

Crisis and Reputation Management in the **Social Age**

September 15, 2014

Dallas Lawrence @DallasLawrence



S&P Plunges Briefly After 'Bogus' AP Tweet

Minute-by-minute trading in the S&P 500 after a false tweet on explosions at the White House.



AP The Associated Press Following

Breaking: Two Explosions in the White House and Barack Obama is injured

Reply Retweet Favorite More

3,063 RETWEETS **144** FAVORITES

12:07 PM · 23 Apr 13

The Role of Social in a Crisis



Instigator



Accelerant

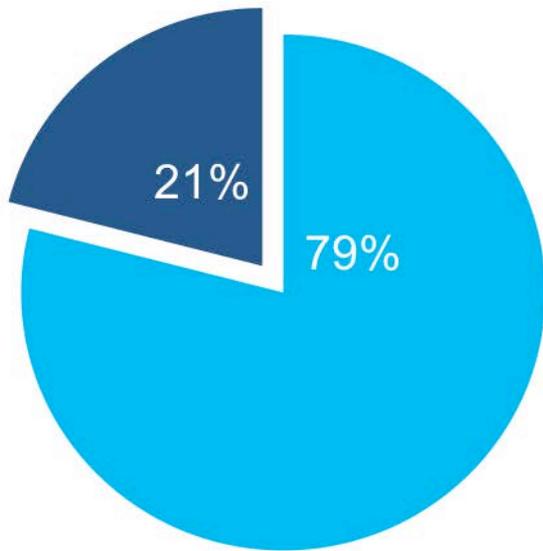


Extinguisher

