



CRISIS MANAGEMENT

Manage the issue before the issue manages the organization

What happened ?

- 24 march 1999, 39 dead in the Mont-Blanc tunnel
- 31 january 2005, opening of a trial 3 months long advertised as one of the most famous in history of French justice
- A great strain, numerous and mobilized media, and about 30 of our employees (more than 10 %) summoned to appear in court



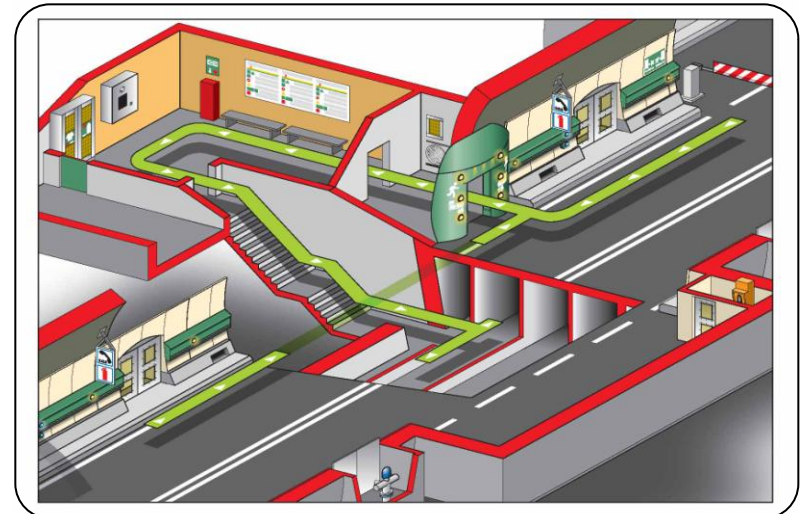
How the crisis was managed

- Internal measures : information and psychological support
- External measures : preliminary (1 year) media monitoring, kept during the trial
- Supervision by experts in communication (agency and consultants)
- Preparation of the arguments
- A strategy : restraint and immediate reaction



How we used the media ?

- Totally open position : « transparency »
- Full collaboration: technical facilities and availability of the staff
- Relay by the media of our arguments :
 - New tunnel
 - New organization
 - New state of mind



How would we use new media technology today

- We have not really come out of the crisis yet :
 - «permanent watch» from the media: alert at the slightest event
 - «permanent control» from public authorities
 - «permanent supervision» from the public: associations and elected representatives
- Setting up a responding organization: alert and immediate response at any occurrence (Internet and mobile phone messages)



What we learned ?

- Media should be considered as full protagonists of the crisis: we play with them but not against them.
- Quick response is the key to success :
 - Time limit reduced to some minutes,
 - Need to have technical and human skills available
- Anticipation and preparation are of utmost importance: need of frequent exercises

