

# Crisis and Reputation Management in the

# Social Age

October 2, 2012

Dallas Lawrence @DallasLawrence

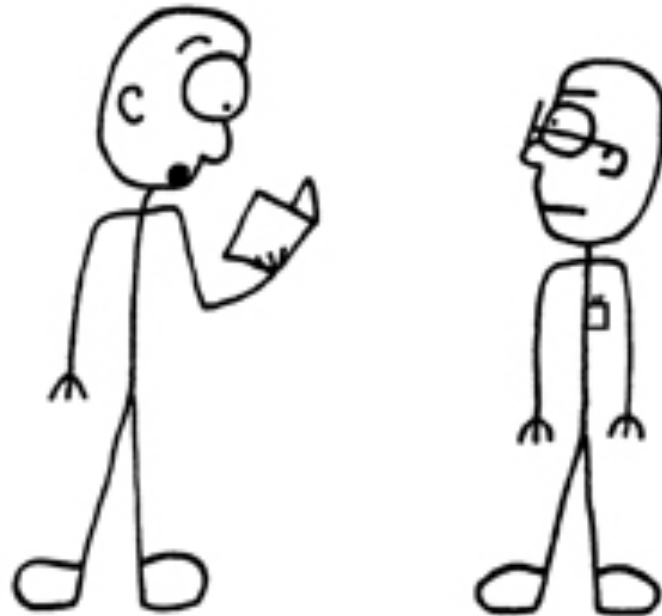
Chief Global Digital Strategist



Burson·Marsteller



# Reputation Management

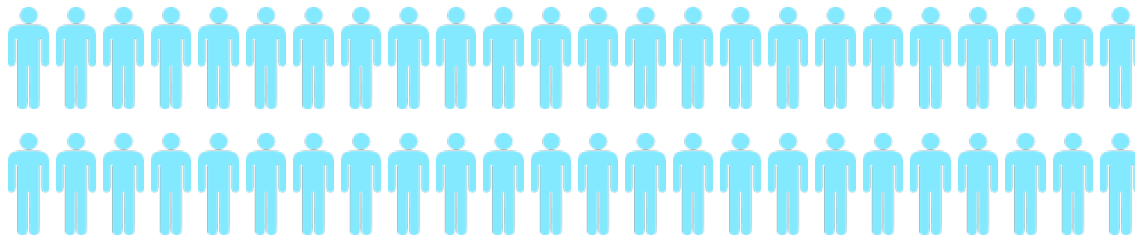


I'm not sure "everyone dies"  
is a great emergency plan.

reodorant.com

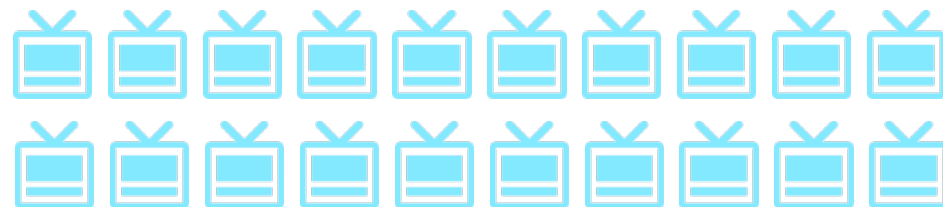
## Social Continues to Evolve and Grow

Twitter: **400 million**  
tweets a day,  
**70%** outside the U.S.



Facebook: **955 million** active  
users, **80%**  
outside the U.S.  
and Canada

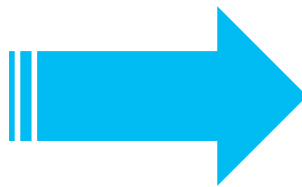
YouTube: **4 billion**  
videos viewed per day  
and **800 million**  
unique users monthly