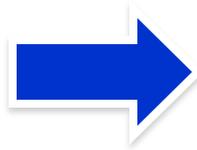
Social Continues to Evolve and Grow



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

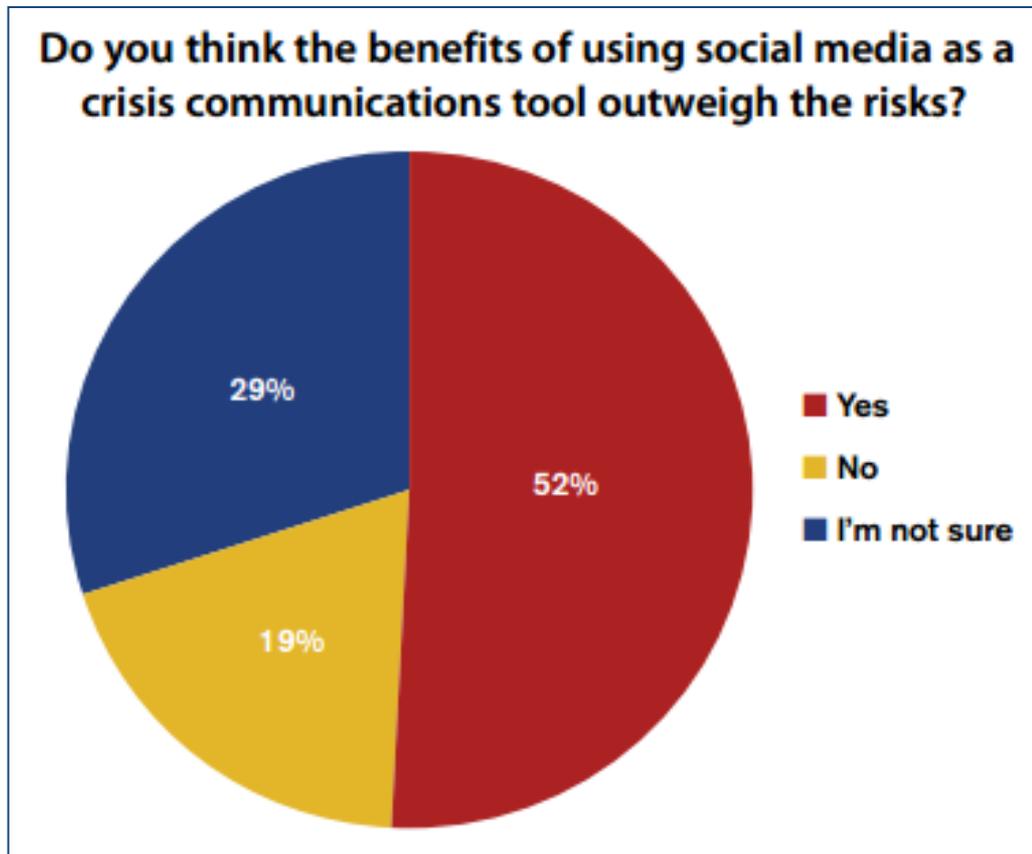


■ Likely to experience a potential crisis



	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%

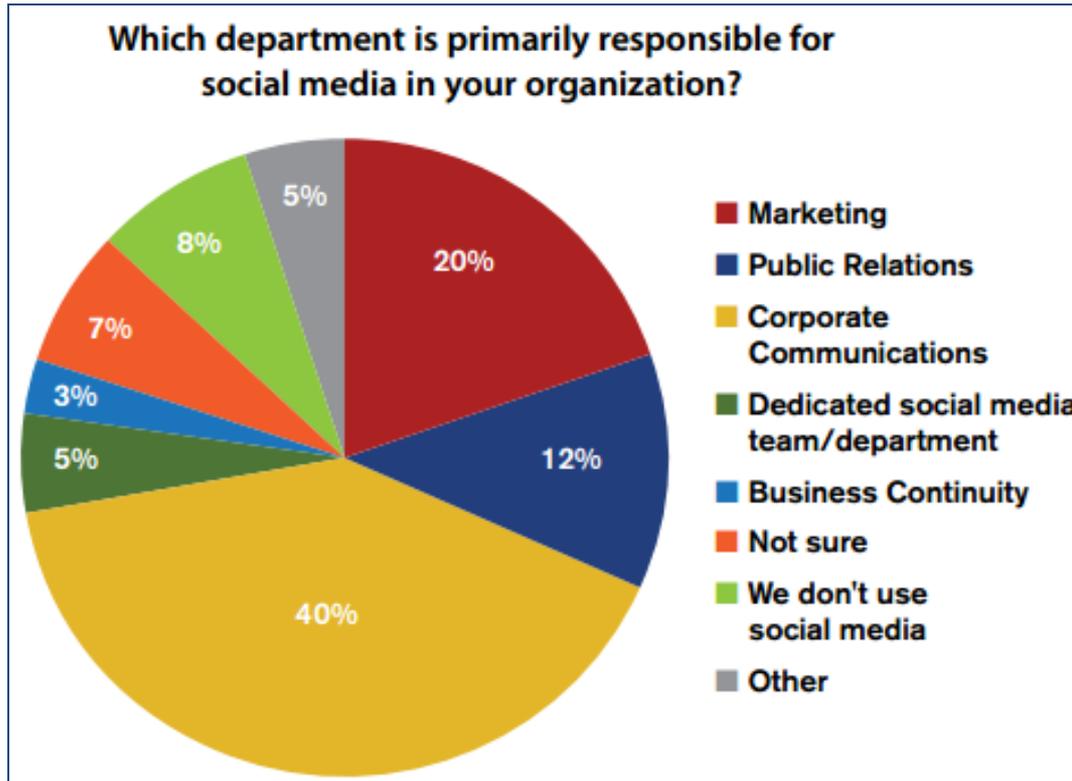
Benefits Outweigh the Risks?



6 out of **10**
companies
surveyed lack a
social media
crisis plan

Continuity Insights Poll of 270 Companies: Crisis Communications 2014: Social Media & Notification Systems

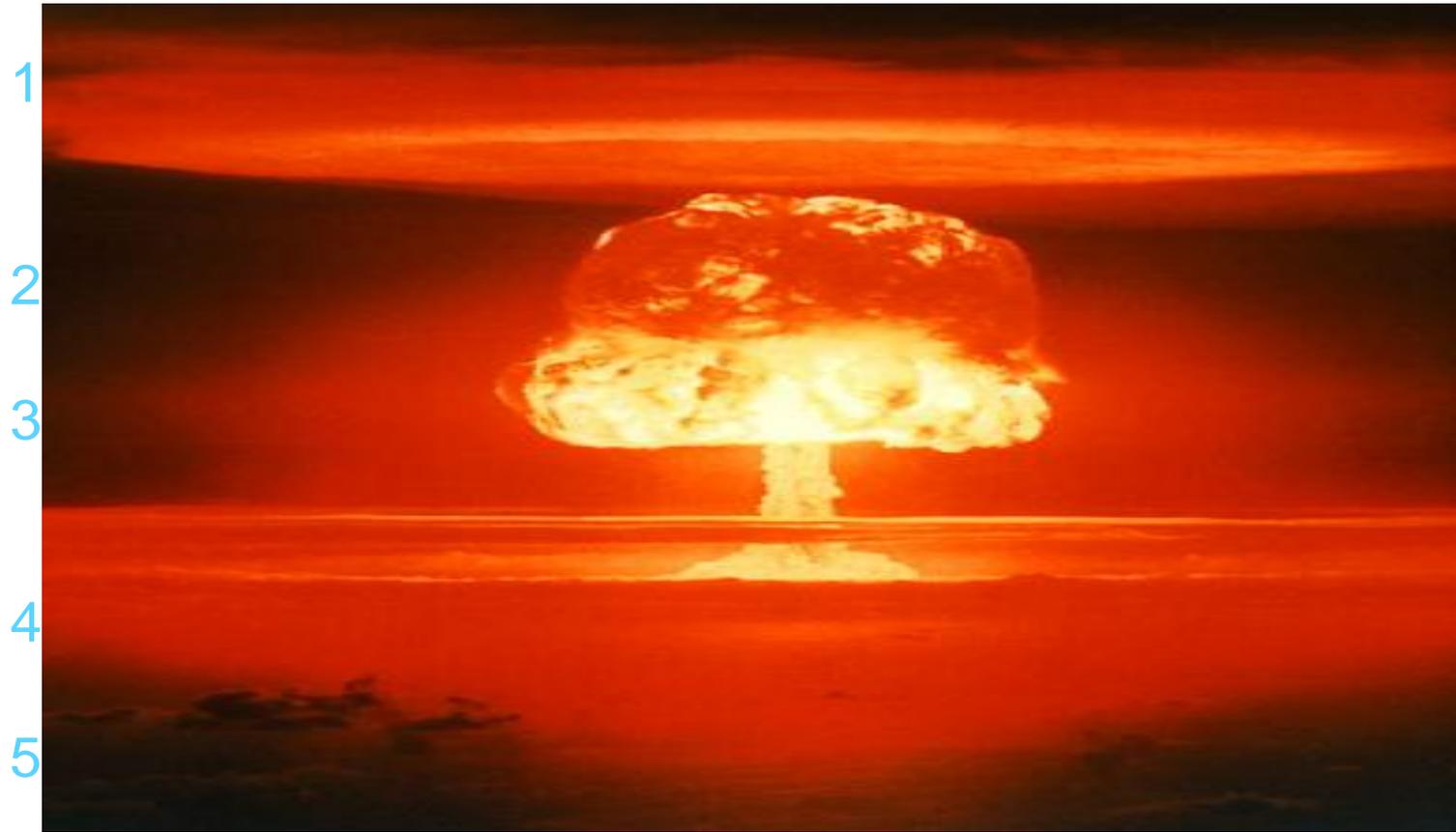
Who's In Charge?



