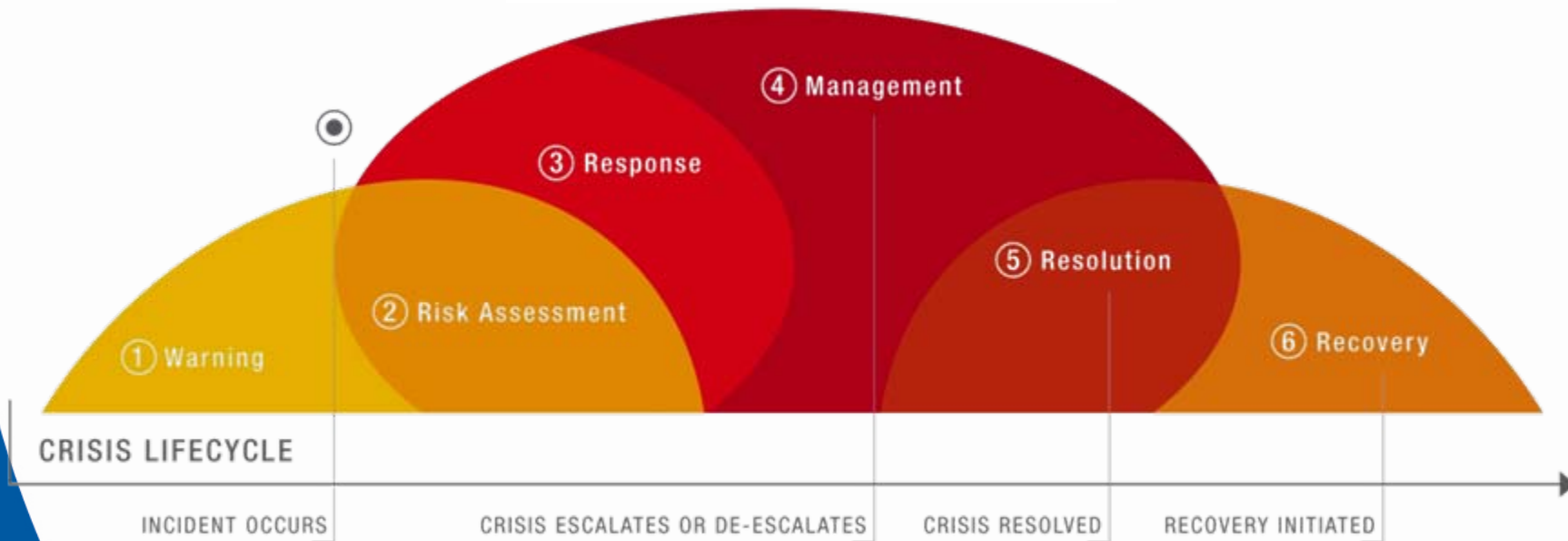
Incident communication pushes people, processes, and tools to the limit

- Incidents are complex with many facets
- Each incident changes and evolves over its duration, requiring you to adapt your approach
- There are many types of incidents



Communication needs change throughout the incident lifecycle

Chandler Six Stages of a Crisis™



Assessing a Crisis

Questions to ask

- Is the incident isolated?
- Should local assistance be called in?
- Who should be notified?
- Can people in transit be reached?
- Which forms of communication are sufficient? Which are optimal?

Best Practices

- Decide how constituents can best be reached
- Bias towards action
- Be transparent
- Communicate in the clearest way
- Use a multi-channel communication strategy
- Anticipate communication needs - manage your scenarios

Responding to a crisis

When and what to communicate

- Incidents have lifecycles and change over time
- These changes require you to alter your communication approach at each stage.
- Just as an incident isn't static, what we say, who we tell, and how we reach them varies during every stage of the incident lifecycle.

How to communicate effectively

- Message mapping is essential to crisis communication
- Message mapping is a science; there is a formula.
- Creating a message that is informative, easy to understand, and elicits the desired behavior is tricky.
- You need to create a series of concise, effective messages that map to the incident lifecycle and encourage message recipients to take the desired action.

Prepositioning Content

Messaging

- What do we communicate? How do we say it?
- Are instructions clear and action-inspiring?