# Evolution from Broadcast and Syndication to Engagement



**Broadcasting**

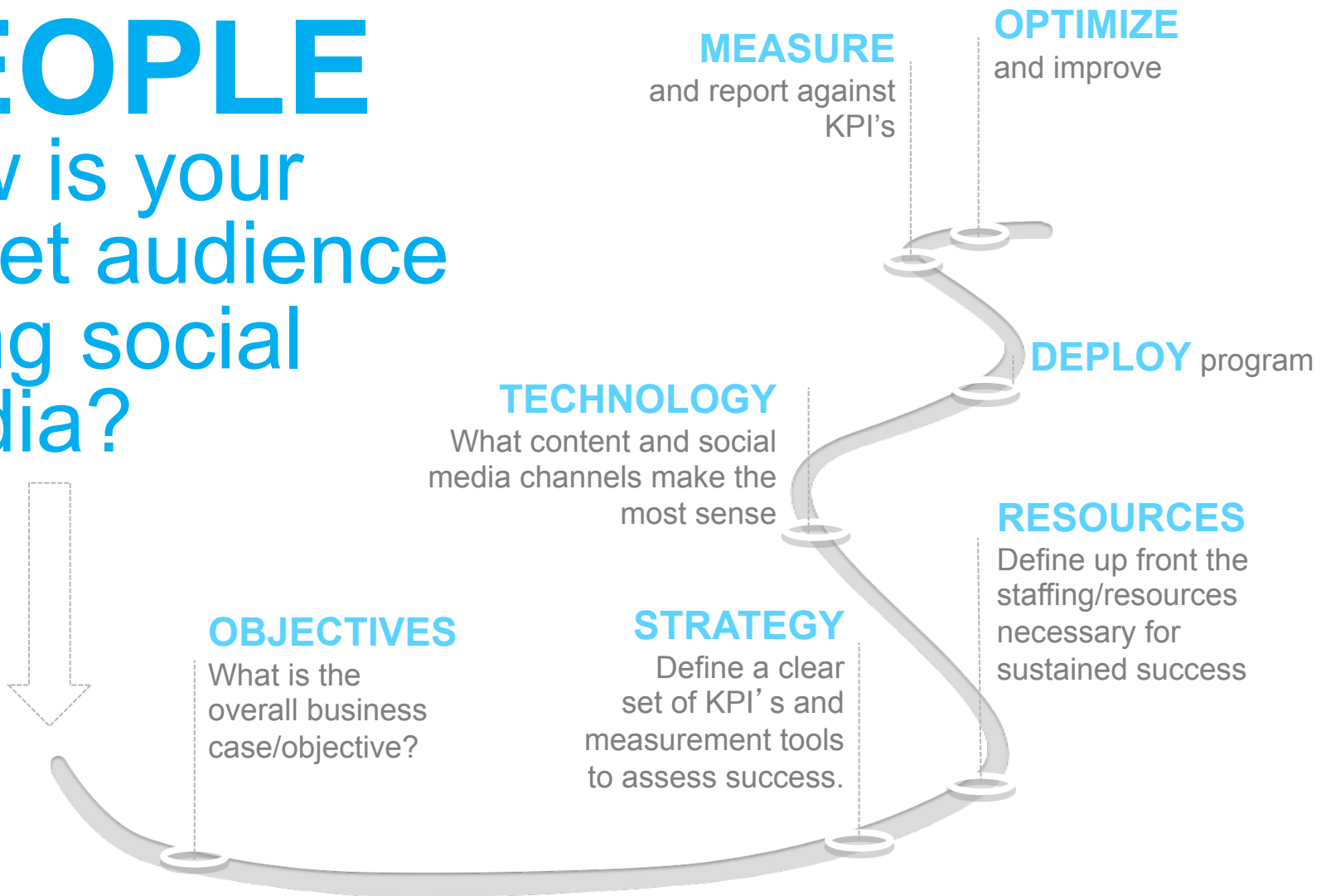


**Engagement**

# Roadmap for Social Media Success

# PEOPLE

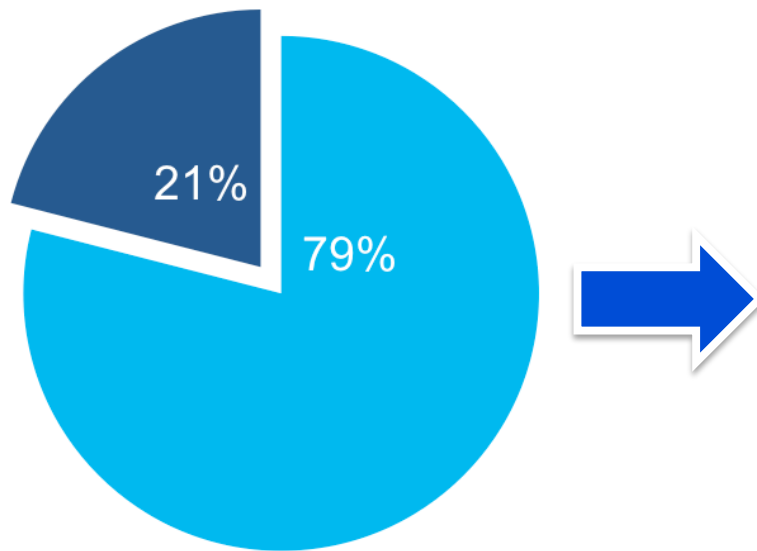
How is your target audience using social media?





"I think I speak for all of us when I say what in God's name are you talking about?"

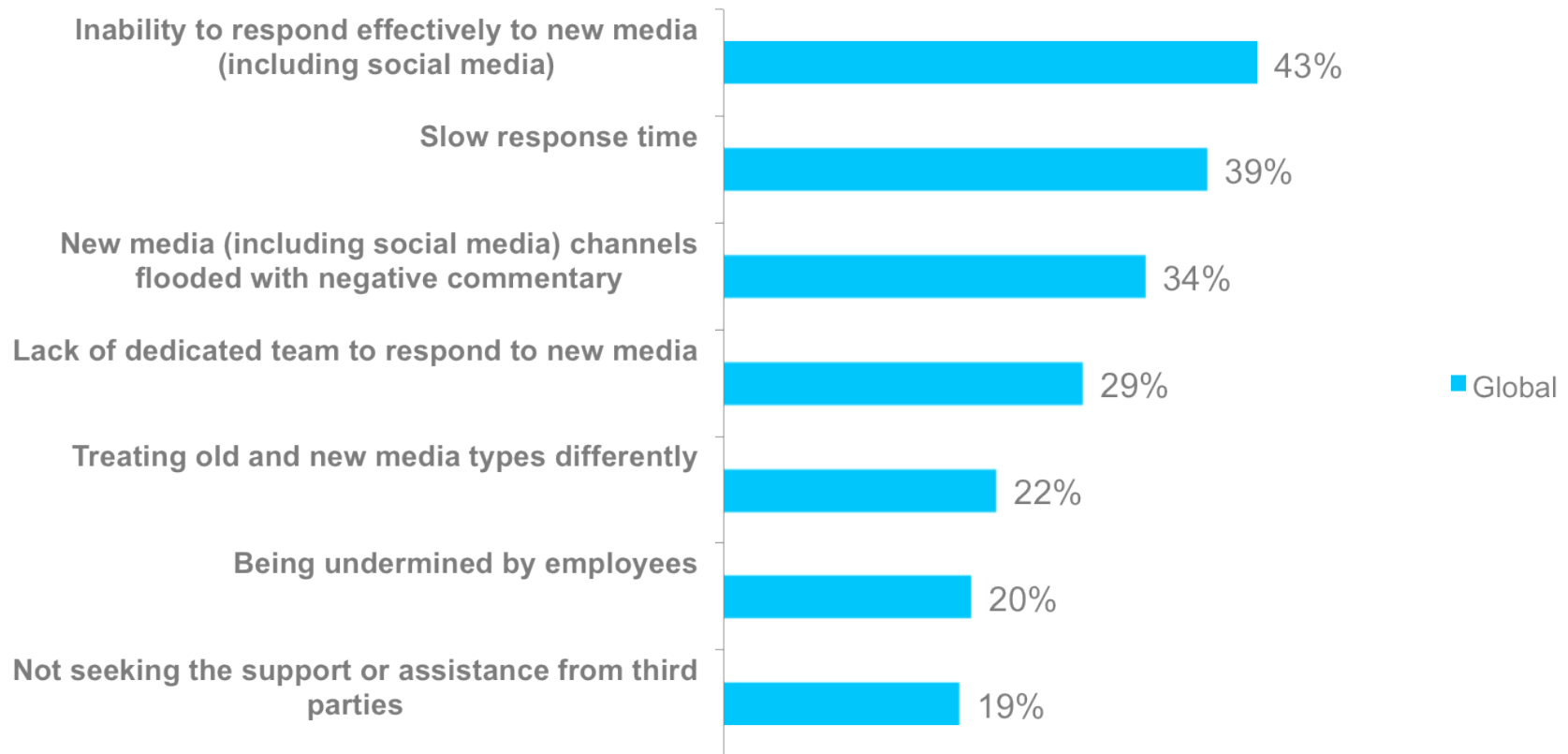
# 79% OF Companies believe they are only 12 months from a crisis – over 50% think this will happen in the digital space