Continuity Insights Poll of 270 Companies: Crisis Communications 2014: Social Media & Notification Systems

1 out of 4 companies surveyed have **no employee policy** for social media

The Perfect Storm



1

next

2

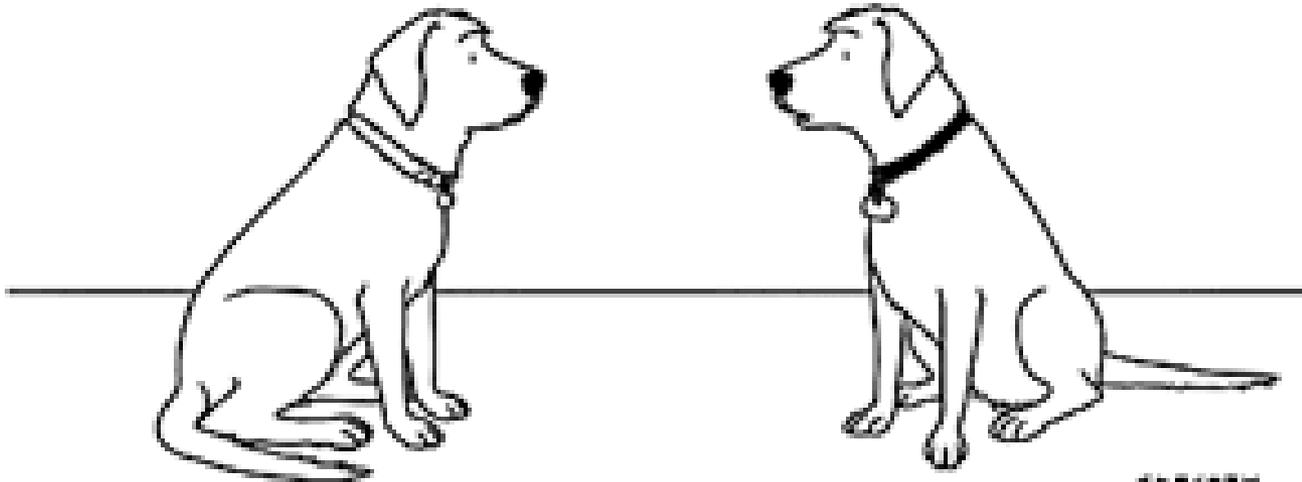
3

y know

4

5

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



©BARRY

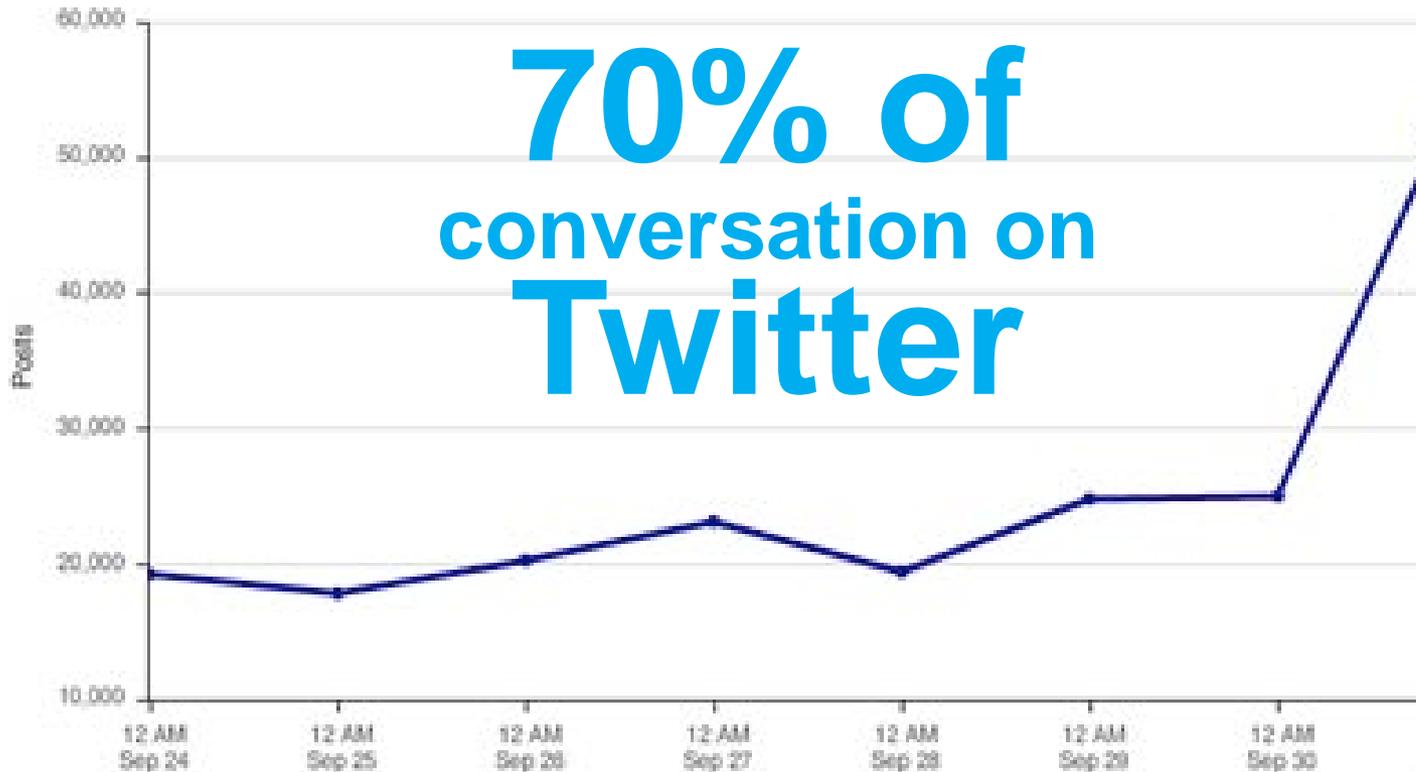
“I had my own blog for a while, but I decided to go back to just pointless, incessant barking.”



