

A person wearing a dark hooded jacket and goggles is looking down at a smartphone. The background is a smoky, orange-lit environment, possibly a disaster scene. The text "THE DIGITAL SIDE OF A CRISIS" is overlaid on the right side of the image.

THE DIGITAL SIDE OF A CRISIS

Peter LaMotte

Senior Vice President – Chief of Digital Engagement

LEVICK

COMMUNICATING TRUST™

A FEW ASSUMPTIONS



"I assume you need the money to buy a new hat."

An aerial photograph of the Great Wall of China, showing the stone wall and watchtowers winding across a mountainous landscape. The scene is captured during the golden hour of sunset, with warm light illuminating the wall and the surrounding hills. The wall curves through the terrain, with a prominent watchtower visible in the middle ground. The background shows rolling mountains and a valley with a river.

WE ONCE *CONTROLLED*
THE MESSAGE



THAT IS NO LONGER POSSIBLE

YOU'RE NO LONGER IN CONTROL



***STOP: 0x000000D1 (0x00000000, 0xF73120AE, 0xC0000008, 0xC0000000)

A problem has been detected and Windows has been shut down to prevent damage to your computer

DRIVER_IRQL_NOT_LESS_OR_EQUAL

If this is the first time you've seen this Stop error screen, restart your computer. If this screen appears again, follow these steps:

Check to make sure any new hardware or software is properly installed. If this is a new installation, ask your hardware or software manufacturer for any windows updates you might need.

If problems continue, disable or remove any newly installed hardware or software. Disable BIOS memory options such as caching or shadowing. If you need to use Safe Mode to remove or disable components, restart your computer, press F8 to select Advanced Startup Options, and then select Safe Mode.

*** ABCD.SYS - Address F73120AE base at C0000000, DateStamp 36B072A3

Kernell1 Debugger Using: COM2 (Port 0x2F8, Baud Rate 19200)

Beginning dump of physical memory

Physical memory dump complete. Contact your system administrator or technical support group.

