



## OLRT LESSONS LEARNED

### MITIGATION PLAN/ 9- Media Perception of Performance

**MARCH 2021**

#### **Issue:**

Negative communication in the media regarding the rolling stock of the OLRT Project. Harmful public image and reputation impacted by misinformation and inaccurate headlines.

#### **Findings:**

As identified during the lessons learned workshops, the Project team were persecuted by the media and general public due to a lack of a set Communication Plan and alignment with the City/Client early in the launch of the Project.

Expectations from City/Client was perfection from day one. Reliability was judged from a misunderstanding of the functionality of a rail system and the expectations of an adaptational transition from Bus to Rail, without the education of the new operators, users and general public.

There were no rules of engagement and boundaries set with the media and no commonly agreed upon Communication strategy to share in the message being reported.

It was also noted that:

- The Project team were not ready for the media aggressiveness and bad press received;
- No communications were provided to the media from the Project team and therefore, the Project suffered the impacts of such;
- Operators had limited knowledge to the functionality and reported failures without cause;
- The Project Communication team were not consulted on the media correspondence being offered and no Communication was issued by the Project team;
- The Communications issued to the media lacked the knowledge and capacity to explain the issues arising;

#### **Overview:**

A better education and transition from Bus to Rail would have been required. City/Client should have been more directive and communicative, offering better education to the general public on their new system and should have managed media in a more effective manner.

A defined and prepared Communication Plan, commonly agree upon, with a set strategy aligned between the City/Client, the Project and the rolling stock provider to provide a common message to be presented to the media and general public and sharing in the transition, integration and service of their system.

## Tools & Recommendations:

Tool	Recommendation	Owner
1. Shared common Communication Plan	<ul style="list-style-type: none"> <li>➤ Name Key Individual(s) to provide a detailed plan that includes:</li> <li>➤ Study the market and what to expect of area and end users</li> <li>➤ What information shall be shared, to what level of detail</li> <li>➤ When is the information to be provided and at which intervals</li> <li>➤ How will the information be provided, media coverage, press releases</li> <li>➤ Who shall provide the message, jointly to demonstrate unity or individually to demonstrate Client ownership</li> </ul>	➤
2. Education and Knowledge	<ul style="list-style-type: none"> <li>➤ Early education of new operators transitioning from existing system (bus) to new project delivery</li> <li>➤ Educate the public on what to expect, what to do and not to do and how to avoid issues (ie door blockage)</li> <li>➤ Provide regular information via media newspapers, announcers etc for knowledge curious market</li> </ul>	➤
3. Crisis Management	<ul style="list-style-type: none"> <li>➤ Understand the media market in the area of the Project, get to know the players</li> <li>➤ Prepare a crisis management plan prior to issues arising</li> <li>➤ Identify who will lead the mitigation</li> <li>➤ Prepare regular communications with the main players of the media and general statements to show engagement</li> <li>➤ Be available to communicate, provide information and a strong communication plan to manage crisis</li> <li>➤ Post mortem to identify what was done well and what to improve</li> </ul>	➤