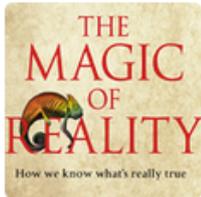


IKEA: Crisis Drives Conversation

**70% of
conversation on
Twitter**



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 ...](http://9gag.com/gag/5502143?ref=t...) vía @9GAG

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

Guide to Social Media

How to use Social Media for your Union

This guide is intended to assist unions with the development of social media outlets to communicate more widely with members and supporters. This is a starting point from which locals can increase the sharing of information through tools available over the internet.

Jessica Hayssen & Laura Askelin
Minnesota AFL-CIO
November 2009 Second Edition



Lesson 3: Avoid The Information Vacuum – It Sucks



Breaking news **No arrests in Boston Marathon bombing investigation, police and the Justice Department.**

April 17, 2013 – Updated 1821 GMT (0221 HKT) Edited by Dave Gilbert in London

EDITOR'S CHOICE **Boston blasts** • 'Lone wolf' fears • N. Korea warhead? • Venezuela d



Boston Police Dept. @Boston_Police 17
Despite reports to the contrary there has not been an arrest in the Marathon attack.

Collapse Reply Retweet Favorite More

10,997
RETWEETS

368
FAVORITES



Lesson 4: Be Where Your Crisis Is







FedEx Guy Throwing My Computer Monitor



goobie55 · 18 videos

Subscribe 1,173

8,940,072

18,051 1,150

Like



About

Share

Add to



Uploaded on Dec 19, 2011

Here is a video of my monitor being "delivered". The sad part is that I was home at the time with the front door wide open. All he would have had to do was ring the bell on the gate. Now I have to return

Lesson 5: Own Your Brand in Social... Before Someone Else Does

The image shows a screenshot of a Twitter profile for @BPGlobalPR. The profile name is "BP Public Relations" with the handle @BPGlobalPR. The bio states: "This page exists to get BP's message and mission statement out into the twitterverse!" and includes a website link: "Global http://www.streetgiant.bigcartel.com". The profile has 523 tweets, 928 following, and 152,077 followers. A "Follow" button is visible.

On the left side of the profile, there is a promotional banner for "Destroying Gulf for: 87 free \$25 t-shirts: streetgiant.bigcartel.com" with an image of a green t-shirt. Below this, there is a "Tweet to BP Public Relations" section with a text input field containing "@BPGlobalPR".

The "Tweets" section shows three tweets from @BPGlobalPR:

- Tweet 1:** 14 May. @Tinytig We're sorry you're upset. Please send us your address to receive a free "bp cares" t-shirt? *\$25 shipping. View conversation.
- Tweet 2:** 14 May. ATTN Smokers: Do you love messing with carcinogens, but you hate the taste? Eat gulf shrimp! bit.ly/sJT1EQ #FDA #bpcares. Expand.
- Tweet 3:** 19 Apr. Hey BP fans! Help us celebrate the 2 year anniversary of the spill by taking part in our caption contest! on.fb.me/JGxz8 #bpcares. Expand.

