



CollegeHill

**Risk, Issues &
Crisis Management**

Risk, Issues & Crisis Management

About us

Robust risk, issues and crisis management systems are a key component of an organisation's business planning strategy.

Our highly experienced consultants assist senior executives, board members and key business managers to identify and mitigate all issues which can negatively affect income, business continuity and, most crucially of all, reputation with key stakeholders.

Our expert guidance prepares them for dealing with industry issues, physical incidents and major disruptions, financial hazards, legislative changes and supply chain disruptions, as well as with pure reputational crises, sometimes related to the media. Our extensive service and resources – spanning the disciplines of crisis stakeholder relations, operational risk, media management and business continuity – is unique in a business communications consultancy and sets us apart from alternative providers.

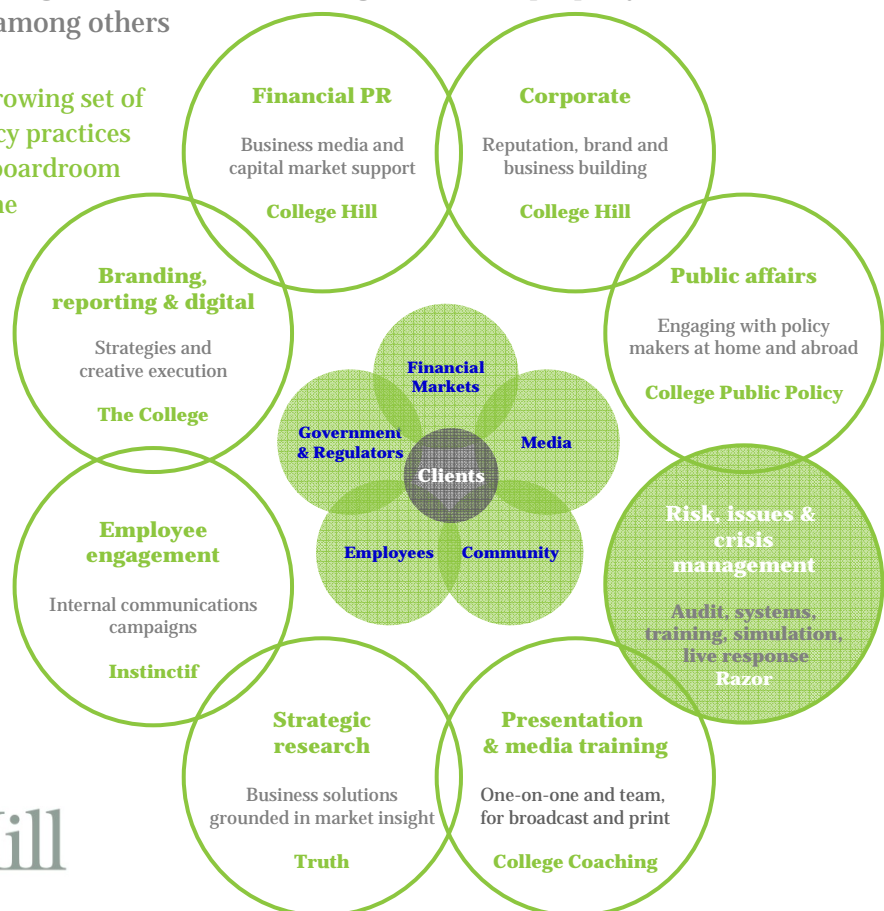
Our international experience extends to many industry markets, sectors and disciplines – food and drink, financial services, retail, health and pharmaceutical, consumer goods and manufacturing, education, property, insurance and utilities, among others

College Hill comprises a growing set of complementary consultancy practices that advise in or near the boardroom on communicating with the principle stakeholders in a business. **Razor** is the brand name of the practice team who specialise in risk, issues and crisis management.



