



# Communications Best Practices for a Global Workforce

**Kris Pugsley**  
**Corporate Communications**  
**ON Semiconductor**

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## About

Kris is a first generation American whose passion for communication began after learning English as her second language. After spending 10 years in the legal field, Kris took her passion to the communication area where she now manages:

- employee messaging
- corporate PR
- social media
- brand and reputational risk
- crisis communications
- member of the compliance committee for the company's compliance and ethics program for a \$5.5B public company.

She has spoken at over a dozen conferences on communications best practices, effective compliance communication and brand/reputational impact to organizations.

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## Key #1

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**Brand Development**  
**Company**  
**Program**  
**Inclusive of stakeholder needs**

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
## Aftermath: How Can You Correct It?

Our goal should be nothing less than to make you truly proud to say, "I fly United."

Ultimately, the measure of our success is your satisfaction and the past several weeks have moved us to go further than ever before in elevating your experience with us. I know our 87,000 employees have taken this message to heart, and they are as energized as ever to fulfill our promise to serve you better with each flight and earn the trust you've given us.

We are working harder than ever for the privilege to serve you and I know we will be stronger, better and the customer-focused airline you expect and deserve.

With Great Gratitude,



Oscar Munoz  
CEO  
United Airlines

**From:** "United Airlines" <UnitedAirlines@news.united.com>  
**Date:** April 27, 2017 at 3:04:51 PM PDT  
**To:** [REDACTED]  
**Subject:** Actions Speak Louder than Words  
**Reply-To:** "United Airlines" <noreply@news.united.com>

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## Impact to Shareholders

LEVIN REPORT

### UNITED AIRLINES FINALLY APOLOGIZES AFTER ITS STOCK FALLS OFF A CLIFF

It took three tries, and nearly a \$1 billion hit to United's market cap, for C.E.O. Oscar Munoz to get it right.

BY BESS LEVIN  
APRIL 19, 2017 5:12 PM

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## Volkswagen Example

CNN Money U.S. Business Markets Tech Media Personal Finance Small Biz Luxury stock trends

Volkswagen suspends 9 managers over diesel scandal

AUTOSTADT

Volkswagen scandal...in two minutes

Volkswagen sales plunge on emissions scandal

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## Wells Fargo Example

**Top Fed official likens Wells Fargo fraud to mortgage crisis - Mar. 21 ...**  
[money.cnn.com/2017/03/21/investing/wells-fargo-bill-dudley-sales-goals/](#) •  
 Mar 21, 2017 - The notorious sales goals at the heart of the Wells Fargo scandal bear similarities with the flawed compensation systems that fueled the mortgage crisis, a top Federal Reserve official said. The "widespread fraud" at Wells Fargo shows the "powerful role -- for good or bad -- that ...

**Wells Fargo Scrambles to Deal With New Crisis - WSJ**  
[www.wsj.com/articles/wells-fargo-scrambles-to-deal-with-new-crisis-1482233400](#)  
 Dec. 20, 2016 - The failure of Wells Fargo's so-called living will test, even as four other big banks passed, kicked off the latest crisis for the bank, which is still ...

**Wells Fargo's Textbook Case of Botched Crisis Management - WSJ**  
[www.wsj.com/.../wells-fargos-textbook-case-of-how-not-to-handle-a-crisis-1476360076](#)  
 Oct 13, 2016 - CEO John Stumpf was slow to respond to outrage over employee misdeeds, stonewalling senators and riling No. 1 shareholder Warren Buffett. ... It was clear John Stumpf, chief executive of Wells Fargo & Co., was in trouble on Sept. 20, when senators from both parties castigated him over ...

**Wells Fargo Scandal Shows Next Bank Crisis Coming - Forbes**  
[www.forbes.com/sites/.../2016/.../wells-fargo-scandal-shows-next-bank-crisis-coming/](#) •  
 Sep 10, 2016 - There's never just one crisis. If you see one in the open, you know many more are still hiding. Call the exterminator. This time-honored rule ...