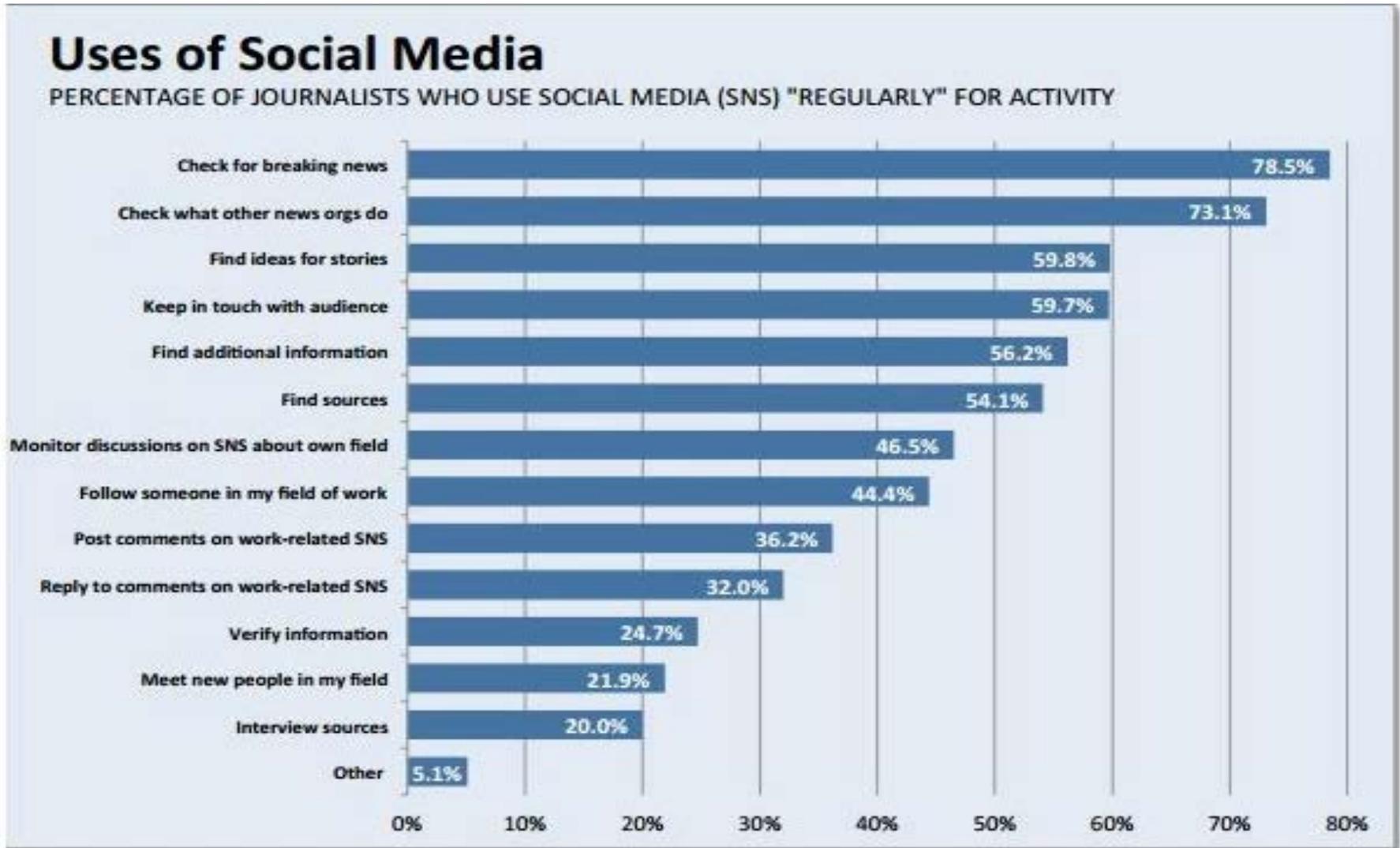
At the bottom of the profile, there is a "Similar to BP Public Relations" section featuring "The Daily Show" (@TheDailyShow) with a "Follow" button.

Lesson 6: Social *Media* Relations

“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 Social





“And justice has won.”

- @Boston_Police confirm capture of second suspect on Twitter



***The Associated Press* runs a story moments later titled:**
“Justice Has Won”

Lesson 7: People Not Logos

 <p>Дмитрий Медведев ✓ @MedvedevRussia Россия, Москва <i>Президент Российской Федерации</i> http://kremlin.ru</p>	 <p>About @MedvedevRussia</p> <table><tr><td>450 Tweets</td><td>25 Following</td><td>323,158 Followers</td><td>8,358 Listed</td></tr></table>	450 Tweets	25 Following	323,158 Followers	8,358 Listed
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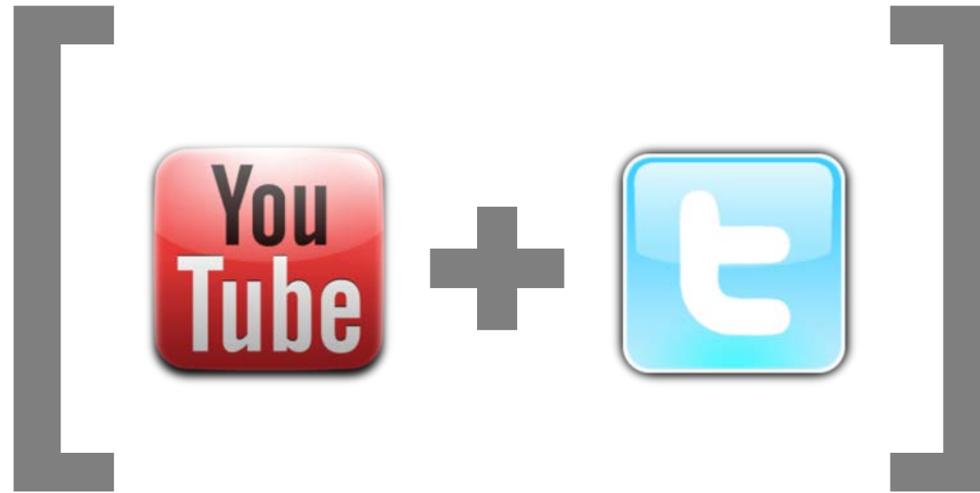
 <p>Dmitry Medvedev ✓ @MedvedevRussiaE Moscow, Russia <i>President of Russia</i> http://eng.kremlin.ru/</p>	 <p>About @MedvedevRussiaE</p> <table><tr><td>349 Tweets</td><td>18 Following</td><td>103,697 Followers</td><td>5,004 Listed</td></tr></table>	349 Tweets	18 Following	103,697 Followers	5,004 Listed
349 Tweets	18 Following	103,697 Followers	5,004 Listed		

 <p>Президент России ✓ @KremlinRussia Москва, Россия <i>Кремль. Официальные новости</i></p>	 <p>About @KremlinRussia</p> <table><tr><td>673 Tweets</td><td>23 Following</td><td>68,603 Followers</td><td>1,674 Listed</td></tr></table>	673 Tweets	23 Following	68,603 Followers	1,674 Listed
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 <p>President of Russia ✓ @KremlinRussia_E <i>Official Kremlin news</i></p>	 <p>About @KremlinRussia_E</p> <table><tr><td>381 Tweets</td><td>15 Following</td><td>16,654 Followers</td><td>705 Listed</td></tr></table>	381 Tweets	15 Following	16,654 Followers	705 Listed
381 Tweets	15 Following	16,654 Followers	705 Listed		