■ Likely to experience a potential crisis

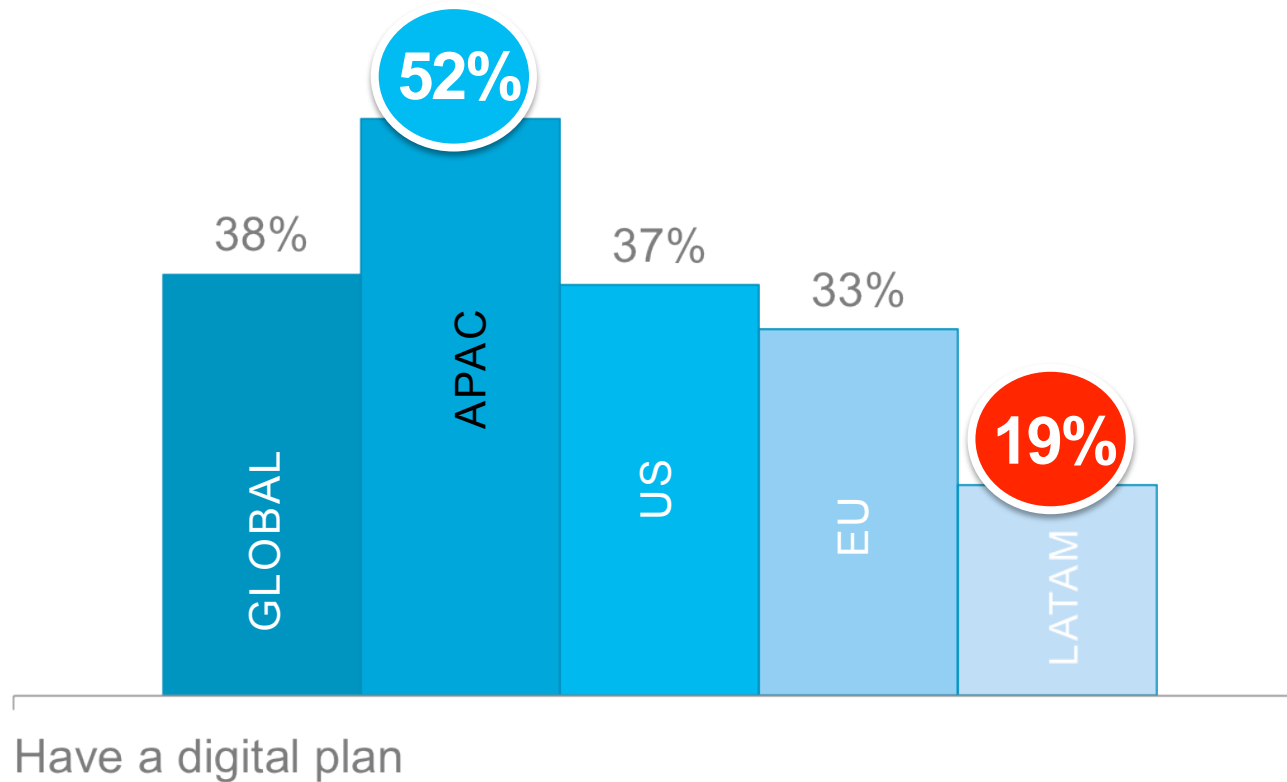
	Global
Controversial company developments	50%
Online or digital security failure	47%
Logistic difficulties	47%
Intense regulatory scrutiny of your product or company	45%
Critical or negative new media campaigns	43%
Danger to product safety	42%
Technical accidents	40%
Intense political scrutiny of your product or company	40%
Criminal actions	33%

