

# Responding to COVID-19 | Aviation communication







## Developing a structured approach to managing communication with multiple stakeholders



The COVID-19 crisis has had an unprecedented impact on the aviation industry. Airlines have had to make difficult decisions across the board regarding dividends, executive compensation, temporary measures for pilots and cabin crew and customer refund policies. There are **multiple stakeholders** to manage with **conflicting agendas**. We are also seeing **increased political involvement** as requests for state bailout of aviation are escalating. Teneo has **advised several clients that have received state support**, and understands how **reputational management** is critically important in these situations as politicians respond to public perceptions.

### Key principles

- Teneo's approach is to provide leadership teams with as much control as is possible at a time when the aviation industry is going through a seismic shock. We believe an **effective response** is based on the following principles:

 <b>Structure the business for the new now</b>	<ul style="list-style-type: none"><li>Put in place <b>separate teams, rotas</b> and <b>systems</b> to handle the constantly changing and new demands on the business</li></ul>
 <b>Resource effectively, with defined responsibilities</b>	<ul style="list-style-type: none"><li><b>Delegate</b> to the right level and make correct decisions based on <b>accurate and up-to-date</b> information</li></ul>
 <b>Know your risks</b>	<ul style="list-style-type: none"><li>Set up <b>dynamic risk assessment</b> and <b>scenario-planning</b> to keep abreast of all risks and how they are changing</li></ul>
 <b>Start inside out</b>	<ul style="list-style-type: none"><li>Listen to your <b>employees first</b>, and then move outward to consider risks</li><li><b>Build resilience</b> in your systems, people &amp; resources</li></ul>
 <b>Use the available evidence to change what you must</b>	<ul style="list-style-type: none"><li>Take decisions on what you <b>know for certain now</b>. Complete information is highly unlikely to be available during this crisis</li></ul>
 <b>Be Open</b>	<ul style="list-style-type: none"><li><b>Overcommunicate</b> and <b>be open</b> about not knowing all the answers. Identify <b>new communication methods</b></li></ul>

### How Teneo can help



#### Strategic advice

- 24/7 senior advisory counsel** for leadership and execution teams
- Strategic advice and hands-on support** in crisis management
- High-level execution**, covering engagement with **key stakeholders** (e.g. staff, investors, media)



#### Risk assessment and prioritisation

- Risk assessment** of current levels of threat and preparedness
- Scenario planning** to uncover issues, gaps and 'unknown unknowns' in your Covid-19 response
- Risk prioritisation** to ensure the most critical risks are prioritised and mitigated
- Stakeholder-mapping** and wargaming



#### Structured response

- Ensuring business readiness** to respond to significant reputational threats, with four key workstreams: Operations, Financial & government affairs, People/HR, and Strategic communications
- Reputation response capability**: ensuring the capability to respond effectively, and providing you with our execution capability



#### Communications readiness

- A **core script** to control the overall response, and a tailored bank of **communications materials**
- Political and Government** insight and intelligence
- Monitoring** to help you identify new developments
- Leadership coaching** to ensure team members are equipped to deliver key messages

### Key contacts



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