

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

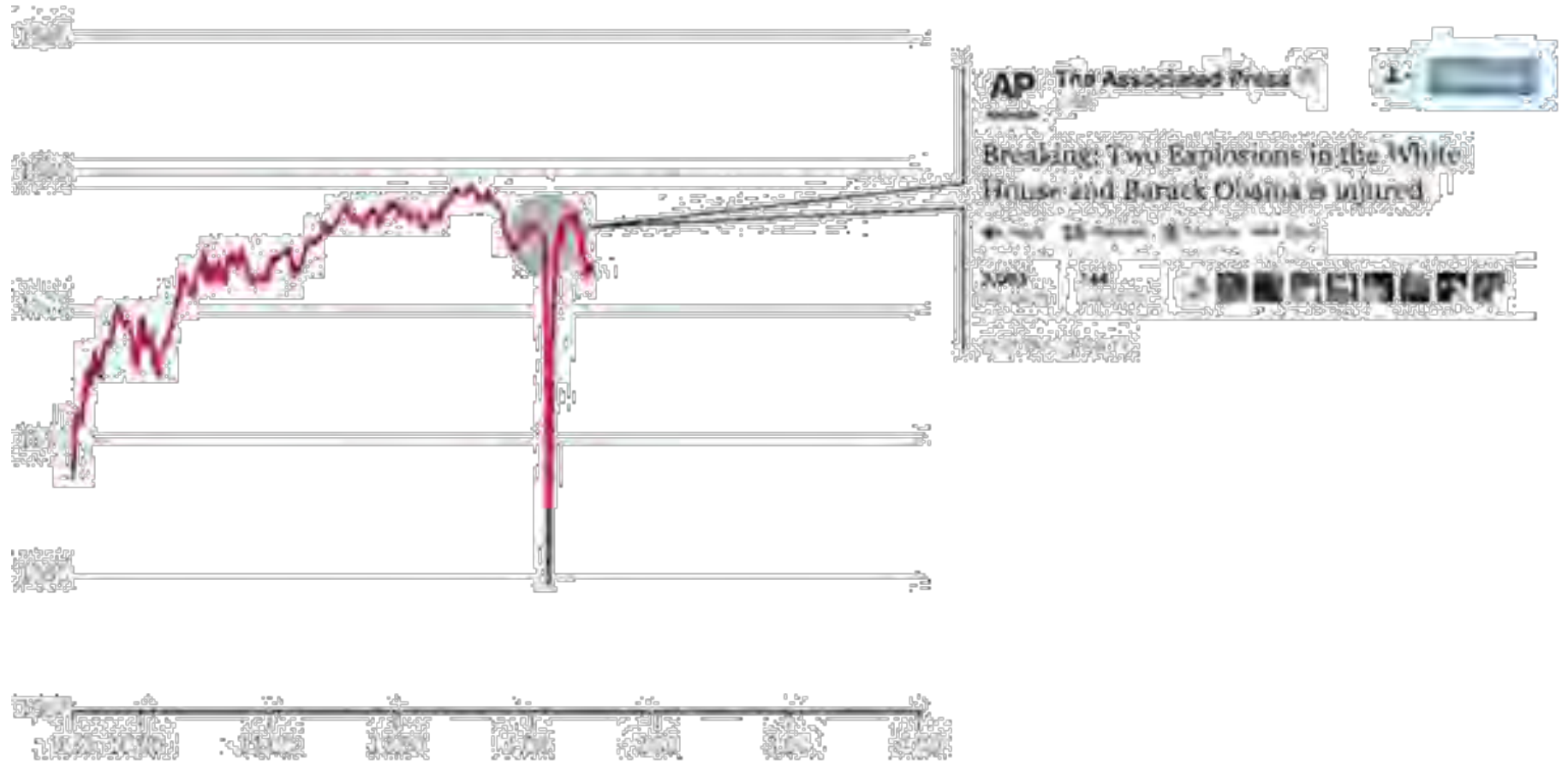
**August 6, 2013**

Dallas Lawrence @DallasLawrence

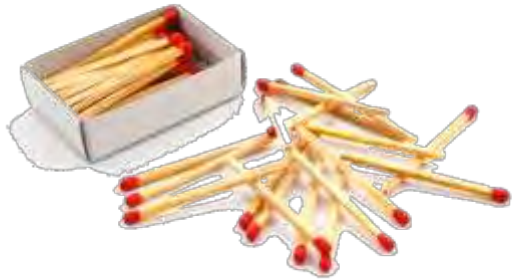


# S&P Plunges Briefly After 'Bogus' AP Tweet

MARKET WATCH: S&P 500 INDEX



# The Role of Social in a Crisis



**Instigator**



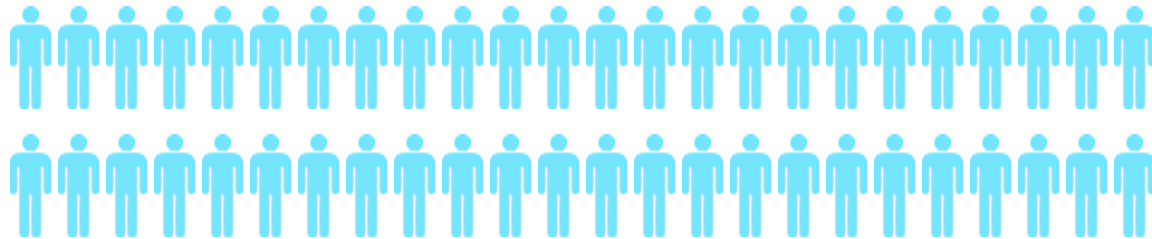
**Accelerant**



**Extinguisher**

# Social Continues to Evolve and Grow

Twitter: **500 million +** users, **70%** outside the U.S.