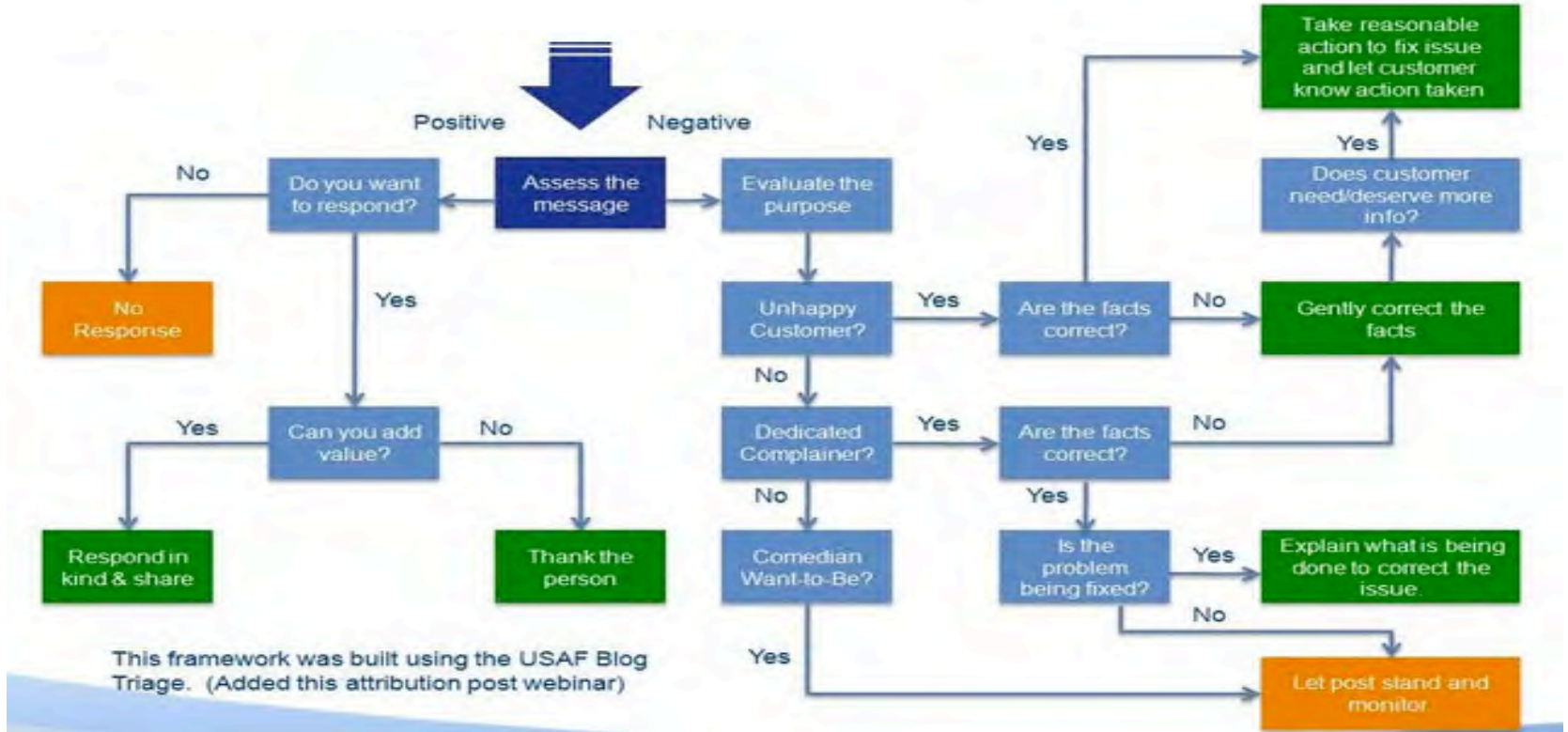
DON'T BLAME THE INTERNET

WE FOCUS



ON THIS PLAN

AND NOT *THESE* PLANS





THREATS ARE BOTH **EXTERNAL**





travis kalanick

@travisk



Follow

1/ Emil's comments at the recent dinner party were terrible and do not represent the company.



AND INTERNAL

I find it ironic that Detroit is known as the [#motorcity](#) and yet no one here knows how to fucking drive

about 3 hours ago via web

Reply Retweet



ChryslerAutos
Chrysler Autos



WE BUILD OUR BRANDS

The screenshot shows the BP website's navigation and content. At the top left is the BP logo. To the right, there is a stock price display: "BP: GBP 443.05 (+3.4) USD 42.52 (+0.37)". Below this is a search bar and links for "BP Global" and "BP Worldwide". A green navigation bar contains the following menu items: "About BP", "Products and Services", "Sustainability", "Investors", "Press", and "Careers". Below the navigation bar, a breadcrumb trail reads: "About BP > BP worldwide > BP in America".

BP worldwide

- Investment in America
- The future of energy
- Commitment to safety
- Commitment to the Gulf of Mexico
- Our US operations
- Contact BP in America

BP in America

BP's Team USA for Sochi

Meet our six U.S. athlete ambassadors for the Sochi 2014 Olympic and Paralympic Winter Games and get to know the host city.

[Discover Sochi >](#)

A safer energy company >

Investment in America
For over a century, BP has supplied energy to fuel the American people, their communities and their economy.


The future of energy
BP pursues energy innovation safely, reliably and responsibly to help America meet its growing energy needs. >


Commitment to safety
BP is dedicated to ensuring safe and reliable operations. >

WHILE OTHERS DESTROY IT




The screenshot shows the Twitter profile for BP Public Relations (@BPGlobalPR). The profile picture is a black and white sunburst logo with the letters 'bp' to its right. The bio text reads: "BP Public Relations @BPGlobalPR This page exists to get BP's message and mission statement out into the twitterverse! Global · streetgiant.bigcartel.com". Below the bio, the statistics are: 525 TWEETS, 916 FOLLOWING, and 139,887 FOLLOWERS. There is a 'Follow' button. Below the statistics, it says "Followed by Justin Thorp, David Berkowitz, Drew Nannis and 100+ others." with small profile pictures of the mentioned users.

