

<i>Preface</i>	vii
<i>Introduction</i>	ix
1 VALUING REPUTATION	1
2 REPUTATION = PUBLIC PERCEPTION	7
3 WHAT ARE THE RISKS?	12
4 THE BOTTOM LINE OF RRM	20
5 HOW IMPORTANT IS IT?	26
‘At the coalface’ – Goalkeepers, not just goalstoppers	32
6 WHOSE RESPONSIBILITY IS IT?	35
7 THE BONES OF AN RRM PROGRAMME AND RISK ASSESSMENT REVISITED	41
8 ELIMINATING RISK	47
‘At the coalface’ – Issue management within a multi-national context <i>Simon Taylor</i>	54
9 TIME – THE CRUCIAL ELEMENT	60
10 PREPARATION AND EARLY ACTION	67
11 THE BASIS FOR ACTION	75
12 THE ESCALATING CRISIS	81
13 THE FULL-BLOODED CRISIS	87
‘At the coalface’ – State of alert! <i>Michael Regester</i>	93
14 THE CRISIS MANAGEMENT TEAM	97

15	THE CRISIS MANUAL	105
	‘At the coalface’ – The Cambridge Vet School campaign <i>Lindy Beveridge</i>	114
16	EQUIPMENT FOR CRISIS MANAGEMENT	117
17	INFORMATION AND DECISION AIDS	122
	‘At the coalface’ – Product recalls <i>Peter Gavan</i>	126
18	MEDIA RELATIONS IN CRISIS	131
19	RESEARCH AND FEEDBACK	137
20	TESTING AND TRAINING FOR CRISIS	140
	‘At the coalface’ – Tests, trials and tribulations <i>William Comery</i>	148
21	THE ROLE OF CONSULTANTS	156
22	LAWYERS AND OTHER EXPERTS	160
	‘At the coalface’ – Crisis planning: common sense or defeatism? <i>Charles Griffith</i>	165
23	ADVERTISING	168
24	THE CULPABLE COMPANY	171
25	RRM AS THE COMPANY CONSCIENCE	177
26	PUTTING IT ALL TOGETHER	181
	<i>Appendix</i>	186
	<i>Index</i>	200