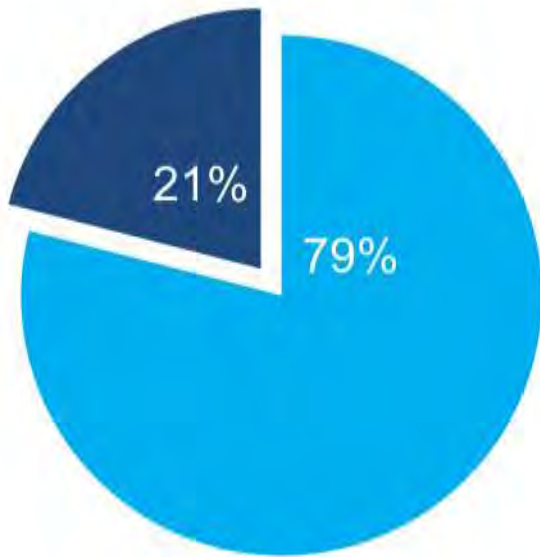


Facebook: **1 billion+** active users, **80%** outside the U.S. and Canada

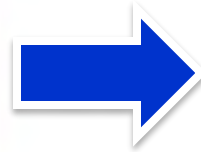
YouTube: **4 billion** videos viewed per day and **800 million** unique users monthly