# Inability to respond effectively is the biggest issue facing companies in crisis online



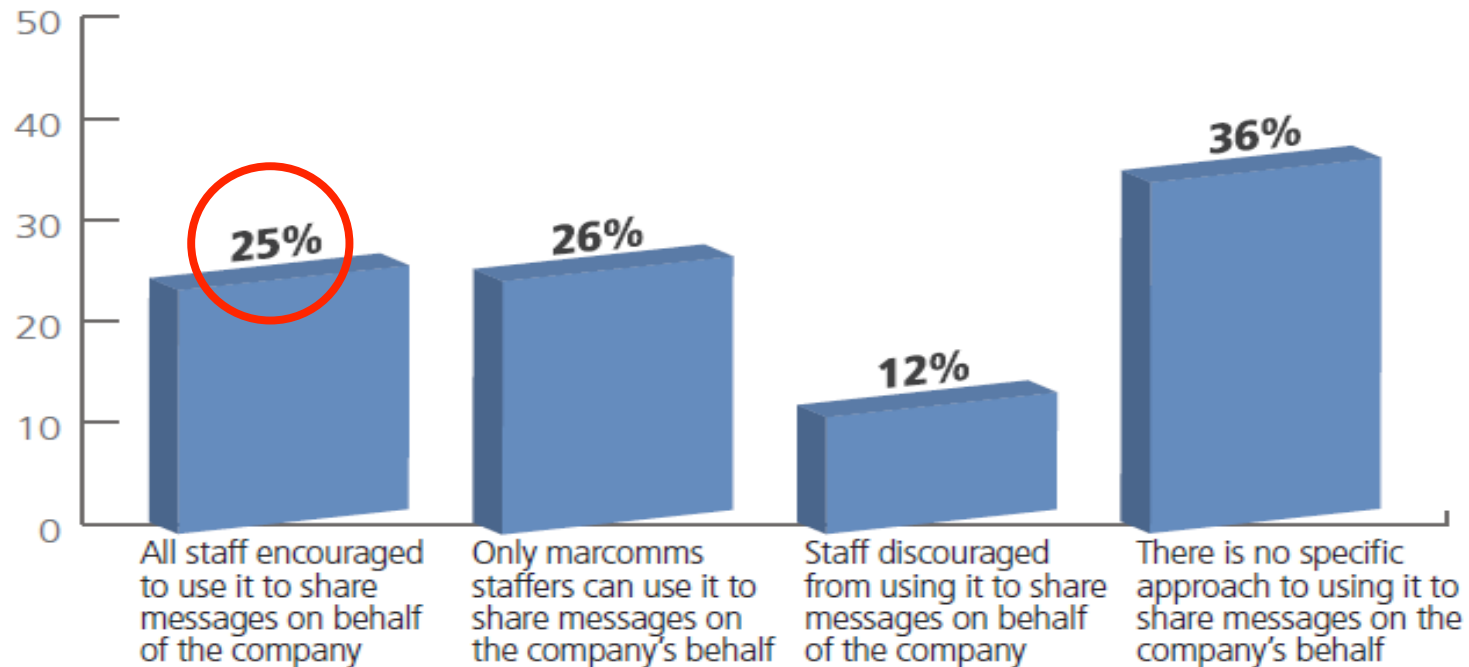


# Digital crisis plans are only held by a third of businesses



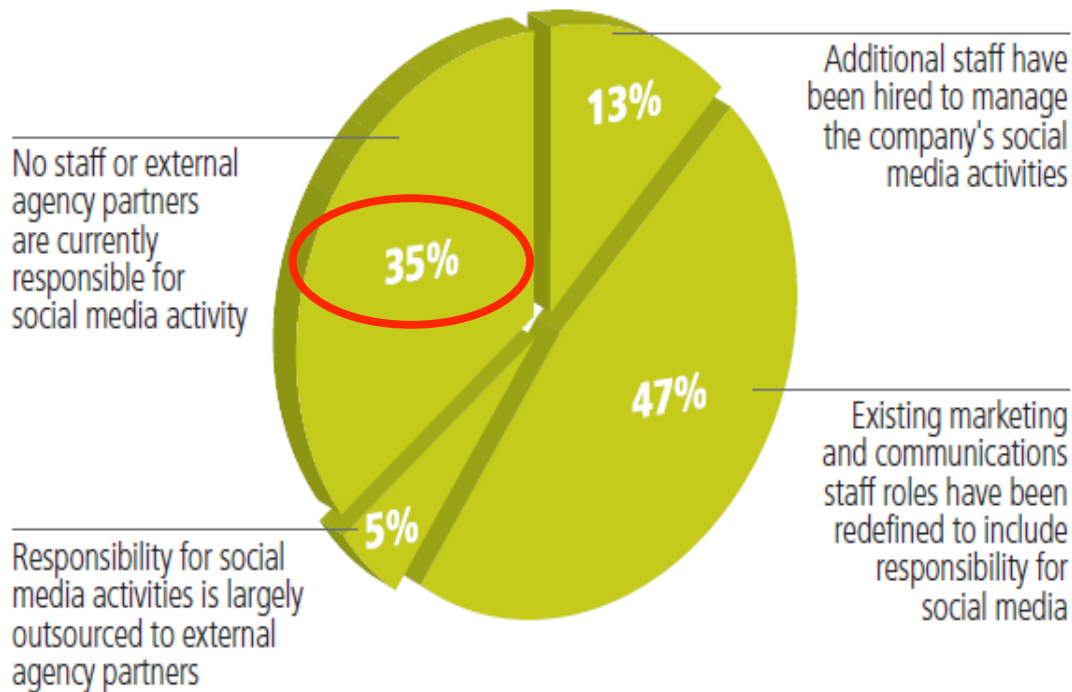
# Corporate Approach To Employee Engagement on Social Media

Only a quarter of companies encourage staff to use social channels to share messages about the company.



PRWEEK Social Media Survey

# Who's In Charge?

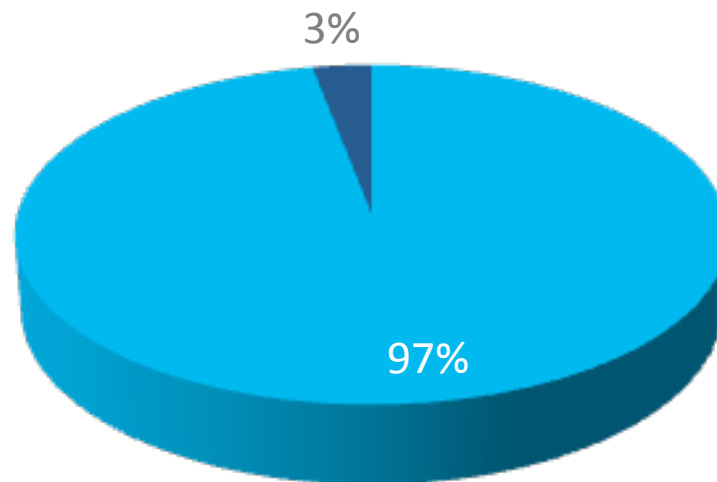


**1/3** of  
companies  
surveyed have  
**no one**  
in charge of  
social media



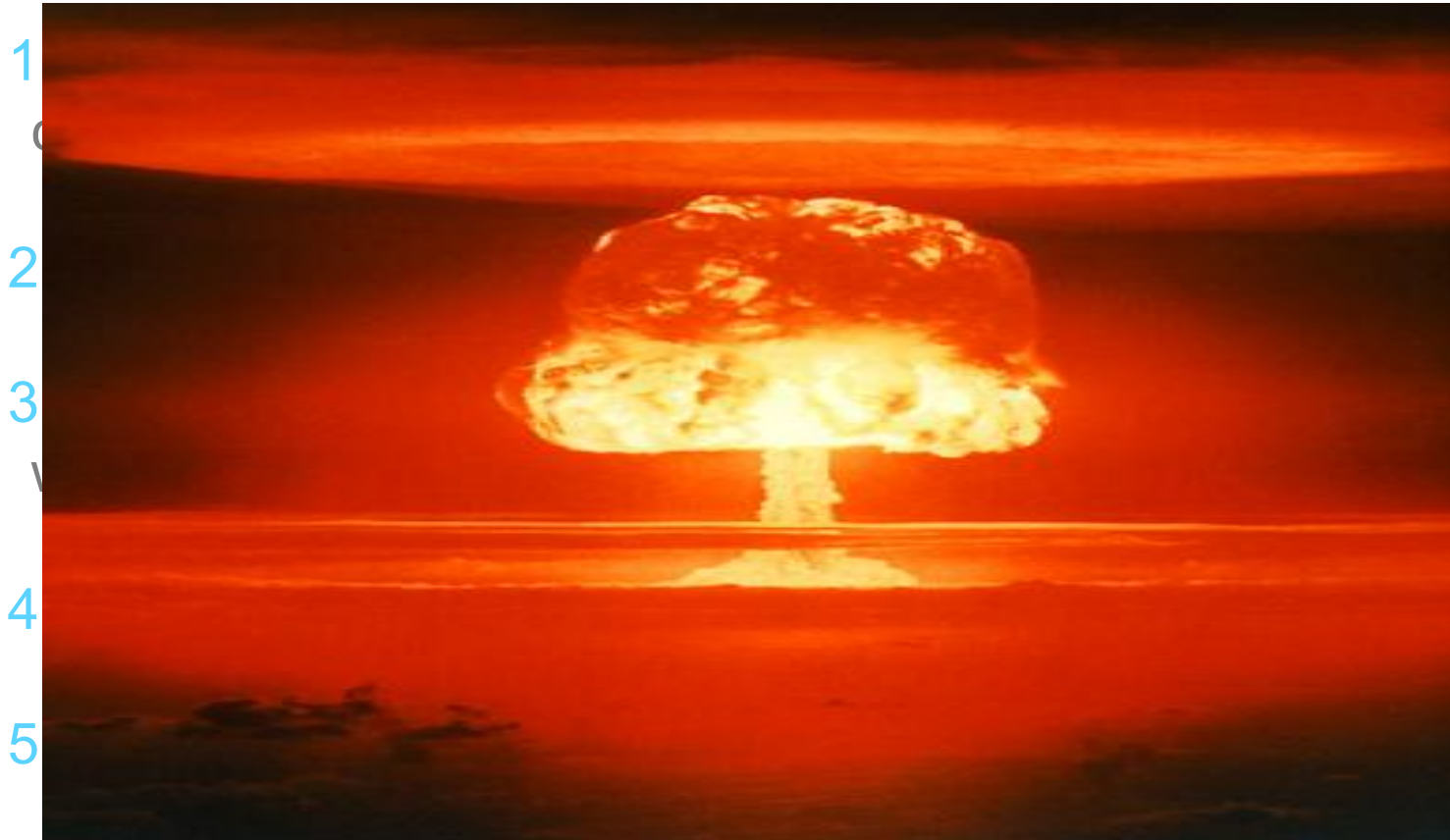
# Issue Advocacy Groups Are Using Social