 **BP Public Relations** @BPGlobalPR 23 Jul 10
Think locally, act locally- if you don't live near the Gulf of Mexico, get on with your life. [#bpcares](#)
Expand

 **BP Public Relations** @BPGlobalPR 22 Jul 10
This mess would be a lot easier to clean up if we were allowed to use slaves. [#justsayin](#) [#bpcares](#)
Expand

#PRNews



**WE PANIC
DURING THE
BATTLE**

RATHER THAN PREPARE DURING PEACE



BP America @BP_America
Committed to helping the US achieve a secure energy future—safely, reliably & responsibly. Official Twitter Account for BP America.
bp.com/US

11,058 TWEETS 362 FOLLOWING 71,004 FOLLOWERS

Followed by Mike Mangi, David Clinch, Priya Ramesh and 24 others.

Good luck to @TatyanaMcFadden competing Sunday in the #2013 @ChiMarathon. More about dominance in wheelchair racing: washingtonpost.com/local/clarksvi...

Post Local

Clarksville's Tatyana McFadden is dominating wheelchair racing, with...

Tatyana McFadden needs only Chicago, New York victories for a marathon 'slam.'

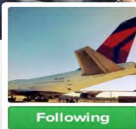
[View on web](#)



5 RETWEETS 4 FAVORITES

3:48 PM - 12 Oct 13 · Details

Flag media



delta

Delta Air Lines Welcome to the official Delta Air Lines Instagram page. Share your travel pics with #Delta. Immediate questions or concerns? Visit [delta.com/talktous](http://www.delta.com).