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

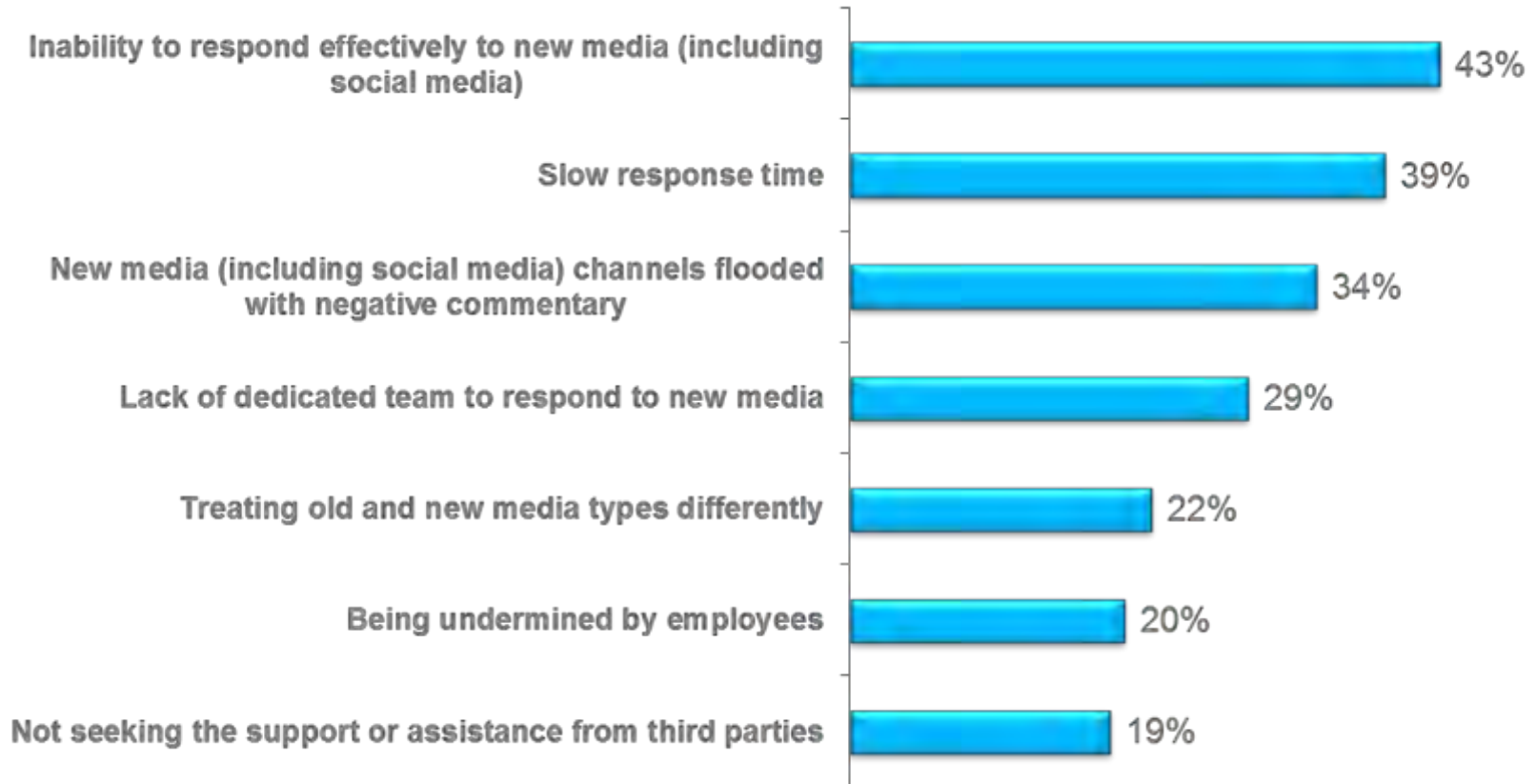


■ Likely to experience a potential crisis

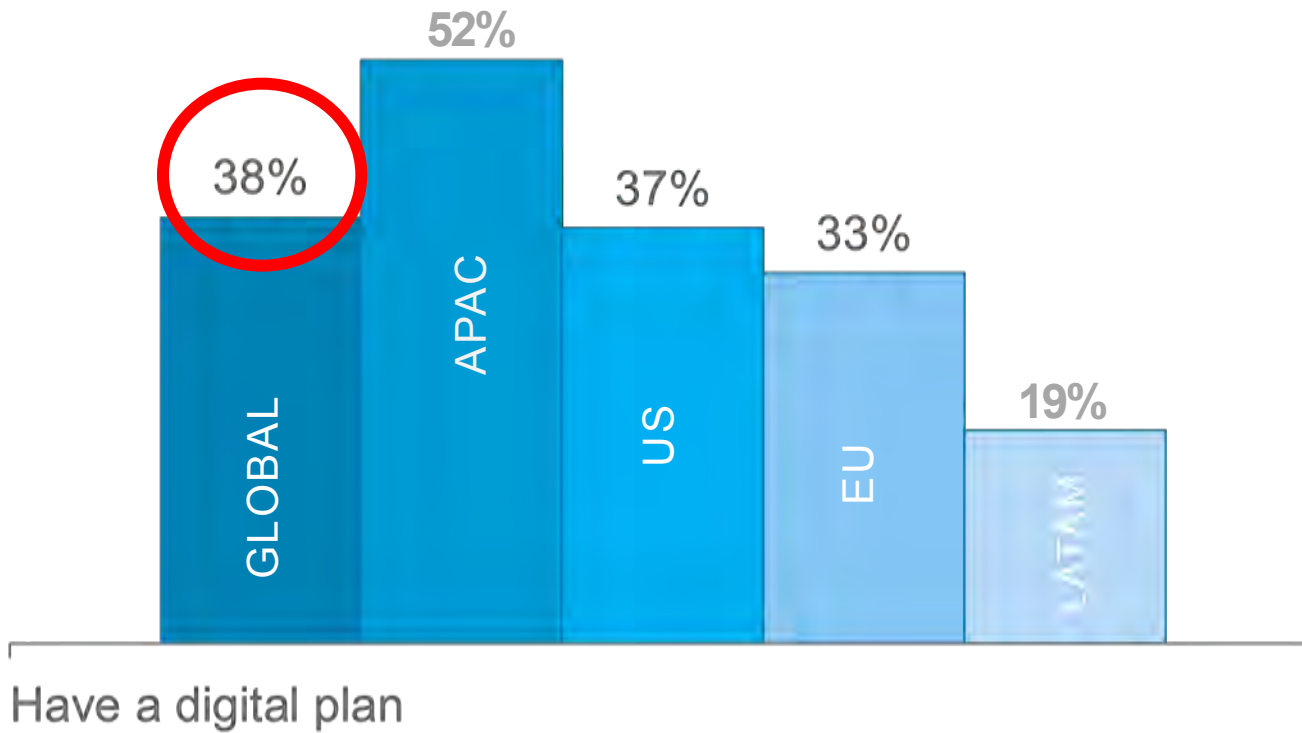


	Global
Controversial company developments	50%
Online or digital security failure	47%
Logistic difficulties	47%
Intense regulatory scrutiny of your product or company	45%
Critical or negative new media campaigns	43%
Danger to product safety	42%
Technical accidents	40%
Intense political scrutiny of your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