Wells Fargo will pay \$100 million to settle customer fraud case  
 Wells Fargo will pay \$100 million to settle customer fraud case  
 Wells Fargo will pay \$100 million to settle customer fraud case

Wells Fargo has 2,000 employees in order of increasing 100th best in credit  
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## Roseanne Barr and the Aftermath

**Roseanne Barr blames Ambien: 'I'm not a racist, just an idiot'**  
[By Brian Stelter and Hanna Kottmann](#)  
 Updated at 09:58 on Wednesday, May 30

**New York (CNNMoney)** - Roseanne Barr is blaming Ambien for her racist tweets and telling her fans, "I'm not a racist, just an idiot who made a bad joke."

Sanofi, the maker of Ambien, responded with a statement full of shade: "While all pharmaceutical treatments have side effects, racism is not a known side effect of any Sanofi medication."

**Sanofi US** @SanofiUS  
 Official SanofiUS Twitter feed: news, updates & other info. For US residents only. [sur1.sanofi.com/cq](#)  
 @Bridgewater, NJ • sanofi.us  
 6,423 Following 62K Followers

Tweets Tweets & replies Media Likes

**Sanofi US** @ @SanofiUS · 2h  
 People of all races, religions and nationalities work at Sanofi every day to improve the lives of people around the world. While all pharmaceutical treatments have side effects, racism is not a known side effect of any Sanofi medication.  
 2,066 23.8K 54.9K

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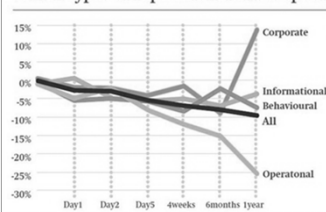
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## Impact to Revenue

Which types of reputational crises spook the markets most?



Crisis type	Impact
Behavioural	Greatest short-term impact
Operational	Long-term negative impact
Corporate	Fastest resolved
Informational	Low effect on share price

Source: Freshfields Crisis Management Study, 2012

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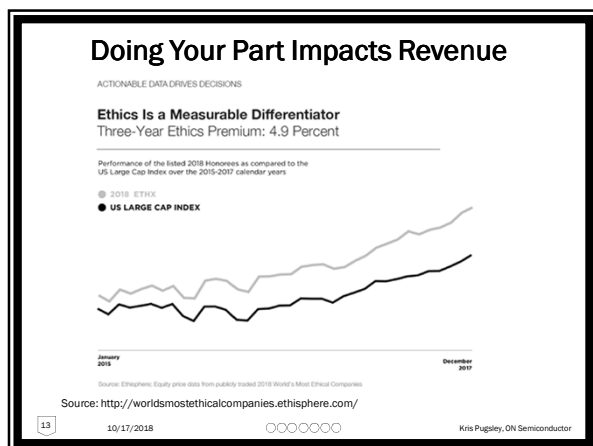
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## Areas of Assessment

### What is a CRISIS?

**POLICY**  
Crisis Communications' goal is to get ahead of all crisis situations.

Once a crisis or ethics concern has been identified:

- Media statements prepared
- Media monitoring begins - online, social, media, TV, print
- Customer communications prepared
- Employee communications prepared
- Employee channels monitored
- Customized crisis communications plan outlined
- CMT situation updates commence

### Perceived Responsibility

**Organization is VICTIM:**

Natural Disasters	Counterfeiting	Kidnapping	Terrorism
Product Tampering	Protests	Extortion	Boycotts

**Organization is at FAULT:**

Major Product Recall/Failures	Evacuations
Environmental Spills/Leaks	Data Breach
Misappropriation of Funds	Layoffs/Closings
Discrimination/Harassment	Leadership Fraud/Misconduct

**Responsibility is UNCLEAR:**

Transportation Accidents	Fire/Explosion	Labor Strikes
Government Investigations	Litigation	Data Breach
Employee Misconduct	Injuries/Fatalities	