Best Practices

- Assume high stress levels for individuals and teams
- Keep messages simple and specific
- Speak in personal terms
- Be honest
- Plan for aggressive demands for information
- Expect critical analysis from the media and public

Message Mapping Strategy

To construct a message matrix:

- 3-3-30 rule (3 sentences, 3 messages, 30 words)
- Goals of the message
 - What action or behavior should result from the communication?
- Who is the target audience?
What source will the message come from?
- What modalities or channels should be used to deliver the message?
What is the actual message template that will be distributed?
- What are the messages' readability statistics?

Constant Reminders of Why We Prepare

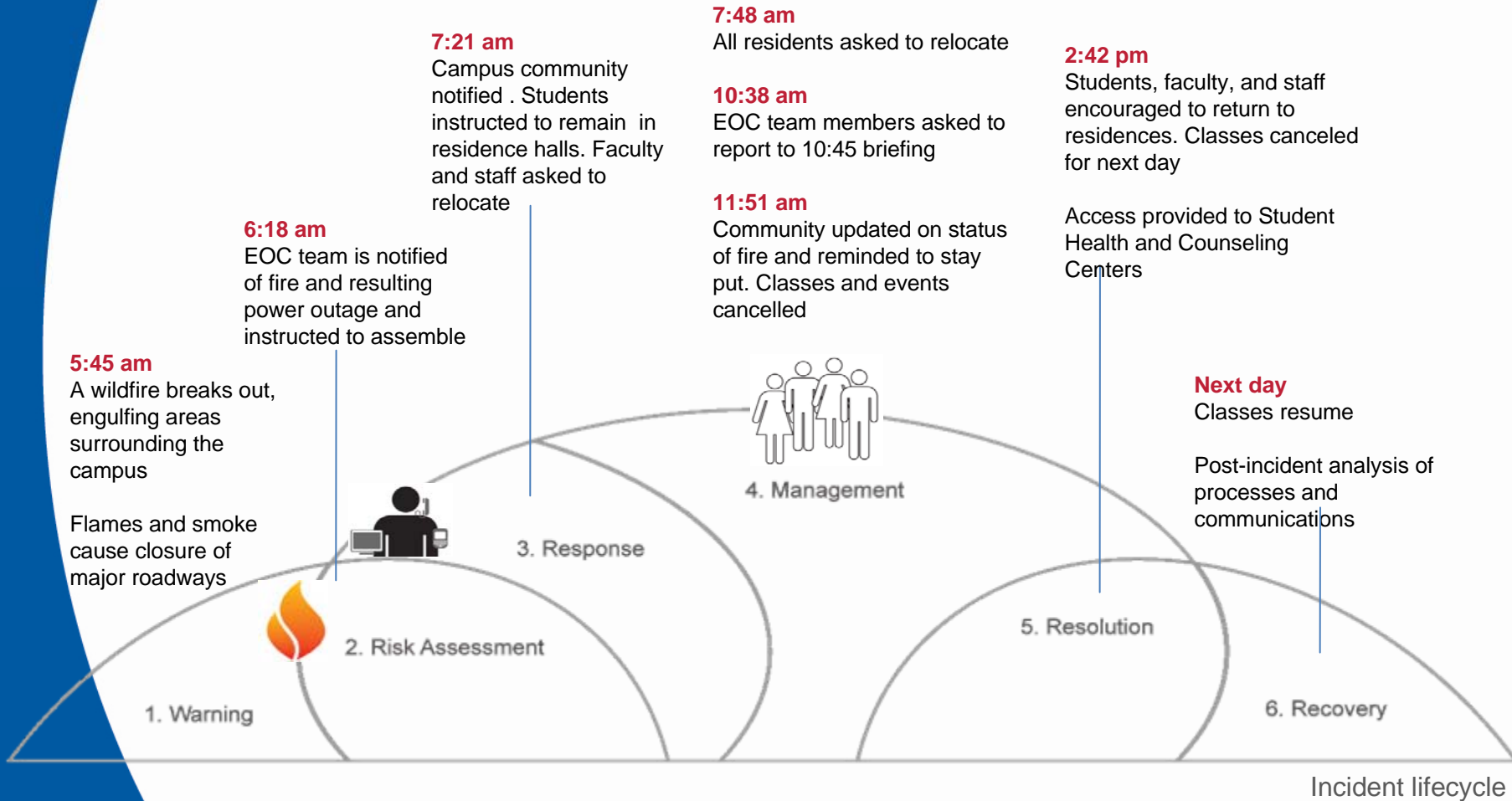


Crisis: Southern California Wildfires

October 2007

- 1,500 homes destroyed
- 500,000 acres burned
- 9 deaths
- 85 injuries including 61 firefighters
- 900,000 evacuees
- Temporary shelters created throughout Southern California