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

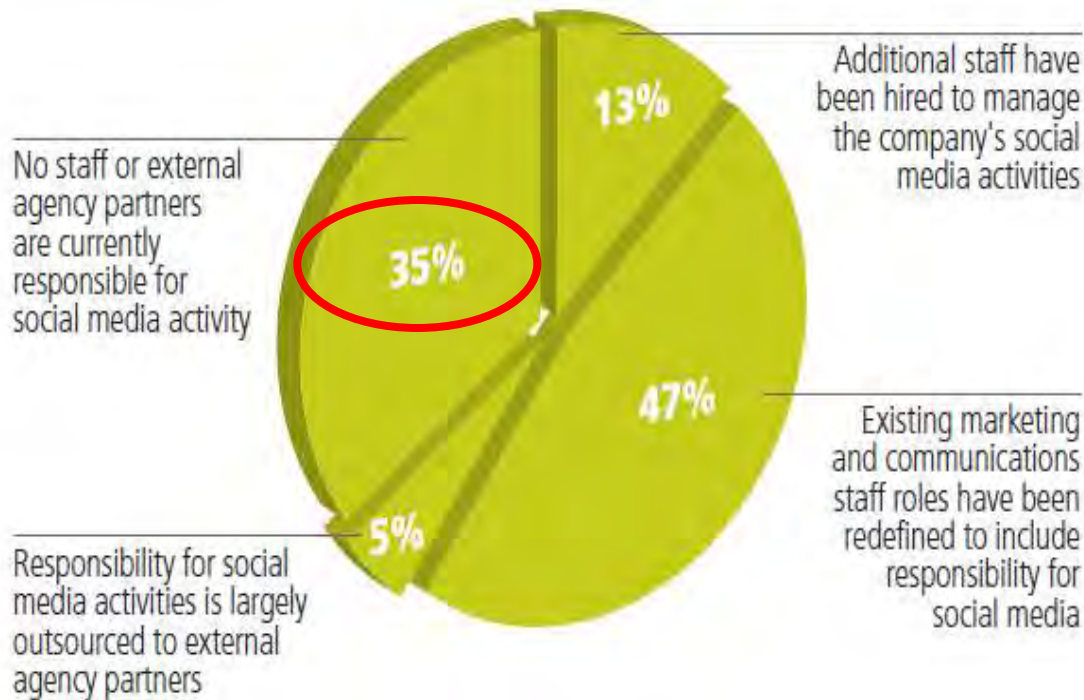


# Digital crisis plans are only held by a third of businesses





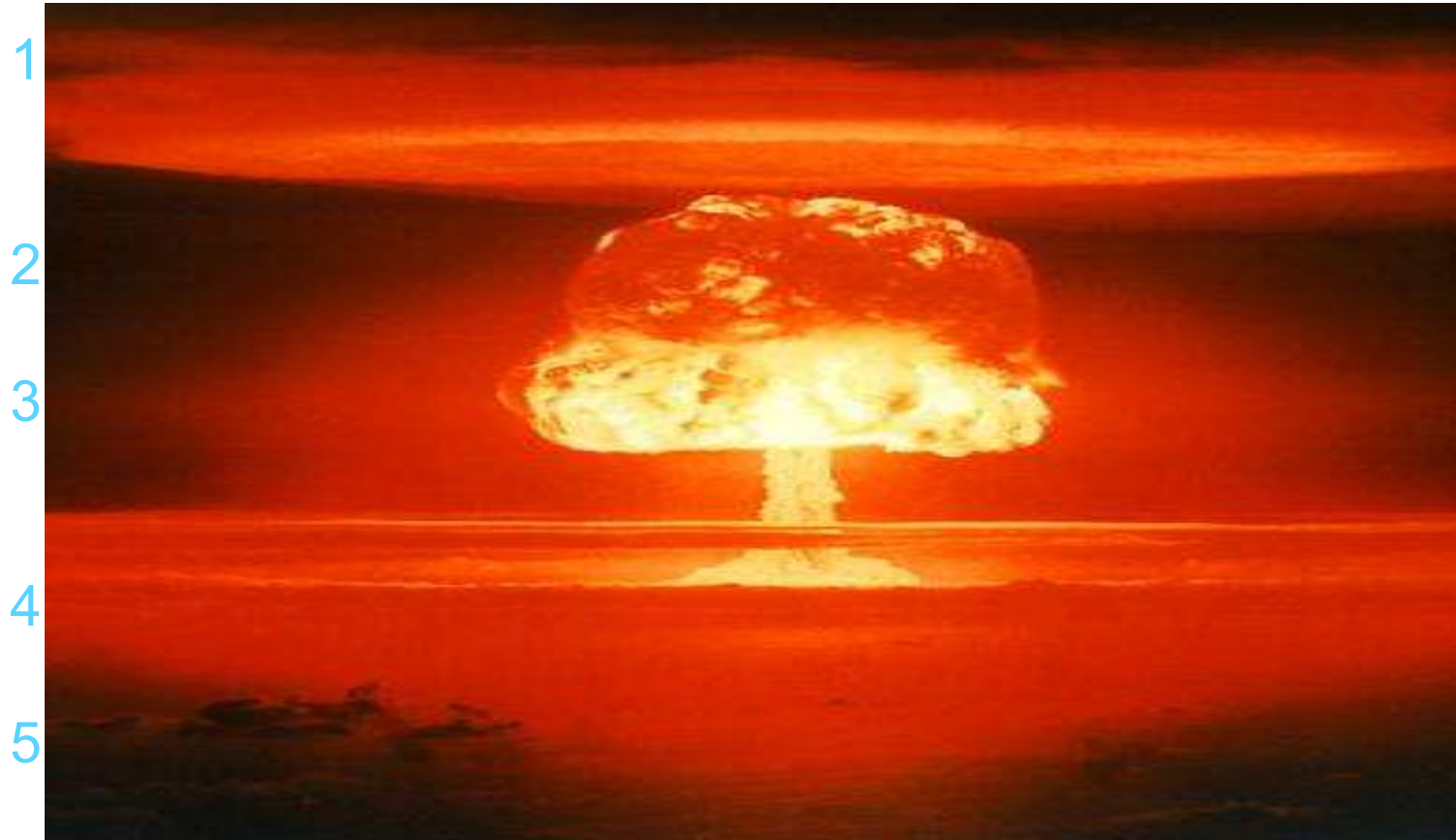
# Who's In Charge?