**Investor Relations Crisis:**

Hostile Takeover	Bankruptcy
Executive Management Changes	Death
Analyst Major Sell Recommendation	Earnings Restatement

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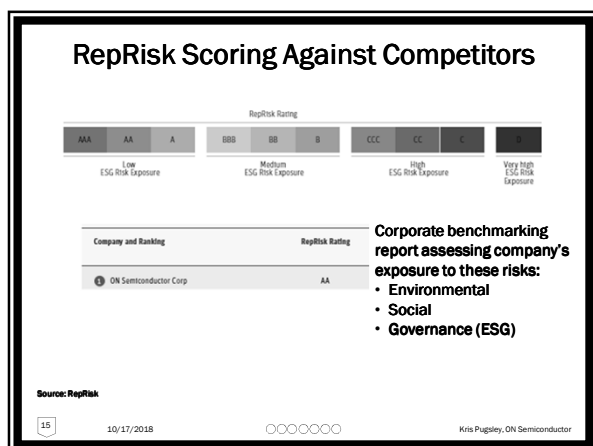
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Key #2

Leadership Buy-In & Successful Partnerships

Integrated plans

Voice of the program spans the entire organization

Leveraging compliance core in everything you do

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Tie in to the Organization

Security/  
Business  
Continuity

Government  
Relations

Human  
Resources

External  
Comm

Legal

Investor  
Relations

Employee  
Comm

Social  
Media

Executives &  
Board of  
Directors

Sales

Business  
Units

Corporate Message

Consistent

Appropriate

Accurate

Timely

Media

Investors

Customers

Employees

Manufacturing

IT

Customer  
Relations

Quality

Supply  
Chain

Regional  
Communication  
Teams

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Global Communications

Mail Lists

All Employees

Leaders

Region

Country

Site

Departmental

Note: all have restricted access and messaging must be approved by internal communications

Communication Channels

The Circuit Newsletter

The Connection

Mail Lists

All Hands Meetings

Corporate Press Releases

Press Meetings

Promotional Materials

Corporate Events

Social Media

Other Publications

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Security

Dispatch

The Circuit

Circuit

Congratulations

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## External Messaging – Press and Recruitment



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## External Messaging – Suppliers and Customers



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## Key #3

Reporting and Metrics  
Employees  
Board  
Leadership team

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# Areas Addressed by Corporate Communications

Areas to be Addressed by Corporate Communications

- Analyst Relations
- Internal Communications
- Investor Relations
- Corporate Governance (communications about the set of processes, customs, policies, laws in which a corporation is directed, administered, or controlled)
- Change Management (communications aspects of growth management, mergers and acquisitions, etc.)
- Corporate Social Responsibility
- Litigation (communications on/around litigation)
- Crisis Communications / Issue Management

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# Create a Risk Assessment

Risk Level

5 Almost Certain

4 Likely

3 Possible

2 Unlikely

1 Rare

Current

Target 2017

Likelihood

5 Almost Certain

4 Likely

3 Possible

2 Unlikely

1 Rare

Current

Target 2017

IMPACT

Insignificant 1

Minor 2

Moderate 3

Major 4

Critical 5

Short overview

Mitigation Status

1 Fully on track

2 Mostly on track (<= 10%)

3 Behind schedule

Current

Target 2017

Top Risks

1. Risk

➢ Mitigation Plan

2. Risk

➢ Mitigation Plan

3. Risk

➢ Mitigation Plan

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# Internal Communications Messaging

Total Messages

648

648 internal messages have been sent in 2018.

All Employee Messages

7%

7% of all internal messages were sent to all employees.

Open Rate

36%

The average open rate for all internal messages. Adjusted with auto-image %.

INTERNAL MESSAGING OPEN RATES

Jan 18

Feb 18

Mar 18

Apr 18

May 18

Jun 18

Jul 18

Aug 18

Average open

24

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