## Percentage of Advocacy Groups Using Social media



- Using at least one platform
- Not using any platform

# The Perfect Storm



1

0

2

3

V

4

5

ext

know



Digital Crisis  
Lessons

# Lesson 1: Know & Engage Key Drivers Early & Often

## WHAT MATTERS MOST:

**Reach:** audience size

**Resonance:** ability to engage community

**Relevance:** to your specific context/audience

*Klout*

*Twiangulate*

*FollowerWonk*

*Kred*

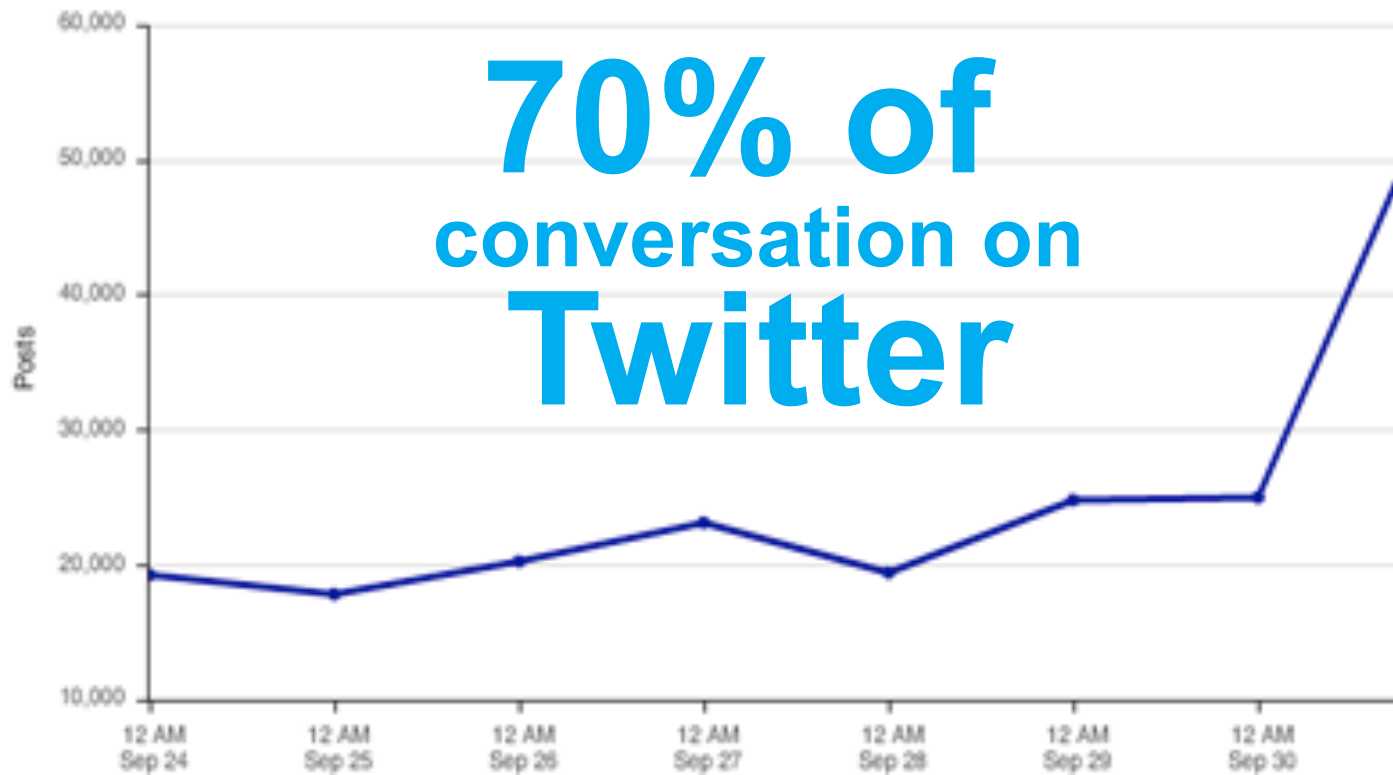
*Traackr*

*Socialmention*





# IKEA: Crisis Drives Conversation



# Influencers: Identify Those Most Likely to Impact Conversation



**Richard Dawkins** ✓

@RichardDawkins  
Richard Dawkins Personal Twitter Account.  
· <http://richarddawkins.net>

493,878 followers

*"IKEA's Saudi Arabia catalog erases women." BBC <http://bit.ly/P72wC7>*



**Pam Grier** ✓

@PamGrier  
· <http://twitter.com/pamgrier>

498,768 followers

*RT @iMDRW: Wow! IKEA Regrets Women Erased From Saudi Catalog <http://abcn.ws/Sh9oxP>*



**Alister Cameron**

@alicam  
Head of Technology Innovation, World Vision Australia. A passionate digital strategist for causes that really matter!  
Australia · <http://alistercameron.com/>

456,107 followers

*Ikea removes all women from it's Saudi catalogue!*  
<http://www.heraldsun.com.au/business/ikea>



**Miguel H Otero** ✓

@miguelhotero  
Presidente Editor Diario El Nacional  
El Nacional, Los Cortijos · <http://twitter.com/miguelhotero>

365,803 followers

*IKEA removes women from 2012 Saudi Arabian IKEA catalog*  
<http://9gag.com/gag/5502143?ref=t...> vía [@9GAG](#)

*“All of the people should be  
**Executed**  
with piano wire around their neck.”*

# Lesson 2: Actively Monitor Not Just Your Reputation But the Activities of Your Protagonist(s)

[HOME](#) > [NEWS](#) > [LOCAL](#)

## Threats to AIG: "We Will Get Your Children"

Documents reveal the level of threats against AIG employees

By [Andrew Pergam](#) | Thursday, Mar 26, 2009 | Updated 10:44 AM EDT

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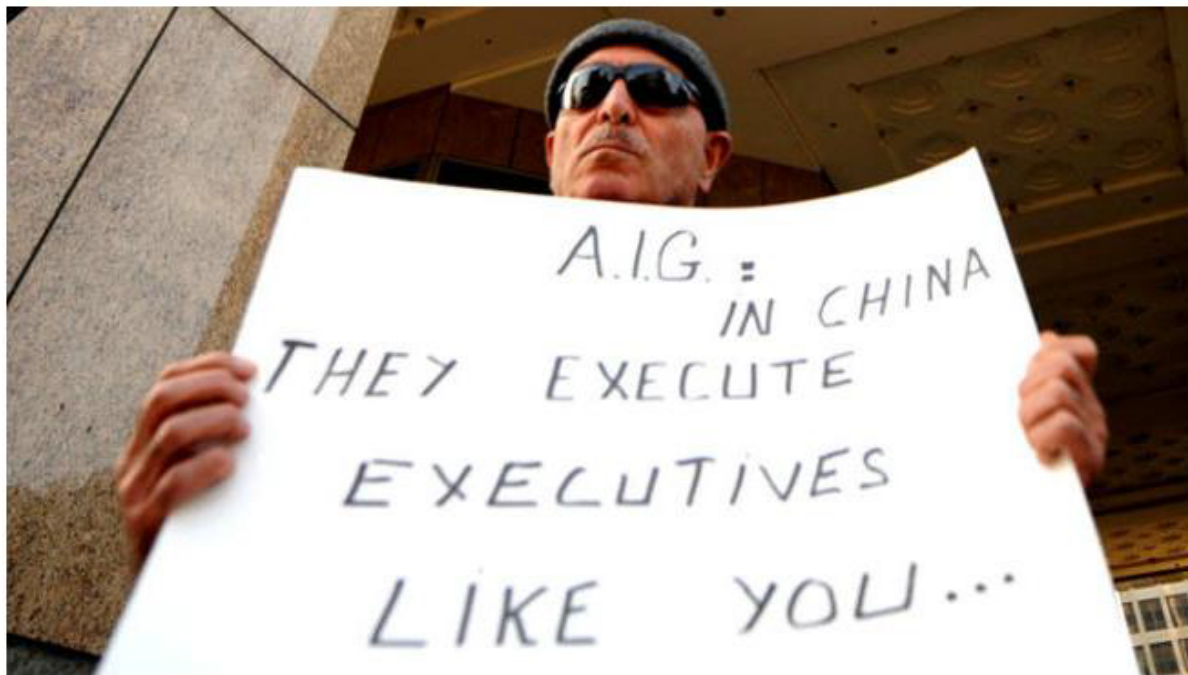
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[Send](#)