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



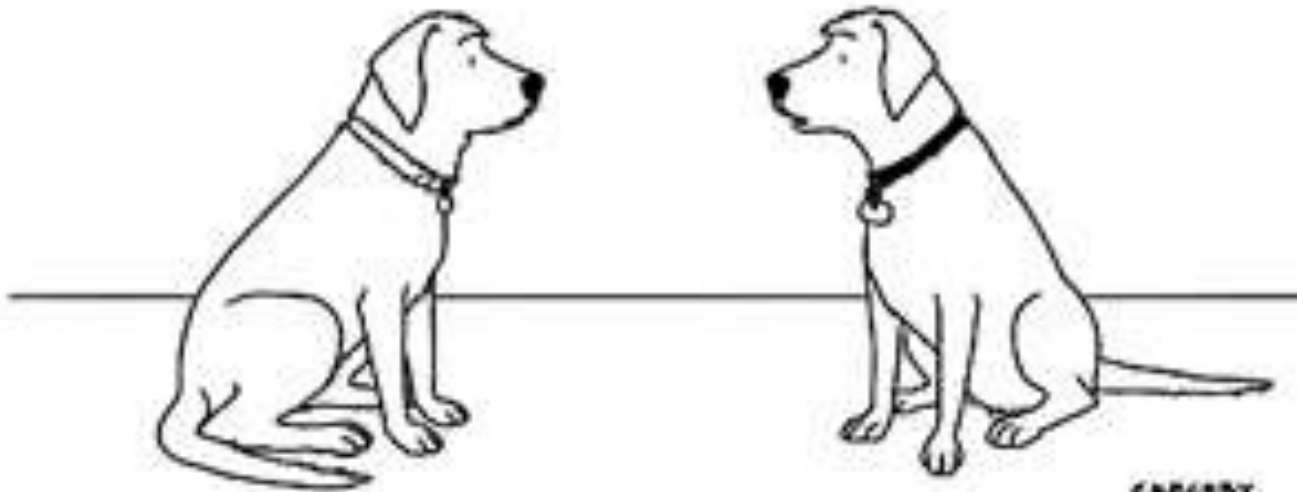
# The Perfect Storm



next

y know

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



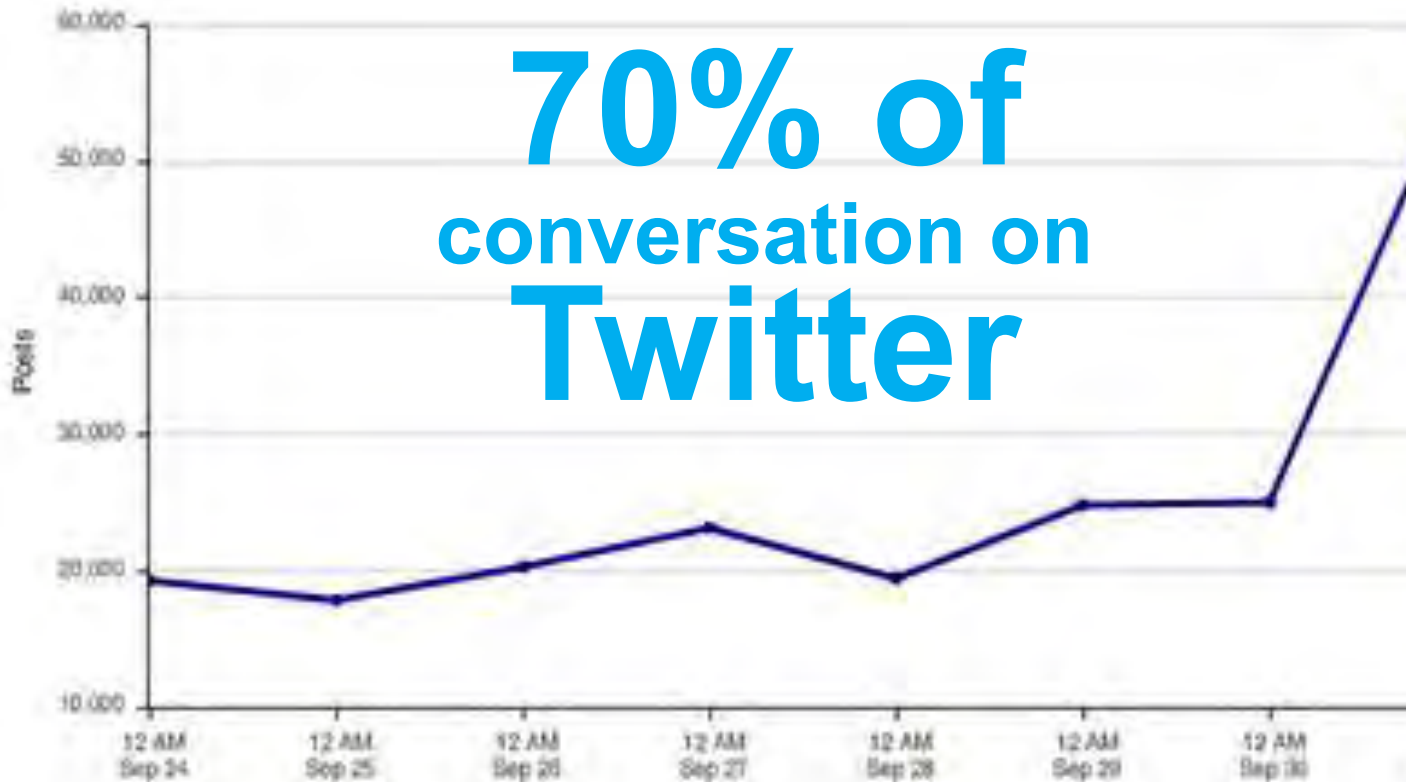
©BERRY

*“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)

*“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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+1

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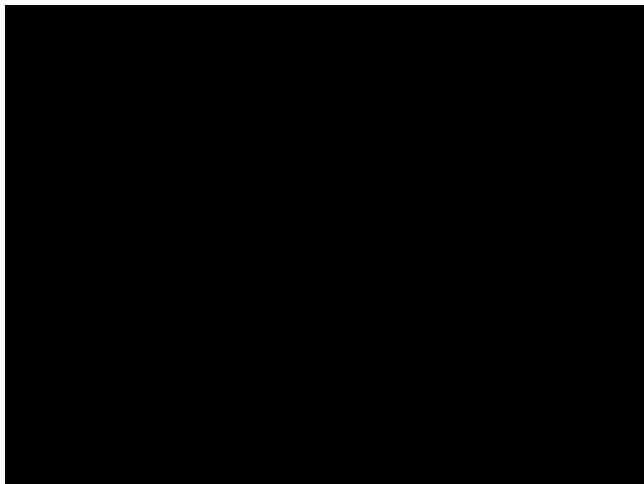


Getty Images



# Lesson 3: Avoid The Information Vacuum – It Sucks

The image shows a screenshot of the CNN website's international edition. At the top, there are navigation links for 'INTERNATIONAL', 'U.S.', 'MÉXICO', and 'ARABIC'. Below that, the CNN logo and a globe icon are visible. A red navigation bar contains links for 'Home', 'Video', 'World', 'U.S.', 'Africa', 'Asia', 'Europe', 'Latin America', 'Middle East', 'Business', and 'World Sport'. A yellow 'Breaking news' banner displays the headline: 'No arrests in Boston Marathon bombing investigation, according to police and the Justice Department.' Below this, a date and time stamp reads 'April 17, 2013 - Updated 16:21 GMT (02:21 EDT)'. An 'EDITOR'S CHOICE' section lists various news items: 'Boston blasts', 'Lone wolf fears', 'N. Korea warhead?', 'Venezuela divided', and 'Thatcher funeral'. Another 'Breaking news' banner below that says 'Officials confirm Texas woman held in deaths of Kaufman County DA and his wife.' with a URL. On the left side, a large headline reads 'BOSTON E' and 'Marathon bomb suspect arrested'. Overlaid on the right is a tweet from 'Boston Police Dept. @Boston\_Police' dated '17 Apr'. The tweet text says: 'Despite reports to the contrary there has not been an arrest in the Marathon attack.' It includes interaction options: 'Collapse', 'Reply', 'Retweet', 'Favorite', and 'More'. At the bottom of the tweet, it shows '10,997 RETWEETS' and '368 FAVORITES' along with several user profile icons.



