

# CHINA CROSSROADS

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## Strategic Communications in China: Reputation Ruined, Reputation Restored, Lessons Learned

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Our speaker will discuss reputation in three main parts. First, (1) what is reputation and what makes it so valuable? Why is it so quick to destroy and why does it take so long to build? Our speaker will start with a bit of theory and thinking on this topic, and illustrate with examples of balanced and controversial reputations. Second, (2) what are some cases in which a corporate reputation has been destroyed, especially in the China context? This discussion will bring in dynamic geopolitics as a dimension that can lead to the need for crisis management. What crises are “home-made?” And how can cultural insensitivities can turn into a storm. What are cycles of corporate crises and crisis lifetimes? Third, (3) what are some examples of crisis moments that have turned into an opportunity to reinvent a reputation? This discussion will bring in a case study in which a reputation has been rebuilt and how that was done.

[Claudia Kosser](#) is a Partner with FGS Global and is the Head of the Shanghai office. She advises clients from various sectors in corporate communications and strategic positioning, as well as in cross-border M&A-transactions and crisis situations. She has more than a decade of experience and launched the FGS Global Shanghai office in 2019 after working for the firm in Frankfurt and Hong Kong. Claudia advises clients from various sectors, including for automotive, automation and industry as well as consumer and retail and professional services firms. Recent crisis mandates include matters around product issues and recalls, geopolitical sensitivities as well as cyber attacks. Prior to joining the firm, she worked with Daimler, the then holding company of Mercedes, in the communication strategy and speech writing team. She holds a Masters in Communication Management from Leipzig University and Bachelors in European Studies from the University of Maastrich.

[China Crossroads](#) hosts talks on all topics related to China, including business, foreign policy, and other areas as they relate to China, the idea being that China is both already a “crossroads” of the world and itself at a “crossroads” in terms of its future global influence. For more information, contact Frank Tsai at [editor@shanghai-review.org](mailto:editor@shanghai-review.org).