



MALAYSIAN ASSOCIATION OF RISK & INSURANCE MANAGEMENT

MARIM INTERNATIONAL CONFERENCE 2023

UNCOVERING NEW FRONTIERS IN RISK & RESILIENCE

11 & 12 September 2023

The Waterfront Hotel, Kuching



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Crisis Management

- Real Life Practices & Stories

Shukreen Ma
General Manager
Corporate Communications
Malaysia Airports Holdings



Post your
Questions here

Crisis Communications Management: Real Life Practices & Stories

Shukreen Ma
MARIM International Conference 2023

12 September 2023
Kuching, Sarawak



Reputation, you know – a lifetime
to build, seconds to destroy.

Robert De Niro

Crisis Communications and Reputational Risk



Strategic planning, coordination
and execution of
communication efforts, in the
face of a threat.



Potential damage of the threat to
an organisation's reputation,
brand image and public
perception

Real Life Story #1: *Controlling the Narrative in a Noisy World*

Background: Nationwide power disruption

Challenge: Reconnecting supply in the shortest possible time

Reputational Risk: Public outcry / Investor confidence / Social media shaming

Key Focus: By-the-book Crisis Management, ***structured and timed communications*** via social media and mainstream media, during and post crisis

Outcome: Supply reconnected under 3 hours (well within SLA), narrative was controlled, post-crisis public anger averted





Real Life Story #2 : *Internal Engagement as First Battleground*

Background: Oil Price Crash

Challenge: Unavoidable Employee Layoffs

Reputational Risk: Public outcry / Pressure by interest groups / Issue being politicised / Investor confidence

Key Focus: Internal Communications by (New!) President, *all the right moves*, relentless employee engagement

Outcome: Over 2,000 employees let go over a period of 2 years uneventfully, minimal reputational damage, ability to recoup value

Real Life Story #3 : Managing the aftermath of a crisis

Background: Aerotrain breakdown forces passengers to walk to main airport terminal, aerotrain remains out of commission

Challenge: Managing stakeholder sentiments over long duration to replace an aging asset

Reputational Risk: Unforgiving media reporting / passenger dissatisfaction

Key Focus: Stay steadfast on the narrative / focus on the doing / active issues management / maintain transparency

Desired Outcome: Neutral publicity until completion of aerotrain replacement project



Key Takeaways



What my real life stories have taught me:

- 1. Issues vs Crisis***
- 2. Context Matters in a Noisy World***
- 3. Preparation is Key***
- 4. Groundwork must keep going***

THANK YOU



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Malaysia's NetZero, An Energy Transition Journey

Vipul Shetty
Director, Energy Transition
Natural Resources Division
Howden Specialty



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