# Lesson 4: Develop Clear, Effective and Platform Appropriate Messaging



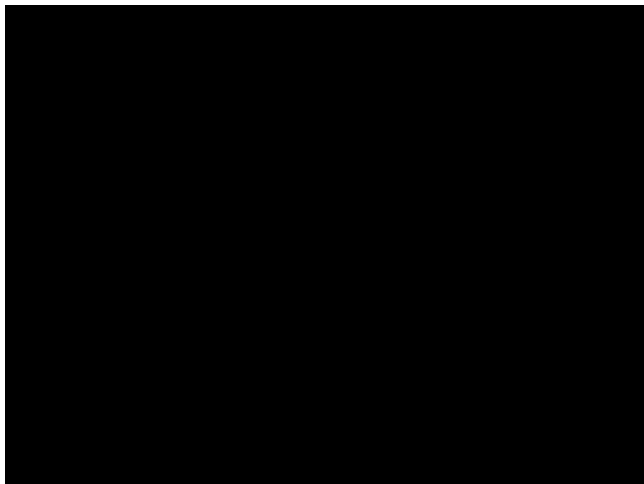
Don't Be  
This Guy



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

# IN OTHER WORDS: Be Where Your Crisis is Happening







### 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

Navigation: Home, Connect, Discover, Me, Search, Settings, Compose

**@bpglobalpr**  
**bp BP Public Relations**  
@BPGlobalPR  
*This page exists to get BP's message and mission statement out into the twitterverse!*  
Global <http://www.strengient.biglobal.com>

523 TWEETS  
928 FOLLOWING  
152,077 FOLLOWERS

**Destroying Gulf for: 87**  
free \$25 t-shirts:  
[strengient.biglobal.com](#)

**Tweet to BP Public Relations**

**Tweets**  
Following  
Followers  
Favorites  
Lists

**Similar to BP Public Relations**  
The Daily Show @TheDailyShow Follow

**Tweets**

- bp BP Public Relations** @BPGlobalPR 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](#)
- bp BP Public Relations** @BPGlobalPR 14 May  
ATTN Smokers: Do you love messing with carcinogens, but you hate the taste? Eat gulf shrimp! [bit.ly/sJT1EQ](http://bit.ly/sJT1EQ) #FDA #bpcares  
[Expand](#)
- bp BP Public Relations** @BPGlobalPR 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/LjGxz8](http://on.fb.me/LjGxz8) #bpcares  
[Expand](#)
- bp BP Public Relations** @BPGlobalPR 18 Apr

**July 10th**  
BP Cares Art Show &

**July 19th**  
VH1 Do Something A

## Lesson 6: Social *Media* Relations

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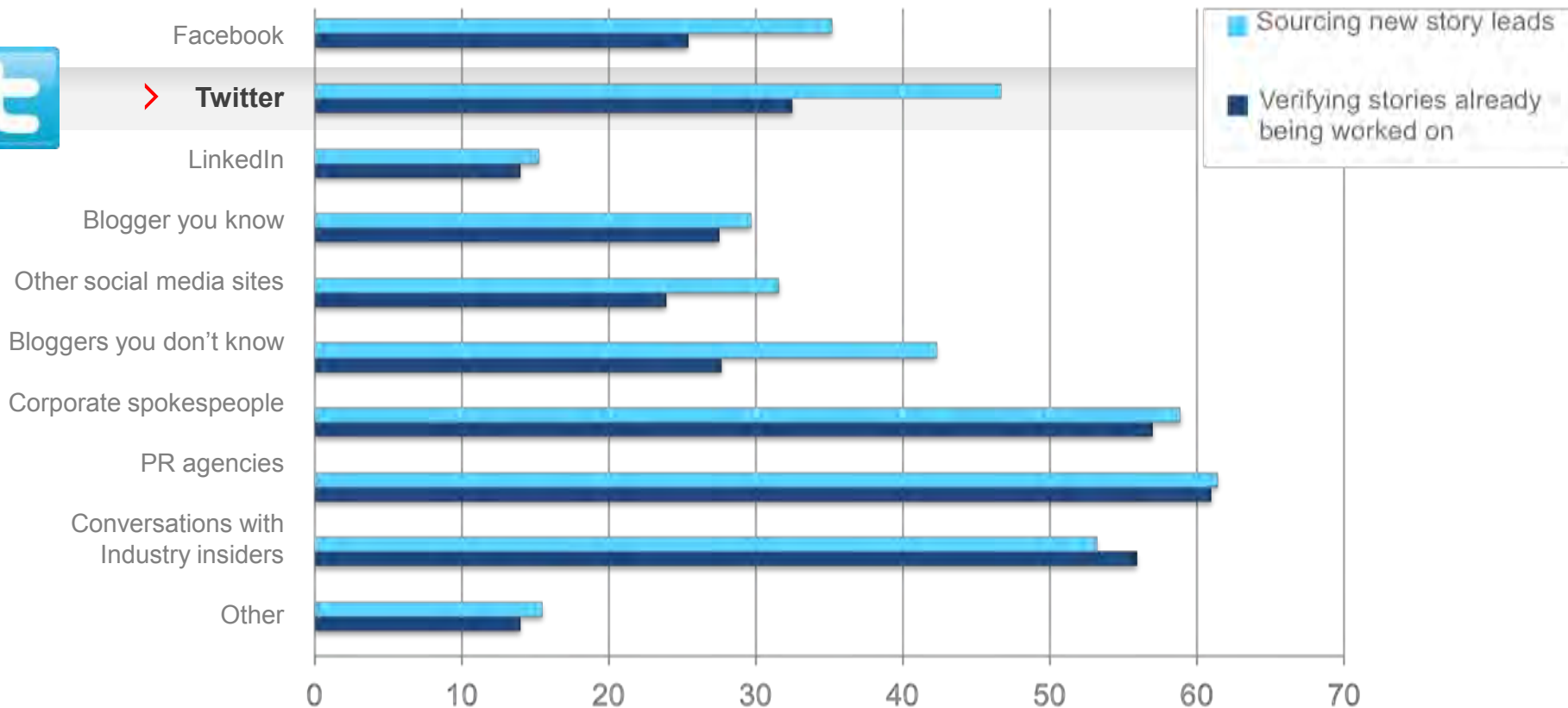
*“I routinely track down potential interviews by sending out a Tweet. Most recently, we came across a number of Toyota car owners who fell under the recent recalls.”*