Total: 511,666 Twitter followers

Lesson 8: Integration Is Key



1 Million+
YouTube Videos Tweeted Every Day

Lesson 9: 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 10: 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



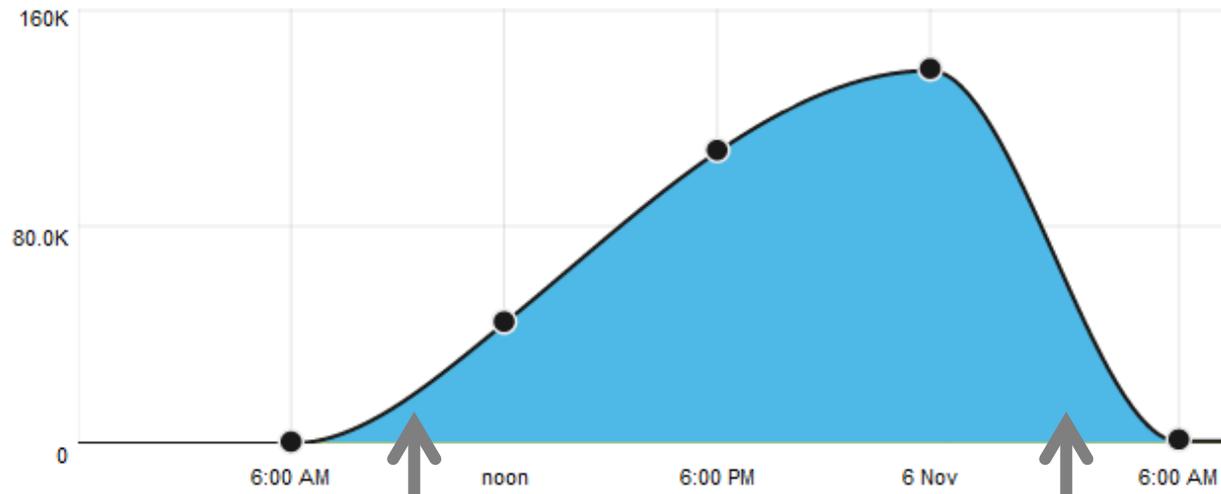
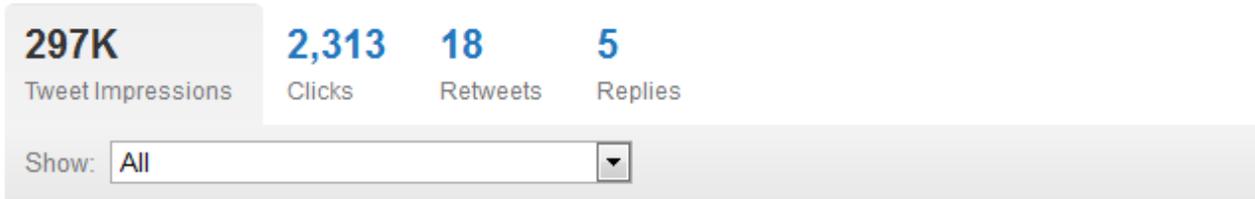
Lesson 11: When All Else Fails, Don't Forget Humor



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 12: Integrate Paid And Earned

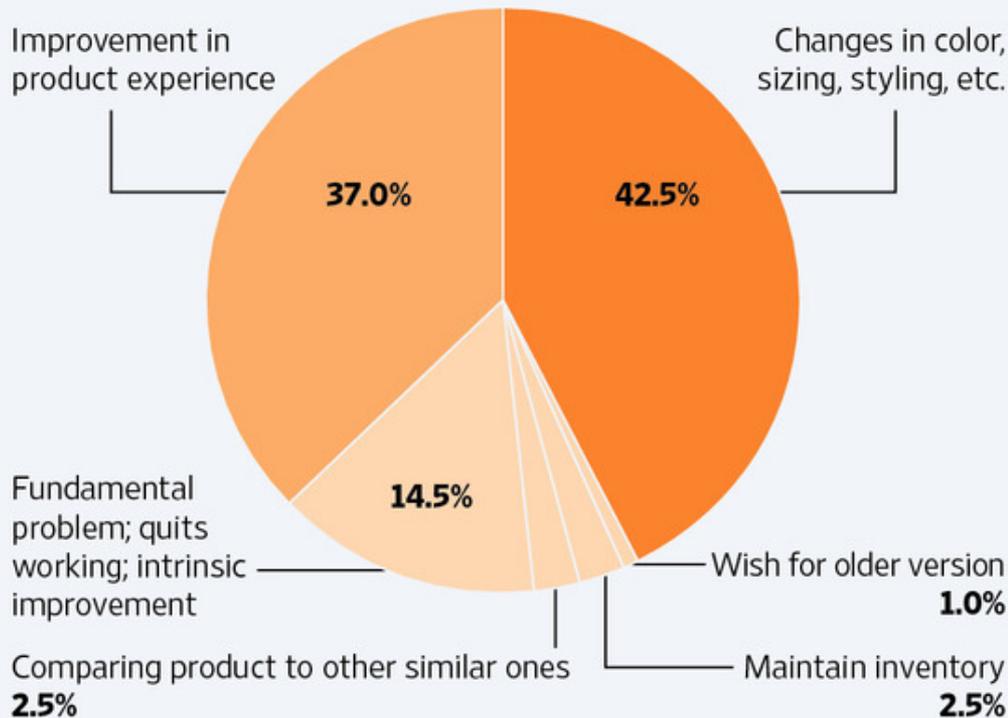


- Story Published
- Promoted Tweets Campaign Launched
- Campaign ends:
 - 297,000 Impressions
 - 2,313 Clicks

Lesson 13: Make Some Lemonade

Putting Two Cents In

Product suggestions from consumers by type, according to a Bazaarvoice analysis of more than six million pieces of user-generated content.