RAZOR

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What we do that's different

- > Objectives aligned to both building and protecting business and brand image
- > Highly tailored programmes and projects
- > Focus on skills transfer, not just 'show and go'
- > Modular service delivery for easy digestion
- > Pragmatic programmes which deliver results – not just corporate 'box ticking'
- > Work inclusively with management and technical teams using extensive best practice support materials
- > Expert specialist partner network
- > A bespoke version of our service tailored to the Food & Drink industry

Boardroom benefits

- > Protection for senior managers and directors vs liability and litigation threats
- > Reduction in lost sales / reputational damage through discontinuity of service
- > Reduction in insurance premiums, e.g. business interruption insurance – major bottom line savings
- > Pre-requisite for new business development – due to increasing customer expectation of supplier risk governance
- > Competitive advantage gained by anticipating changes in law, regulatory guidelines, consumer trends etc (issues management)
- > Demonstrate diligence and care

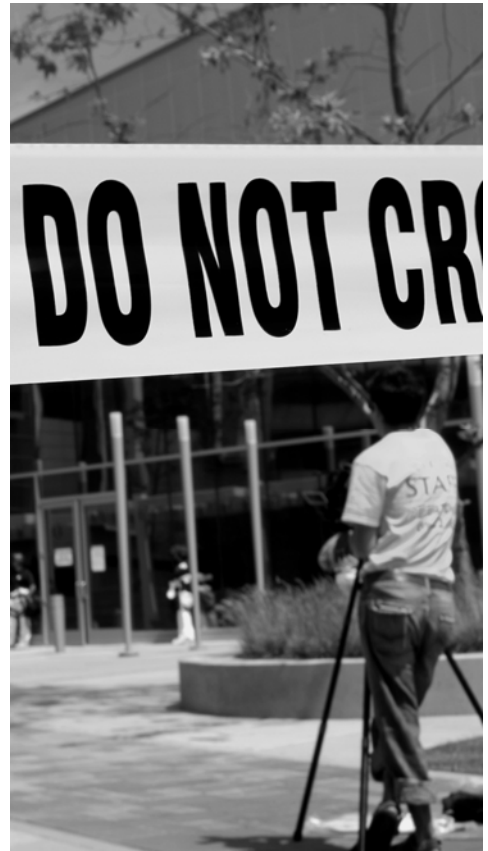
How it works

Who we help

- > CEOs, senior executives
- > Board members
- > Operational managers
- > Risk / security managers
- > Senior department heads
- > In-house communications teams

Typical triggers

- > Corporate milestones and announcements
- > Impending/live crisis or ongoing issue(s)
- > Milestones: acquisition, down-sizing, new legislation, structure change, internal/external audits, media/consumer/lobby group pressure
- > Business scale-up requires new corporate behaviour
- > Brand prominence or scrutiny



Flexible Modules:

The following options, stages and modules can operate solo or be combined, in an ongoing cyclical programme, to reflect UK and international best practice:



Risk evaluation & systems implementation

- Programme planning and management
- Risk and crisis management audits
- Development of risk reporting systems/registers
- Hazard identification
- Risk/opportunity assessment workshops
- Stakeholder perception analysis
- Long-term scenario planning



Risk and issues mitigation

- Development of management procedures
- Crisis team roles and responsibilities
- Crisis control room logistics
- Business continuity/disaster recovery planning
- Issue management systems
- Proactive stakeholder relationships
- Product recall plans and resources
- Media management and media relations