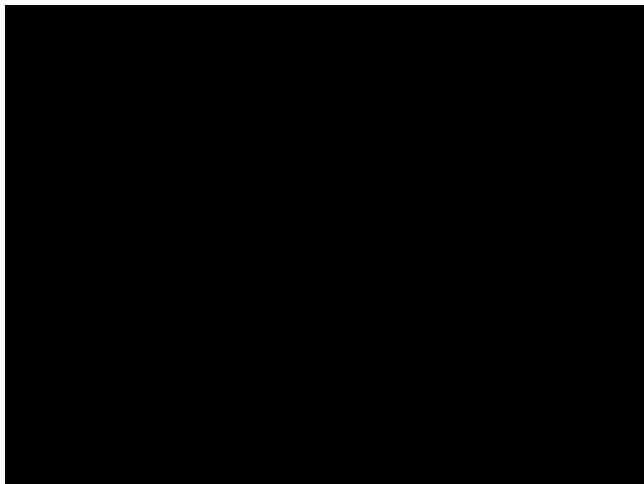
—Chris O’Connell  
ABC News Anchor / Reporter



# Journalists are Using Twitter

## 46% of Journalists use Twitter for sources













# “And justice has won.”

- @Boston\_Police confirm capture of second suspect on Twitter



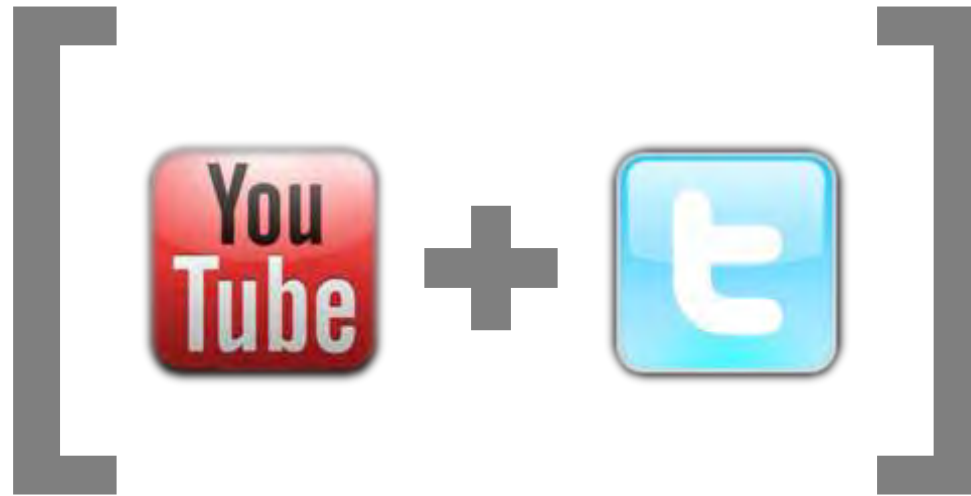
*The Associated Press* runs a story moments later titled, “Justice has won”

# Lesson 7: People Not Logos

 <p><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><tbody><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></tbody></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><tbody><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></tbody></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><tbody><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></tbody></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><tbody><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></tbody></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 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





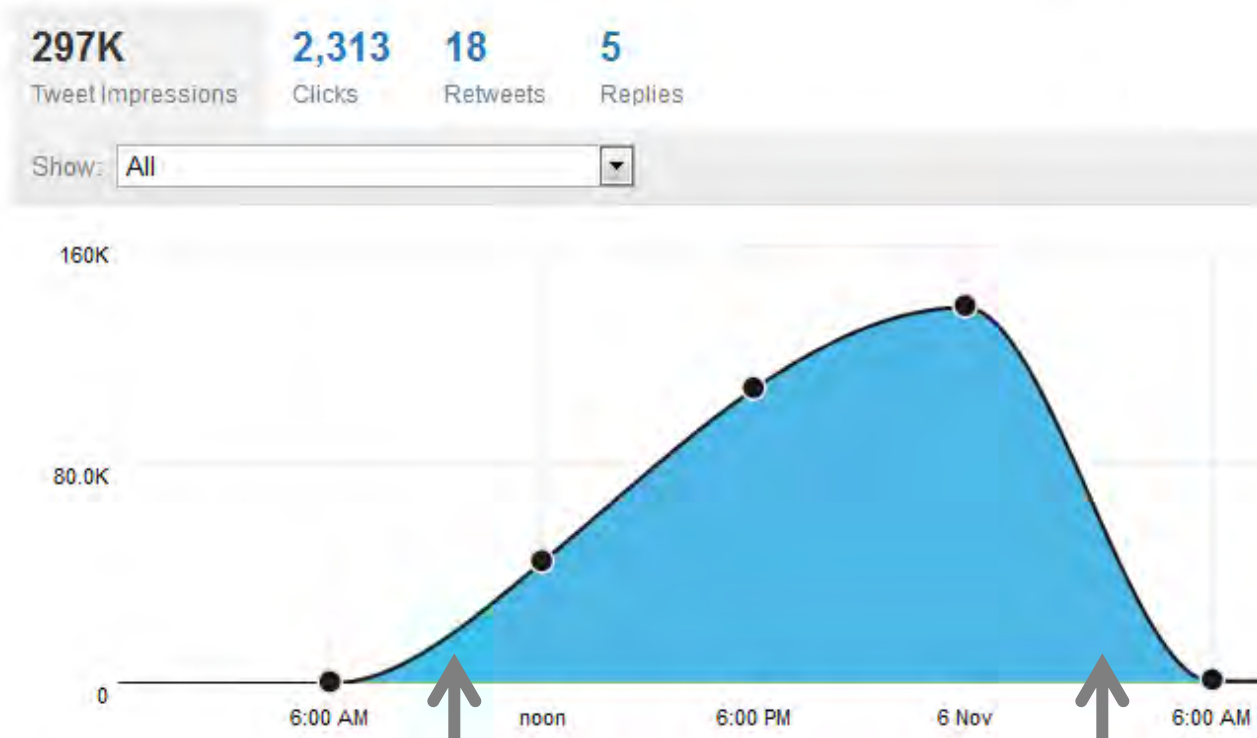
# Lesson 11: When All Else Fails, Don't Forget Humor