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Getty Images

# Lesson 3: Develop Clear, Effective and Platform Appropriate Messaging



Don't Be  
This Guy



*"Yes, but take away the rodent droppings and the occasional shard of glass, and you've still got a damn fine product."*

## Lesson 4: Own Your Brand in Social... Before Someone Else Does



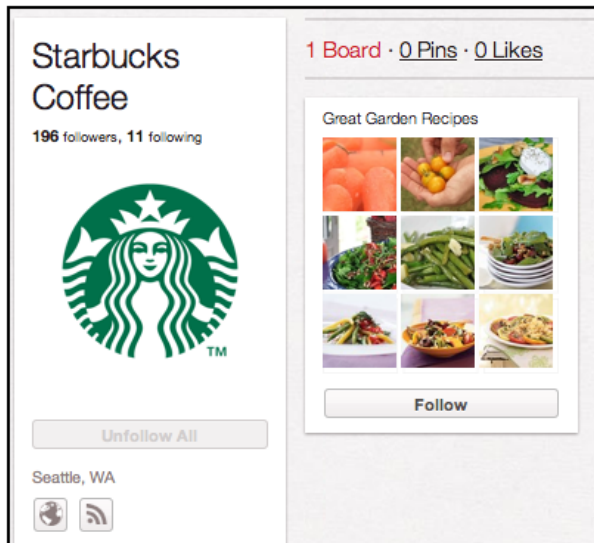
**3<sup>rd</sup> largest** social media site

**104.4 million** visitors each month

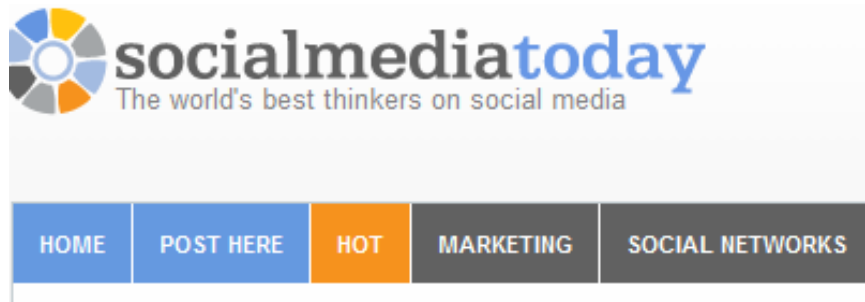
**405 minutes** spent on Pinterest monthly- *tied* with Facebook for first and 316 more than Twitter

**Pinterest beats** Twitter, YouTube, Google+, StumbleUpon and Bing in referral traffic

# Lesson 4: Own Your Brand in Social... Before Someone Else Does



**Less  
than 1/3**  
of the  
interbrand top  
100 companies  
have registered  
their brands on  
Pinterest



**Barack Obama's profile on Pinterest  
hijacked again**

## Lesson 5: Leverage the Power of Twitter

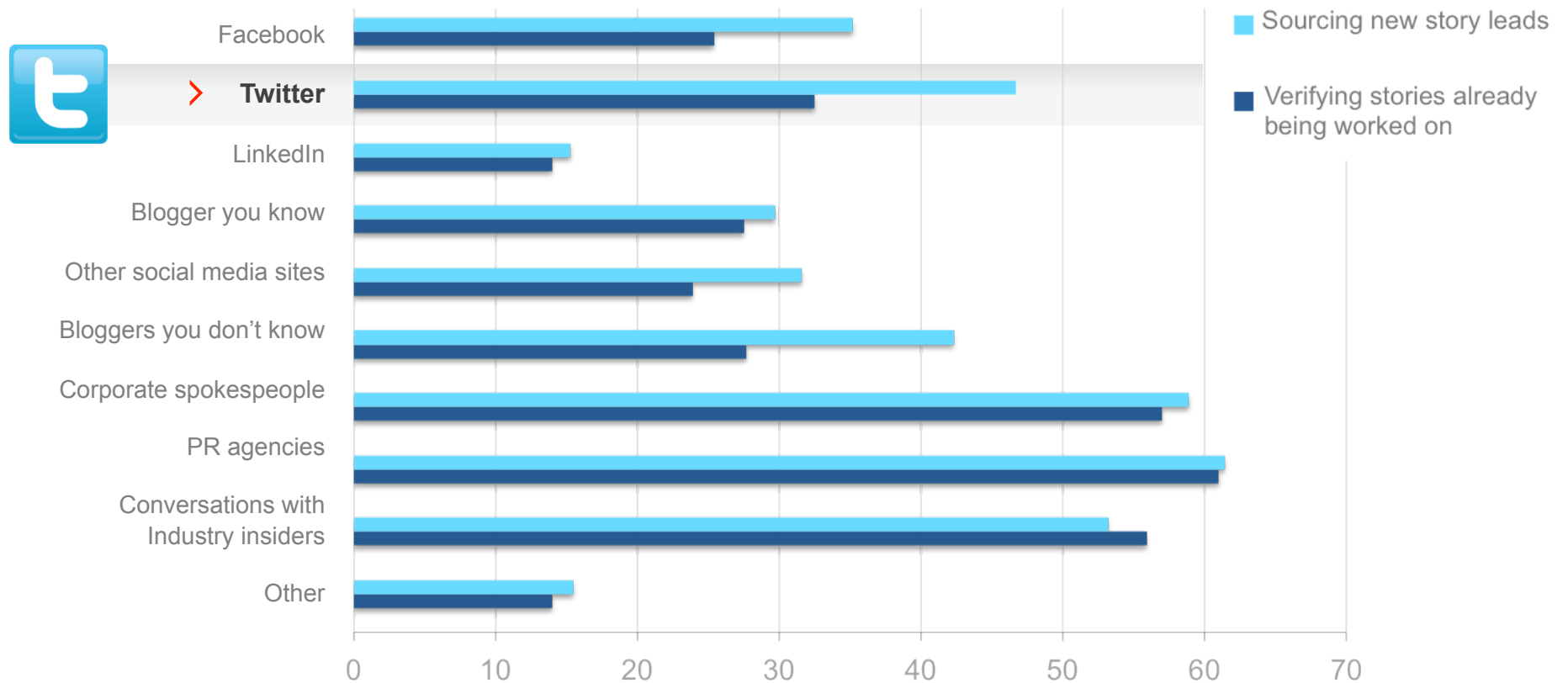
*“I routinely track down potential interviews by sending out a Tweet. Most recently, we came across a number of Toyota car owners who fell under the recent recalls.”*

