Fortify is FTI’s crisis preparedness platform, providing clients with a suite of services designed to aid planning around adverse corporate events likely to damage reputation. Whether it’s stress-testing processes and operations in a real-life simulation, rehearsing crisis decision making in a workshop setting or providing employees with a bespoke crisis management app, Fortify brings together the best in FTI’s reputation management expertise.
The impact of crisis

IN THIS AGE OF ROUND-THE-CLOCK COMPANY SCRUTINY, WE SEE ALMOST AS MUCH FOCUS GIVEN TO HOW A COMPANY HANDLES A CRISIS AS THE CRISIS ITSELF.

Shining a light on 100 high-profile crises

FTI’s research report, The Anatomy of a Crisis, analyses 100 crises – from oil spills to cyber hacks, plane crashes to fraud – with a view to helping businesses successfully navigate future disruptive events of their own.

A detailed look at the three-month period after a crisis becomes publically known demonstrates just how impactful crises can be:

Existential damage:
14% of cases; the crisis was so catastrophic that it resulted in the company ceasing to exist

Value destroyed:
100 crises analysed, around $200bn of market value was lost

Sacrificial lambs:
32% of cases; a senior executive at the company ended up losing their job

In the spotlight:
Companies can expect a 35x increase in media coverage following a crisis event

Across all crises and categories, the analysis shows that the average share price drop in response to a crisis is 5% on day 1. By the end of the first week, that number is 8%. After a month, 11%. The average decline after three months is also around 11%.

100 CRISES - AVERAGE SHARE PRICE PERFORMANCE (% DROP)

By failing to prepare, you are preparing to fail. —Benjamin Franklin.

When things go wrong there is little time to waste in dusting off the crisis manual and reminding yourself of policies, plans and processes.

To be crisis-ready and responsive, everyone must know their roles and responsibilities; they must be prepared and to be prepared they must have practiced.

That’s where FTI Fortify comes in.

FTI Fortify is a key part of our crisis preparedness toolkit, with three distinct elements:

- **Fortify Simulation**: Our bespoke and authentic crisis simulation exercises stress test an organisation’s people, processes and plans. The aim is to replicate the operational and communications challenges of a crisis through realistic injects and roleplay.

- **Fortify Workshop**: With an emphasis on training and learning, our facilitated crisis workshops are focused on developing best practice crisis management skills and know-how. Participants work in teams to handle the various phases of an emerging crisis, with plenty of discussion and coaching.

- **Fortify60**: A bespoke mobile app which supports crisis teams through the first 60 minutes of a crisis, by providing up to date contact details, guidance on the process to follow and a checklist for the crisis team to work through.
Fortify Simulation

**OUR BESPOKE AND AUTHENTIC CRISIS SIMULATION EXERCISES STRESS-TEST AN ORGANISATION’S PEOPLE, PROCESSES AND PLANS. THE AIM IS TO REPLICATE THE OPERATIONAL AND COMMUNICATIONS CHALLENGES OF A CRISIS THROUGH REALISTIC INJECTS AND ROLEPLAY.**

Stress test your crisis management teams by seeing how they respond to a crisis situation. Highlight strengths and identify vulnerabilities in existing crisis processes, structures and skills. Provide maximum realism and participant engagement through:

- the development of a bespoke, credible scenario;
- authentic stakeholder role-play;
- realistic news, blog and broadcast injects;
- a real-time share price ticker reflecting participants’ performance;
- fully interactive social media feeds;
- mocked up versions of the company’s email network and corporate website.

Deliver total privacy by enabling all aspects of the exercise to be conducted on a secure digital platform. Enable in-depth feedback and analysis together with recommendations for optimising your crisis policies and processes.

**Who?**
All individuals who would be involved in managing a crisis. Typically this includes senior management, business continuity planning teams, the communications function and customer services.

**When?**
We recommend that at least the principle participants are all together in one room, though our exercises can be operated remotely in multiple locations.

**How long?**
Half day exercises work best, but sessions can be as long or as short as preferred.

**Pre-briefing**
FTI works with clients to develop realistic and relevant crisis scenarios. We then build your bespoke crisis simulation platform and content— including re-creating your presence on social media channels, your website and email network, and drafting media and stakeholder injects.