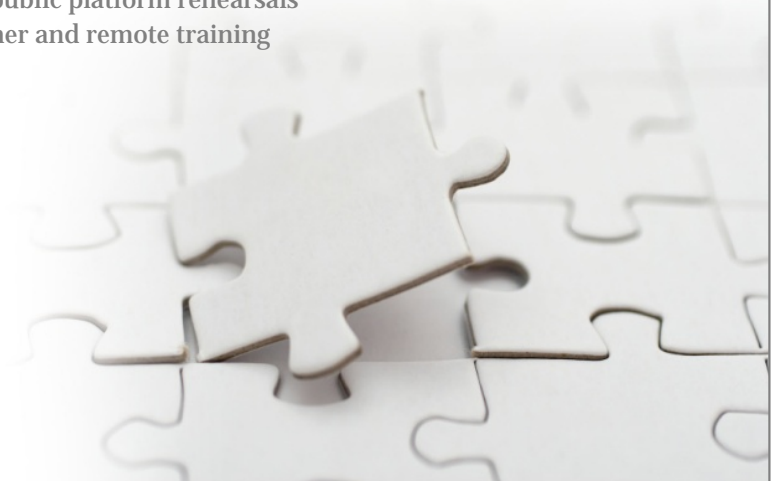
Risk and crisis training

- Crisis simulation exercises
- Crisis media training
- Crisis management team roles
- Business continuity training
- Community relations rehearsals
- Other public platform rehearsals
- Refresher and remote training



Live crisis support

- Crisis team facilitation
- Stakeholder 'Friend and Foe' mapping
- Impact assessment
- Strategic development
- External communication:
 - media/public
 - shareholders
 - consumer/investor
 - legal/regulatory
 - supplier/client
- Internal communication:
 - personnel/union/partner
- Post crisis review and learning
- Remedial processes
- Network partner coordination



Some markets and areas of experience

Most of our client programmes are confidential, for obvious reasons. However, we can summarise our main market expertise and indicate the diversity of our experience as follows:

Markets and sectors

Chemical manufacturing
Commercial property
Corporate finance
Energy, oil and gas
Fast food franchises
Flavours
Food & Drink manufacturing
Ingredients
Landmarks
Litigation and legal cases
Metals and mining
OTC medicines
Pharmaceuticals/vaccines
Professional services
Public schools/education
Retail
Soft drinks and waters
Toys
Utilities

Live crisis experience examples

Administration and sale processes
Consumer complaints
Extortion attempts
Factory closures
Financial scrutiny
Pressure group campaigns
Product recall
Product withdrawal
Protests
Restructuring and redundancy
Site incidents and accidents
Terrorism threats

Some testimonials



Business Continuity Management guru and editor

"Razor have always stood out from the crowd, both generally in the business continuity management world and among 'PR consultancies' in particular. They are both pragmatic and inventive and often find pioneering solutions to combined operational and communications risk management challenges. I have watched their growth for eight years and often collaborated with them and I respect their expertise and their application track record."

David Honour, editor of the leading business continuity and risk management online portal, www.continuitycentral.com

Dairy producer

"We've now run two media training programmes with College Hill, the first a more general introduction for our senior management and the second a 'no holds barred' workshop for our designated spokespeople. Both programmes have been exciting, interesting and challenging with real life, real time scenarios being played out. I felt that the advice and coaching we received was first class and has helped us immensely in our dealings with the media."

Managing Director

UK meat producer

"I feel that I must put on record a vote of thanks to two groups of people for their very professional and wholesome support throughout a long and protracted covert operation to bring the culprit to justice, and a four year sentence."

"The first group centred around Steve Wilkins and his team at [xx region] Police. Together with the full resources of his force and with great speed, [they] quickly assembled the key players from the Food Standards Agency, Serious Organised Crime Agency, and the Environmental Health Office."

"The second group provided first class support and advice to the business and was made up of Chris Woodcock and Andy Cuerel from Razor (Media), Phil Williams from Eversheds (Legal) and David Hill from red24 (Security)."

"These two groups provided a substantial team, without which we could not have handled the threat to the company and all our stakeholders in the manner that we did. "

Managing Director

XL Insurance Ltd

"We selected Razor as our risk management consultant because of their outstanding and growing reputation for crisis and issues management, coupled with specific food industry expertise and experience both in the UK and the rest of Europe. We seek to provide our clients with the highest level of risk management service and are delighted to be working with Razor because of their professional, sophisticated and cutting-edge approach to this complex area of risk management."

"It is also important for us to be able to offer a wide range of risk management services to our clients and, whether it is preventative, pre-emptive projects or live crisis management during a product contamination or recall issue Razor are very well equipped to provide best practice advice."

Ed Mitchell, Senior Underwriter – Product Recall

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