—Chris O’Connell  
ABC News Anchor / Reporter




# Journalists are Using Twitter


## 46% of Journalists use Twitter for sources




# Lesson 6: People Not Logos

 <p><b>Дмитрий Медведев</b> ✓ <b>@MedvedevRussia</b> Россия, Москва <i>Президент Российской Федерации</i> <a href="http://kremlin.ru">http://kremlin.ru</a></p>	<p>About @MedvedevRussia</p> <table border="1"><tr><td><b>450</b> Tweets</td><td><b>25</b> Following</td><td><b>323,158</b> Followers</td><td><b>8,358</b> Listed</td></tr></table>	<b>450</b> Tweets	<b>25</b> Following	<b>323,158</b> Followers	<b>8,358</b> Listed
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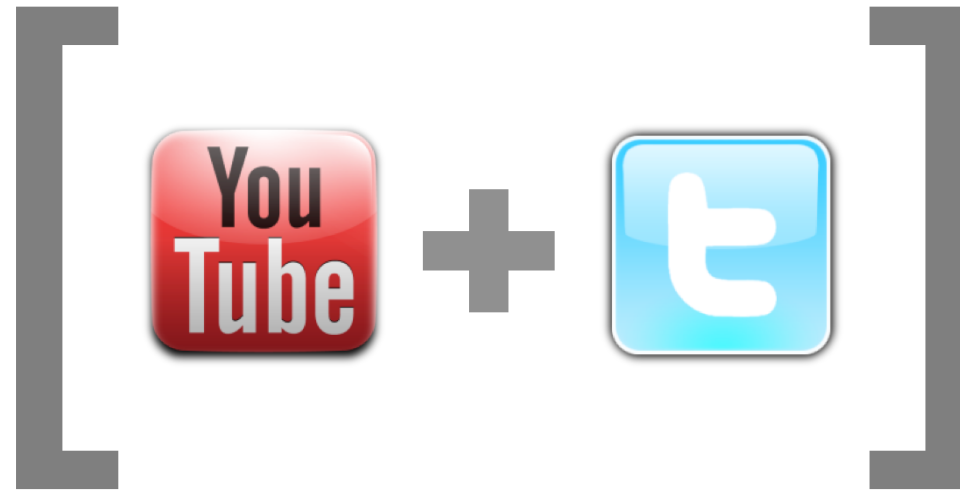
 <p><b>Dmitry Medvedev</b> ✓ <b>@MedvedevRussiaE</b> Moscow, Russia <i>President of Russia</i> <a href="http://eng.kremlin.ru/">http://eng.kremlin.ru/</a></p>	<p>About @MedvedevRussiaE</p> <table border="1"><tr><td><b>349</b> Tweets</td><td><b>18</b> Following</td><td><b>103,697</b> Followers</td><td><b>5,004</b> Listed</td></tr></table>	<b>349</b> Tweets	<b>18</b> Following	<b>103,697</b> Followers	<b>5,004</b> Listed
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 <p><b>Президент России</b> ✓ <b>@KremlinRussia</b> Москва, Россия <i>Кремль. Официальные новости</i></p>	<p>About @KremlinRussia</p> <table border="1"><tr><td><b>673</b> Tweets</td><td><b>23</b> Following</td><td><b>68,603</b> Followers</td><td><b>1,674</b> Listed</td></tr></table>	<b>673</b> Tweets	<b>23</b> Following	<b>68,603</b> Followers	<b>1,674</b> Listed
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 <p><b>President of Russia</b> ✓ <b>@KremlinRussia_E</b> <i>Official Kremlin news</i></p>	<p>About @KremlinRussia_E</p> <table border="1"><tr><td><b>381</b> Tweets</td><td><b>15</b> Following</td><td><b>16,654</b> Followers</td><td><b>705</b> Listed</td></tr></table>	<b>381</b> Tweets	<b>15</b> Following	<b>16,654</b> Followers	<b>705</b> Listed
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Total: 511,666 Twitter followers

## Lesson 7: Integration Is Key

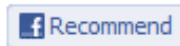


**1 Million+**  
YouTube Videos Tweeted Every Day

# Lesson 8: Be Sure You Know What You Are Talking About

## Ashton Kutcher Tweeted His Outrage After Joe Paterno Got Fired, But Then He Admitted He Knows Nothing

Tony Manfred | Nov. 10, 2011, 9:53 AM | 🔥 504 | 💬 3



Ashton Kutcher criticized Joe Paterno's firing on Twitter last night. But then took it all back when America told him about the events that led to his firing.

"How do you fire Jo Pa? #insult #noclass as a hawkeye fan I find it in poor taste," he first tweeted.

But shortly thereafter, he deleted the tweet, and ostensibly went and learned about the scandal.



## Lesson 9: When You Blow It, Own Up To It Quickly



**@aplusk**

ashton kutcher ✓

As of immediately I will stop tweeting until I find a way to properly manage this feed. I feel awful about this error. Won't happen again.

# 60 Seconds, Thousands of Tweets, A Million Views



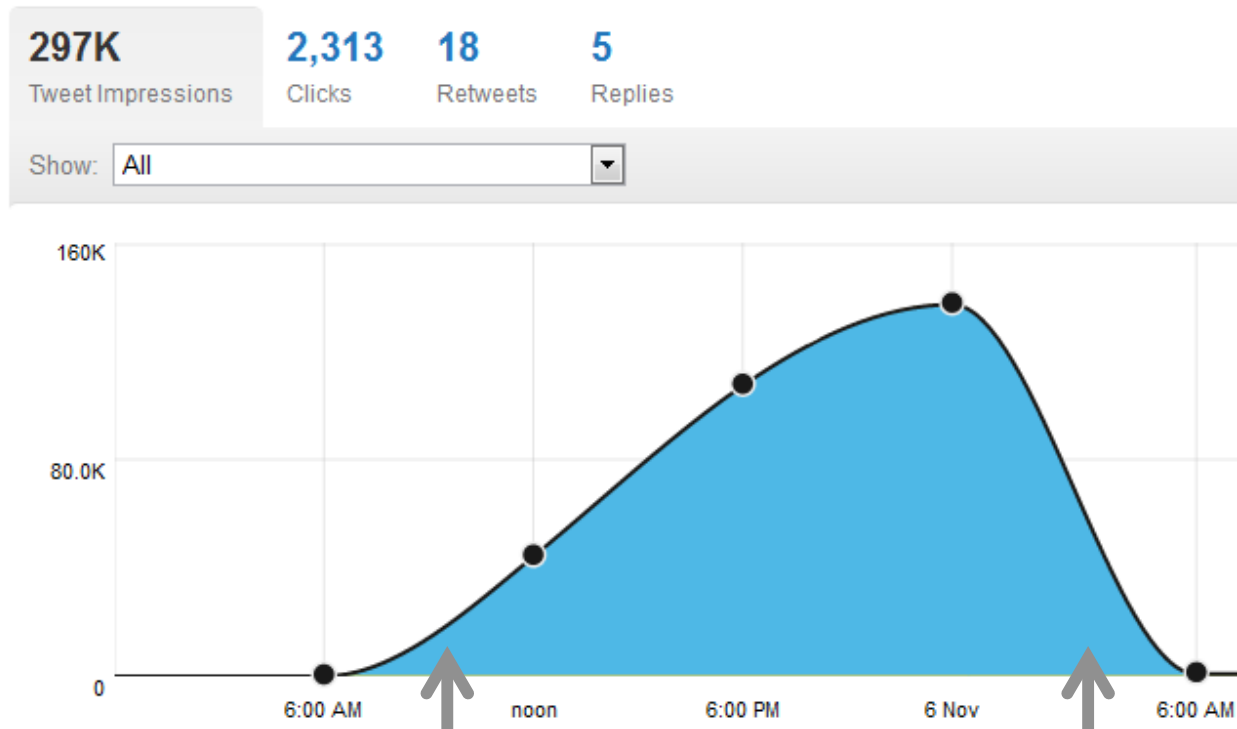
# Lesson 10: When All Else Fails, Don't Forget Humor