**On the day**
A typical half day crisis simulation exercise will include:

- Session briefing and platform familiarisation (15m)
- Live crisis simulation (2h15m)
- Exercise de-brief covering what went well and areas for improvement (15m)

**Post-event**
FTI delivers an in-depth feedback and analysis report covering recommendations for process, policy and capability improvements.
Fortify Workshop

WITH AN EMPHASIS ON TRAINING AND LEARNING, OUR FACILITATED CRISIS WORKSHOPS ARE FOCUSED ON DEVELOPING BEST PRACTICE CRISIS MANAGEMENT SKILLS AND KNOW-HOW.

Participating teams work together on our interactive platform to respond to the unique challenges during various phases of a crisis.

At each stage, participants review and compare their responses on-screen with other teams; receiving instant reaction and feedback.

Enables teams to sample the challenges posed by a live crisis within a compressed time frame and without the intensity of a full Fortify Simulation.

Provides communications practitioners with a taste of the challenges and dilemmas that issues and crises can present.

Participants are separated into teams and then briefed on a breaking crisis scenario. FTI sets the scene by talking through a specific crisis scenario relevant to the client’s business.

Our digital platform allows teams to ‘compete’ in responding to various operational and communication challenges across various phases of a crisis – with plenty of time for facilitated discussion about best practice between each phase.

Who?

Any group of participants who are hoping to improve their skills and learn more about crisis management best practice. This can range from experienced practitioners to junior colleagues. Similarly, Fortify Workshops are relevant for everyone from senior management at the annual conference to the marketing and communications department away day.

When?

All participants need to be in one room so workshops work well for conferences, off-site meetings or department away days.

How long?

Approximately 2 hours.
Fortify60

A BESPOKE MOBILE WEB APP WHICH SUPPORTS CRISIS TEAMS THROUGH THE FIRST 60 MINUTES OF A CRISIS, BY PROVIDING UP TO DATE CONTACT DETAILS, GUIDANCE ON THE PROCESS TO FOLLOW, AND A CHECKLIST FOR THE CRISIS TEAM TO WORK THROUGH.

Built to share the information the team needs to get through the first 60 minutes of an incident.

Simple technology: no apps to install and manage – browser-based across all devices with the capacity to work offline when out of internet signal range.

Secured using a PIN code with data sent over an encrypted connection, to avoid prying eyes.

Flexible functionality including:
- Process and role guidance designed for smartphone format;
- Interactive checklists for key actions by role;
- Contacts integrated with smartphone apps from voice calls to WhatsApp, Skype or Lync;
- SMS and email alerts of key information.

Deployed to the crisis team’s devices via an initial training and setup workshop, with resilient hosting and ongoing support from our helpdesk.

Mobilising the team
As a situation is identified, the incident manager notifies the team to get them mobilized

The team receives an alert on their devices, via SMS and email, prompting each individual to access the Fortify60 mobile web app

There are no usernames and passwords to reset under pressure – just a time-limited secure link and a simple PIN code set the first time they access the app

Managing the team’s initial response
Checklists by role help guide the team to focus on their specific priorities and work through tasks

As individuals mark items as completed, the latest information is recorded and timestamped centrally and synchronised across the team’s devices

Making communication simple
Fortify60 doesn’t try and do everything; it connects with the tools you’re already using to collaborate, including WhatsApp, Skype or conference calls

Tailoring guidance to your team
Contacts are totally flexible: tap to call smartphones or jump straight into a WhatsApp group – knowing the contacts are up to date

The format of crisis plans in Fortify60 aren’t prescriptive: you can build up the content you want each team to have

Simple ‘what to do when’ scenarios can help guide junior or front-line staff to take the right steps to deal with the situation in front of them

Evolution of the crisis plan in real time
With Fortify60, the crisis plan becomes a living document

The incident manager can update contacts, add important notes or holding messaging once agreed, or even add new checklists for the team to work through

When updated information becomes available, team members are prompted to refresh their app to get the latest material

Sending secure notifications and alerts
Incident managers can share key information with the team by SMS, email or via secure messages within the app

Fortify60 even works offline: once a user has downloaded the crisis plan, it’s cached on their device. If they don’t have internet coverage, they can still browse the content

The app will try and sync for updates when they get back into signal range

Coordinating the response
Incident managers can track what’s been done so far via the Activity Log, a real-time stream of tasks completed, messages sent and updates made to the crisis plan
Your next crisis might be just around the corner... How prepared are you?

Contact
Andrew Williams (London)
Managing Director, FTI Consulting
andrew.williams@fticonsulting.com
+44 (0)203 727 1530