Pepperdine University's Response Timeline



Incident lifecycle

Crisis: Hurricane Gustav

August 2008

- Triggered the largest evacuation in United States history - over 3 million people fled the oncoming hurricane
- Caused over \$8.3 billion in damages
- Caused serious damage and casualties in Haiti, the Dominican Republic, Jamaica, the Cayman Islands, Cuba and the United States

Response Timeline

US CG Auxiliary

Five days prior

USCG Auxiliary started emergency preparations

Alerted Auxiliary members, accounted for their safety



1. Warning

2. Risk Assessment

3. Response

3 days prior

Issued higher alert level

Provided update on hurricane status

Requested confirmation of receipt of instruction



4. Management

24-hours before the hurricanes hit

Used the Everbridge system for mandatory and voluntary evacuations and to list shelters that were in-place

5. Resolution

After the hurricane

Evacuees notified that they could return

6. Recovery

“In the past, we had to manually call more than 1,900 volunteers in our database, which took 12 people eight to 12 hours. During Hurricane Gustav, we notified our volunteers in minutes and received confirmation of their whereabouts in a quarter of the time using the 3n system.”

- *Steve Pegram, Branch Chief, U.S. Coast Guard Auxiliary*

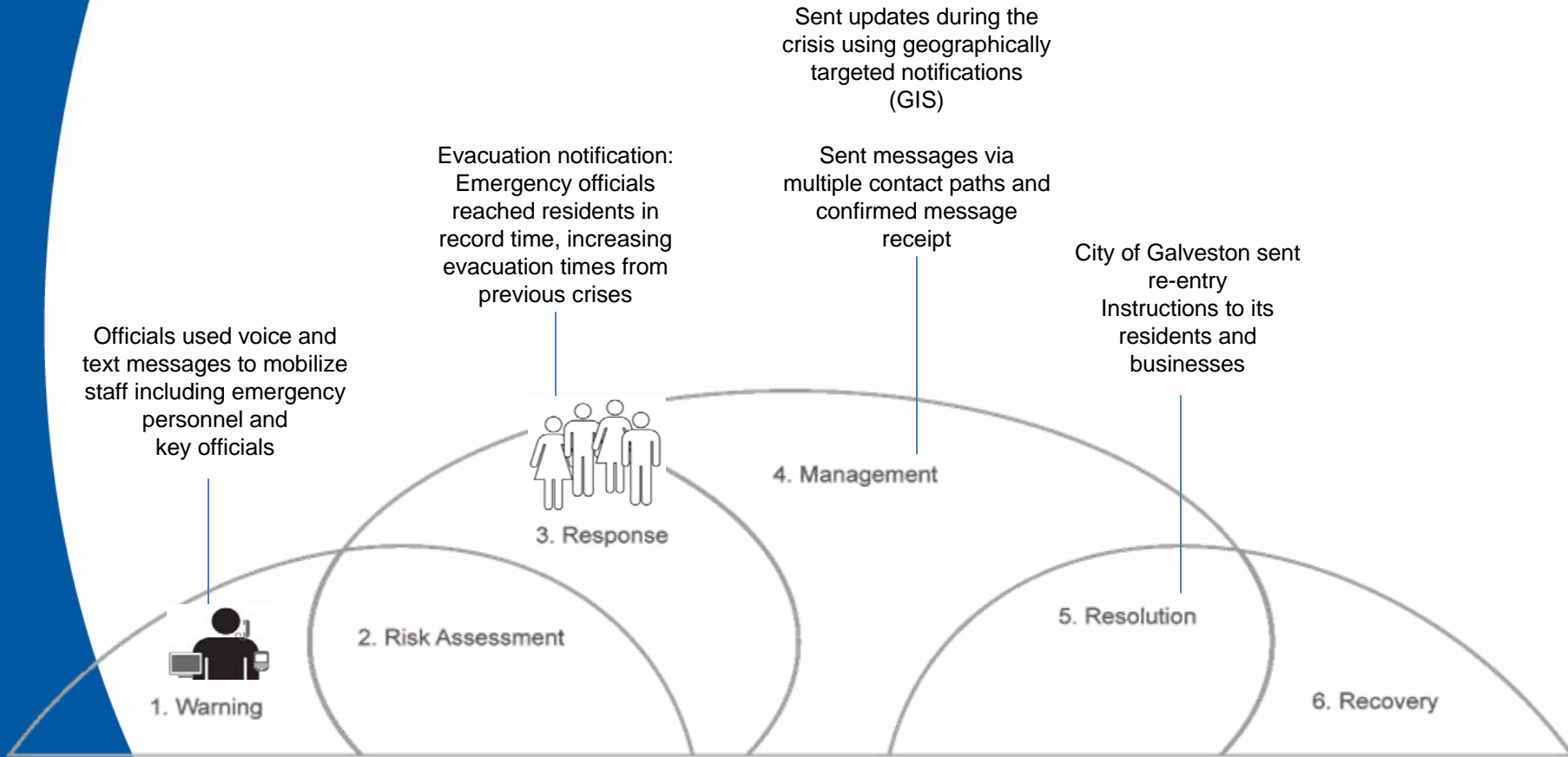
Crisis: Hurricane Ike

September 2008

- Third most destructive hurricane to make landfall in the United States
- Third costliest U.S. hurricane of all time, behind Hurricane Andrew (1992) and Hurricane Katrina (2005)
- \$31.5 billion in damages for the United States, Cuba, and the Bahamas
- In the U.S., 82 people were killed, 202 are still missing

Response Timeline

City of Galveston, TX



“Living on the coast, hurricane evacuations are a matter of life and death. The 3n InstaCom system allowed us to quickly contact thousands of residents who were affected by Hurricane Ike. Rapidly communicating warnings and mandatory evacuation orders within minutes was critical for public safety as Hurricane Ike approached Galveston Island.”

- *Alicia Cahill, Public Information Officer, City of Galveston*

Lessons Learned from Recent Disasters

Communication is key. There is no way to predict what will happen in every crisis situation, so proactive and continuous communication is critical.

Communicate across all devices