**GovernorPerry** Rick Perry

Really glad I wore my boots 2nite because I stepped in it out there. I did still name 2 agencies to eliminate. Obama has never done that!

# Lesson 11: Integrate Paid And Earned

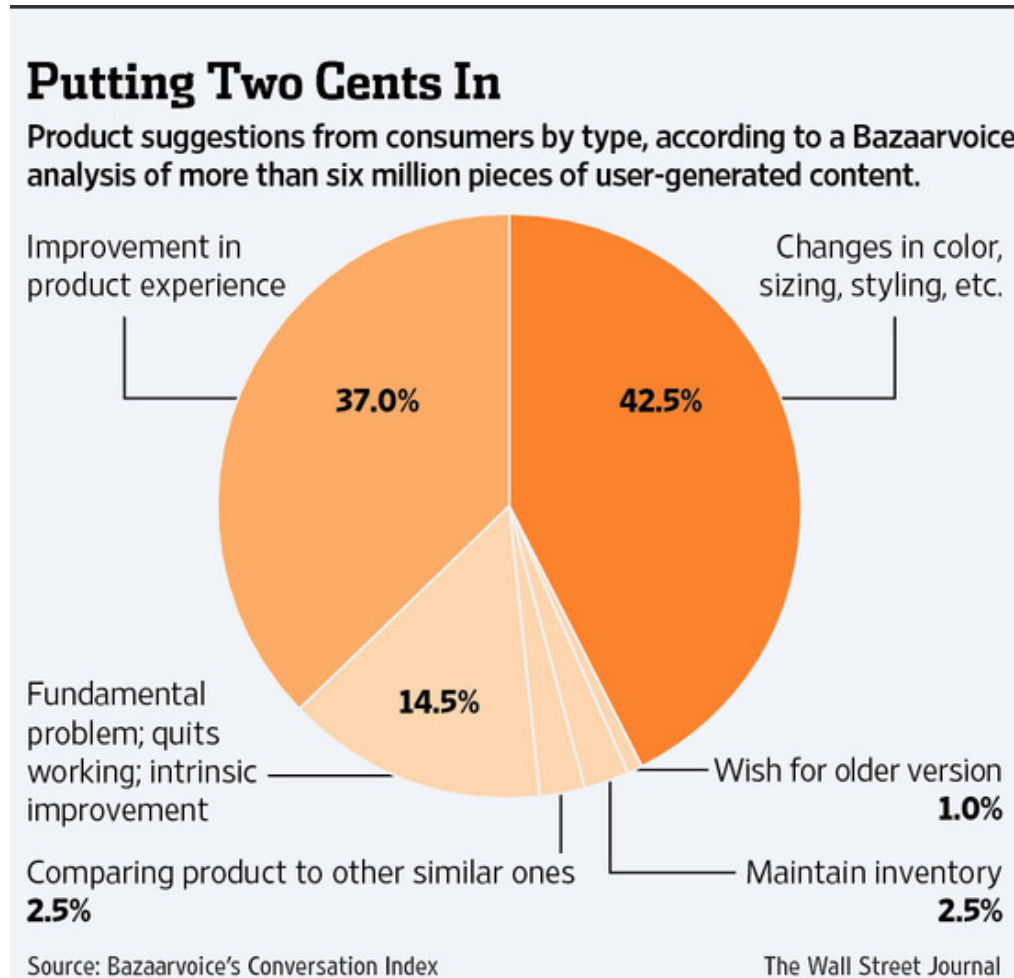


- Story Published
- Promoted Tweets Campaign Launched

- Campaign ends:
  - 297,000 Impressions
  - 2,313 Clicks



# Lesson 12: Make Some Lemonade



**3/4s of posts contain potentially actionable product improvement insights**



*“Before, it would have taken us months and months to figure out if something was wrong with the product through returns, if we ever would have known at all”*

– Steve Fuller  
L.L. Bean's Chief Marketing Officer

# Remember: Have a Plan - Just Because You Build It, Doesn't Mean They Will Come.

*"Not if we don't go to them first."*

*"I don't even like Baseball, this plan is all wrong!"*

*"If You Tweet It They Will Come..."*


*"What's our strategy?"*



## Reputation Team Exercise

You work for a large B2C company with a significant online sales division and your team just discovered that your website has been hacked. The hacker has not only breached your security, they have deliberately crashed your site. You immediately realize that your internal security protocols have failed and old customer records that had been forgotten and archived in less secure areas were potentially exposed.

At least 20,000 credit card numbers from customers from every state linked with names and other personally identifiable information were potentially exposed. The media has begun calling wondering why your site is down. It is 2pm Pacific on Friday, February 17. Tens of thousands of consumers may have been exposed; credit cards may need to be cancelled, it is a holiday weekend, and reporters are now calling.



Work together to develop the building blocks of a digital communications response plan by considering the following questions:

- 1.What internal team members need to be included on your team?**
- 2.What audiences are you going to engage?**
- 3.What are the budget considerations you need immediate approval on?**
- 4.What platforms will you be using and why?**
- 5.What type of content do you need to create to tell your story effectively?**
- 6.How will you measure success?**

## Breaking news:

Bloggers are beginning to report a massive rash of email hackings via stolen passwords. Facebook pages, banking accounts and a number of other online accounts for consumers start to fall in a coordinated hack. An anonymous hacker takes credit for the coordinated attack and says all customers of your company will share in the same fate.

**It immediately becomes clear that PII was breached and thousands of consumers on a holiday weekend are in danger.**



# THANK YOU!

Dallas Lawrence  
Twitter: [@dallaslawrence](https://twitter.com/dallaslawrence)