Source: Bazaarvoice's Conversation Index

The Wall Street Journal

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

Lesson 14: If You Are In Business Today, You Are In The Business of Data

\$7.2 million
The average cost of a data breach in 2012 for a company
{or \$214 per breached record.}
-Datacastle

61%
of compliance professionals believe they are either somewhat or very likely to have **a data breach**

Lesson 14.5 – In a Breach Don't Become the Villain

DAILY TECH

Free re
for IT P

Home Auto Gadgets Hardware Internet IT Science Softw

Submit News



Gadgets

Sony Hit With First Lawsuit After Losing 101 Million Customer Records

Jason Mick (Blog) - May 4, 2011 12:08 PM

Print ShareThis 3 +1 0 32 comment(s) - last by Smilin.. on May

After two high profile data losses, company has recruited the FBI and a private firm to crack down

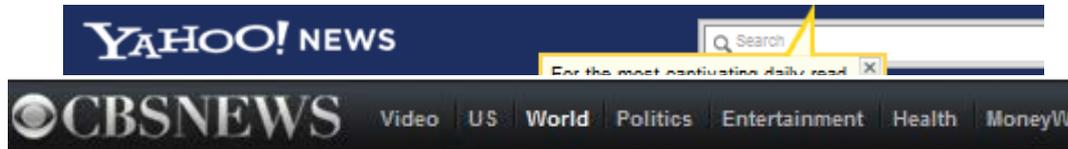
Sony Corp. (6758) has been rocked in recent weeks by a pair of high profile system intrusions. One intrusion caused the outage of the company's Qriocity streaming media and PlayStation Network (PSN)



“One of the frustrating things about the entire incident is that Sony has been **extremely unclear** about whether users' credit cards were stolen. In all of its statements it adopted **ambiguous legal language-esque** passages, which while not saying the cards numbers were stolen, also did not rule out the possibility.”

... “Sony is facing pressure from politicians about its failure to clarify the situation to the public. Connecticut Senator Richard Blumenthal (D-Conn.) sent a letter to Sony on Tuesday demanding that it clarify whether or not credit cards were stolen. In the letter he says he will call on the U.S. Attorney General, Eric Holder, to probe whether or not Sony should be **held criminally or civilly liable** for losing its customers personal information, including, potentially, financial records.”

Lesson 15: Have Clear Employee Rules And Training for Social Engagement



CBS NEWS / November 27, 2012, 2:01 PM

IDF social media director under fire for Facebook post



A photograph of Lt. Sacha Dratwa of the Israeli Defense Forces posted his Facebook page. The picture has drawn criticism for showing his face in mud with the caption "Obama style." / **FACEBOOK**

Lesson 16: Don't Forget Your Secret Weapon



**Your
Employees**
can be your most
powerful allies
online...if you
engage and arm
them in time

Reputation Team Exercise

You work for a large retail company with strong consumer loyalty and a reputation for caring about your customers. You have customers in every state and you do a robust online business.

Earlier in the year you installed a state-of-the-art IT security system that has just detected a breach potentially impacting personally identifiable customer data.

It is the middle of the holiday shopping season, the next two weeks will make or break your company's financial performance for the year.

Breaking news:

It has been several days since your security systems detected the incursion.

The incident appears contained from the public for the time being.

The FBI has just contacted your office sharing information they believe shows a sizable data breach has occurred related to your secure credit card files. Your forensics team confirms the breach.

It immediately becomes clear that PII was breached and potentially millions of consumers during the Christmas holiday are in danger. Yet, the story has remained contained. It is the last week before Christmas – anything that disrupts your sales this week will ruin your entire year.

60 Days: How It Really Played Out

- **Nov. 27 - Dec. 15, 2013:** PII for 40 million customers who used credit and debit cards at U.S. stores are
- **Dec. 13:** Target meets with Justice Department.
- **Dec. 14:** Target hires a third-party forensics team.
- **Dec. 15:** Target confirms that criminals had infiltrated its system. Public remains unaware of the breach.
- **Dec. 18:** First public report - Secret Service investigates.
- **Dec. 19:** Target publicly acknowledges the breach. Customers jam Target's website and customer service hotlines.
- **Dec. 20:** Target says very few credit cards compromised by the breach have resulted in fraud and announces it has no indication that birth dates or SSNs were breached.

- **Dec. 21:** JPMorgan Chase & Co. places daily limits on spending and withdrawals for its customers affected.
- **Dec. 22:** Transactions at Target fell 4 percent compared to the year earlier on the last weekend of holiday shopping.
- **Dec. 27:** An ongoing investigation by a third-party forensics unit finds that encrypted debit card PIN information was accessed, but Target says it believes PIN numbers remain secure.
- **Jan. 10, 2014:** Target says an additional 70 million customers had PII stolen, including emails.
- **Feb. 4:** Target testifies before the U.S. Senate..

Cost Benefit Analysis?



*The **Internet of Everything** is changing everything.
Is your network ready? [Learn more](#) ▶*

Target says it declined to act on early alert of cyber breach

BY [JIM FINKLE](#) AND [SUSAN HEAVEY](#)

BOSTON/WASHINGTON | Thu Mar 13, 2014 6:39pm EDT

6 COMMENTS

Tweet

133

Share

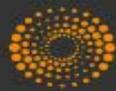
90

Share this

32

Email Print





REUTERS

EDITION: U.S. ▾

SIGN IN

HOME

BUSINESS ▾

MARKETS ▾

WORLD ▾

POLITICS ▾

TECH ▾

OPINION ▾

BREAKINGVIEWS ▾

And Everything helps kids get it.