**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

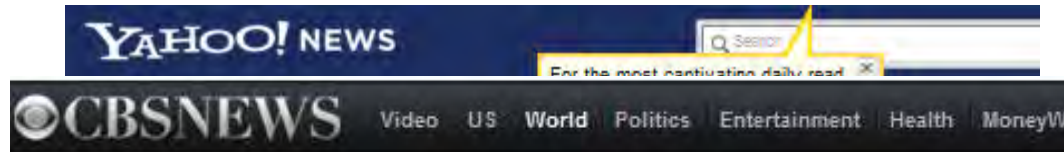


The screenshot shows the Daily Tech website header with navigation links for Home, Auto, Gadgets, Hardware, Internet, IT, Science, and Software. A blue banner reads "Free re for IT P". Below the navigation is a "Submit News" button. The main article is in the "Gadgets" category, titled "Sony Hit With First Lawsuit After Losing 101 Million Customer Records" by Jason Mick (Blog) on May 4, 2011. The article text states: "After two high profile data losses, company has recruited the FBI and a private firm to crack down". Below the text is a photo of two men in suits. Social sharing buttons for Print, ShareThis (3), and +1 (0) are visible, along with a comment count of 32.

“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

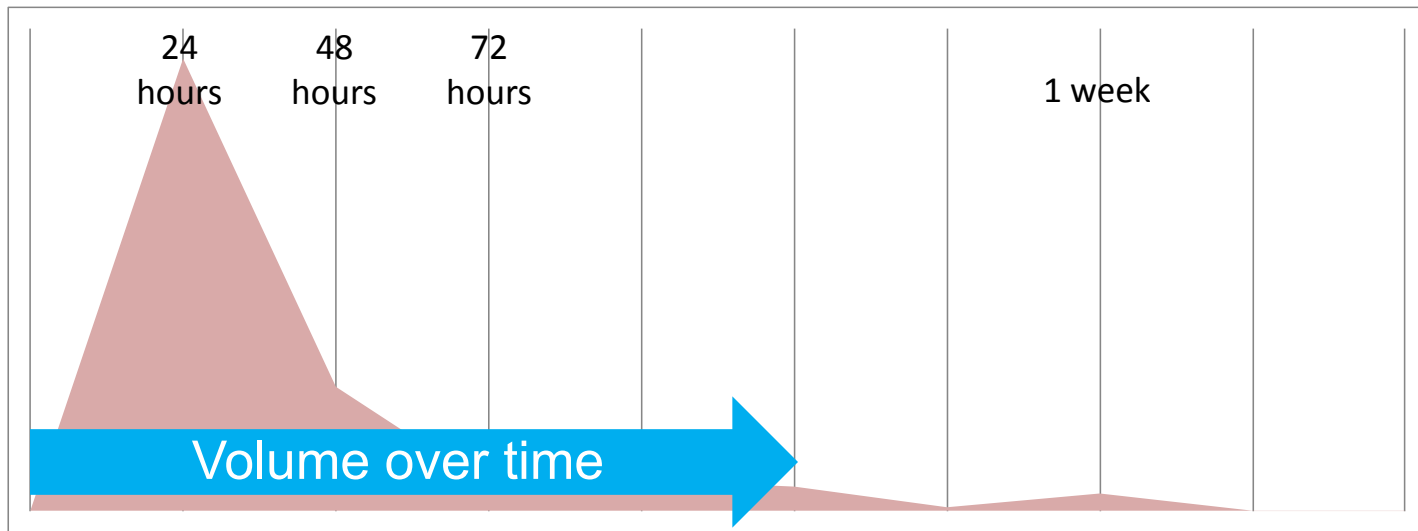


**Your  
Employees**  
can be your most  
powerful allies  
online...if you  
engage and arm  
them in time



# Approaching Crisis: Product Recall

- In 2012 a major manufacturer initiated a recall of children's medicine in the US.
- Once the recall was announced news quickly gained traction online as **more than 10,250 social media posts occurred about the recall** after the press release hit the wires

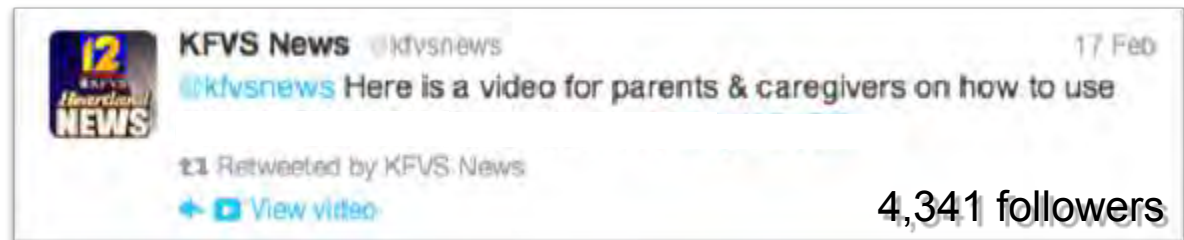


# Fast Action Before and During the Crisis

1. Reclaimed and branded the product twitter handle
2. Established and branded a second corporate account unbranded to the product
3. Created Twitter content that was pre-approved by legal and regulatory entities
4. Developed **negative keyword search** engine marketing campaign
5. Developed “How To” **videos** in English and Spanish; posted to **YouTube**
6. Established **real time monitoring** and engagement team
7. Sent more than **320 tweets engaging** with key influencers the first 48 hours

# Well-received Responses from Influentials

- Many mommy bloggers, physicians, children’s charities, and others **thanked the company** for its engagement efforts
- Numerous blogs and news sites, in both English and Spanish, included the “How To” videos in their coverage **helping to minimize confusion and re-assure audiences**
- **1/3** of engaged Twitter Influentials re-tweeted content
- **+19,500** YouTube Video Views w/ more than 1/3 of sourced from social media
- **260,000+** twitter users reached



# Reputation Team Exercise

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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 of a holiday weekend. 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.

## 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.**