Communicate with all of your audiences: Your EOC Team, Your Constituents, Fire, Police, other agencies



What the analysts are saying...

“The bottom line is that we believe the dissemination of time-critical voice and text information to anyone, anywhere, anytime on virtually any wired or wireless endpoint, immediately and interactively, is a requirement.”

Ken Landoline, Yankee Group

“Effective incident management requires automation to ensure business continuity.”

Roberta Witty, Gartner Group

“...Everbridge has differentiated itself as a complete and reliable solution for effective mass notification in a highly competitive and fragmented market.”

Alejandra Lozano, Frost & Sullivan

How Incident Communication Helps You

Faster incident resolution and recovery

- Empowers one person to provide critical information to any number of people in minutes
- Enables rapid mobilization of response teams, continuous coordination with other groups, and ongoing status reporting to key managers
- Provides two-way communication capabilities
- Prevents communication mistakes
- Minimizes revenue loss and damage to reputation

Increased awareness and safety

- Enables rapid broadcasting of potentially life-saving information
- Facilitates clear, consistent, effective messaging to prevent confusion and evoke desired action

Reduced communication costs

- Lowers or eliminates overtime costs
- Decreases inbound calls during operational incidents or emergencies
- Replaces other costly, labor-intensive communication methods
- Provides a robust, scalable communication infrastructure without the cost of purchasing and maintaining hardware, software, and equipment

Operational efficiencies

- Cuts the time needed to communicate from hours to minutes
- Reduces manual labor required to manage incident communications, freeing up key personnel to perform other critical tasks
- Enables effective, real-time allocation of resources
- Integrates with existing systems for notifications without human intervention
- Reduces human error through automation that mirrors existing procedures

Improved compliance and reporting

- Provides visibility into incident communication results for quick, informed decision-making
- Satisfies regulatory compliance requirements through automated notifications, real-time confirmations, and extensive audit trail reporting
- Lowers risk of lawsuits through communication audit trails

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