Consumers vent frustration and anger at Target data breach

BY BETH PINSKER

NEW YORK | Mon Jan 13, 2014 7:28pm EST

8 COMMENTS |

Tweet 47

Share 5

Share this

4

Email

Print



Cities With Blazing
net Speed Search for
er App



Ebola Is Taking a Second
Toll, on Economies



Job Growth Is Sluggish,
Raising Fear of Malaise



DEALBOOK
As Its Initial Offering
Nears, Alibaba Gets Ready
for a Splashy Debut

Silicon Valley Fights Order t
Bigger Settlement in Hiring

Get more out of your life.
By getting more out of your life insurance.



BUSINESS DAY

Target Puts Data Breach Costs at \$148 Million, and Forecasts Profit Drop

By RACHEL ABRAMS AUG. 5, 2014

-  EMAIL
-  FACEBOOK
-  TWITTER
-  SAVE
-  MORE

Target, still feeling the pain from a huge data breach last year, said in a security filing on Tuesday that costs associated with the episode reached \$148 million in the second quarter.

The company also said it expected earnings to drop to 78 cents a share from its earlier projections of 85 cents to \$1 a share, reflecting more cautious consumer spending.



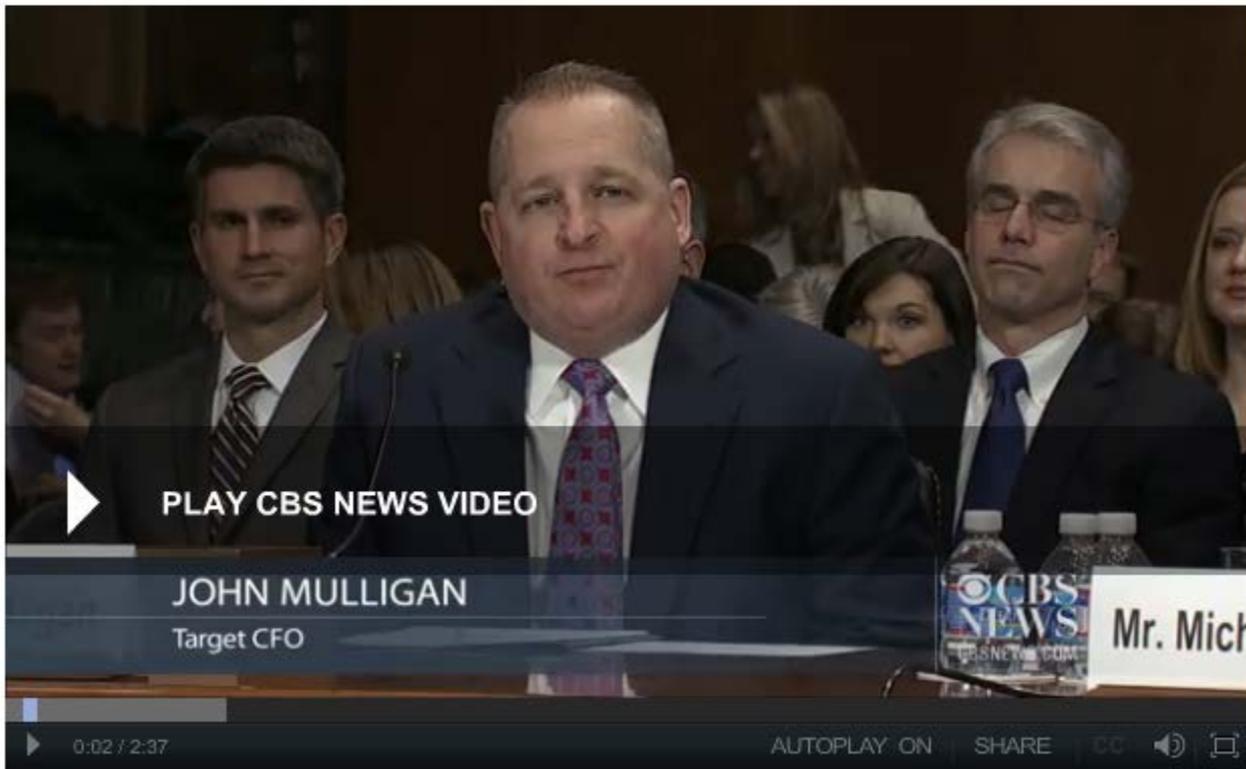
Target Shares Tumble As Retailer Reveals Cost Of Data Breach

[+ Comment Now](#) [+ Follow Comments](#)



By PAULA REID / CBS NEWS / February 4, 2014, 11:30 AM

Target executive apologizes to Congress for data breach



RETAIL 5/05/2014 @ 8:20AM | 27,146 views

Target CEO Gregg Steinhafer Resigns In Data Breach Fallout

[+ Comment Now](#) [+ Follow Comments](#)



Target's Hacking Mess Nearly Ruining Christmas

wire

By Connor Simpson
December 23, 2013 10:48 AM



Crisis Take-Aways

1. It is a matter of “when” not if your next crisis will occur.
2. Don’ t fool yourself – you cannot control when the public finds out.
3. In today’ s world, there is an expectation that you will put the public first in your actions.
4. Don’ t become the villain if you are the victim.
5. If you made a mistake, own it quickly and show what you are doing to fix the problem.
6. Don’ t miss your opportunity to pivot.