166 posts 22,865 followers 53 following

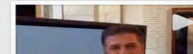
October 2013



September 2013

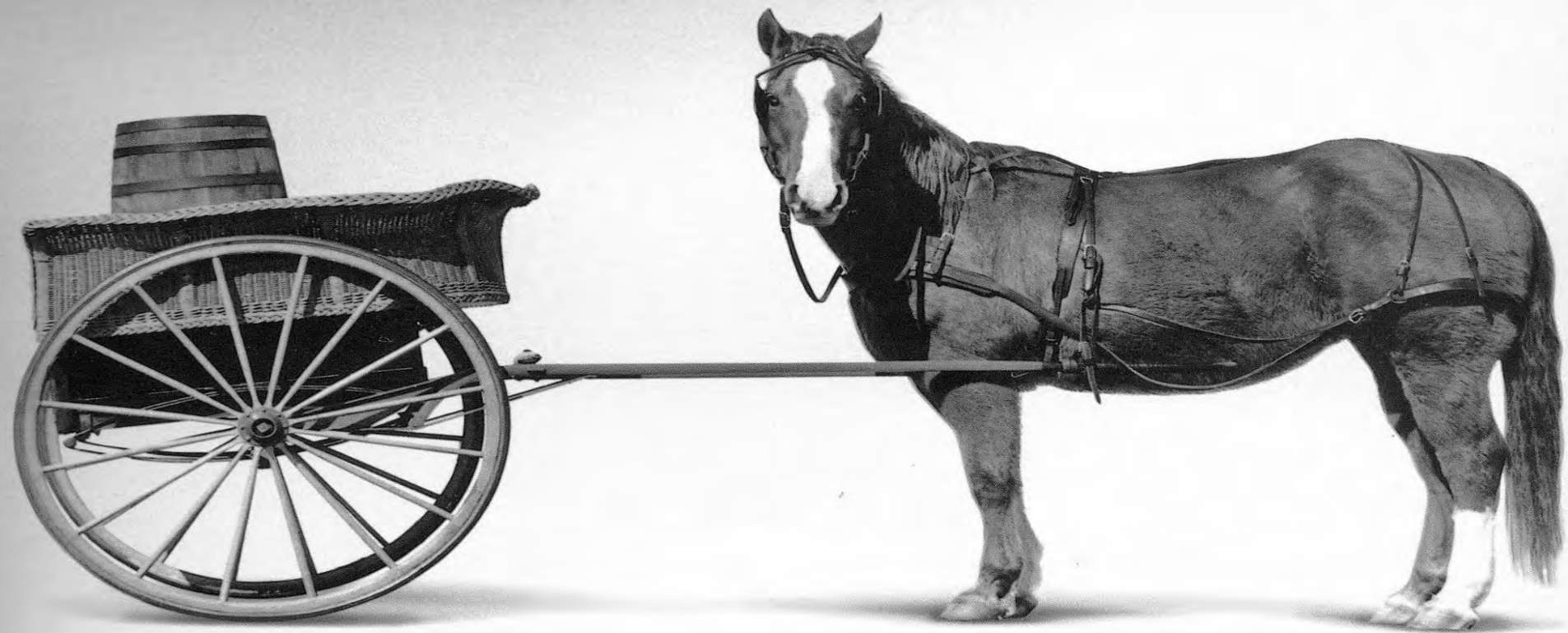


August 2013



THINK

— An exploration into making
the world work better



AND THINK **SMART**

SOURCES of CRISES

INTERNAL

Environmental / Accidents
Lawsuits
Stock Performance
Merger Acquisition
Management Change
Whistleblowers – Wrongdoing
Recall
Employee Issues
Labor Disputes

External

Natural Disasters
Terrorist – Criminal Threat
Activist
Hostile Takeover
Consumer Complaints
Competitor Threat

SOURCES of A DIGITAL CRISES

INTERNAL

Environmental / Accidents
Lawsuits
Stock Performance
Merger Acquisition
Management Change
Whistleblowers – Wrongdoing
Recall
Employee Issues
Labor Disputes
Corporate Wrongdoing
Product Issue - Recall

External

Natural Disasters
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Activist
Hostile Takeover
Consumer Complaints
Consumer Complaints
Competitor Threat



CHOOSE YOUR OWN ADVENTURE



DIGITAL CRISIS PLAN CHEAT SHEAT

1 Identify Influencers

2 Identify Stakeholders

3 Always Be Monitoring

4 Asses & Identify Potential Risks

5 Create Messaging Platforms (Dark Sites)

6 Build Social Guidelines

7 Integrate into Overall Corporate Crisis Plan

8 Test Execute Review

IDENTIFYING INFLUENCERS



IDENTIFYING STAKEHOLDERS



SELECTING MONITORING TOOLS

Brandwatch™



analytica

WHITEVECTOR

ATTENTIO

IDENTIFYING THREATS

INTERNAL

Environmental
Accidents
Lawsuits
Stock Performance
Merger Acquisition
Management “Change”
Whistleblowers
Corporate Wrongdoing
Product Issue - Recall
Employee Issues
Labor Disputes

EXTERNAL

Natural Disasters
Terrorist – Criminal Threat
Activist
Hostile Takeover
Consumer Complaints
Competitor Threat

CREATE YOUR PLATFORMS

RECALL NEWS

B&G FOODS ISSUES ALLERGY ALERT ON UNDECLARED PEANUT AND ALMOND IN PRODUCT

PARSIPPANY, N.J., November 14, 2014 — B&G Foods announced today it is voluntarily recalling certain Ortega Taco Seasoning Mix, Ortega Taco Sauce, Ortega Enchilada Sauce and Ortega Taco Kit products and certain Las Palmas Taco Seasoning Mix and Las Palmas Taco Sauce products after learning that one or more of the spice ingredients purchased from a third party supplier contain peanuts and almonds, allergens that are not declared on the products' ingredient statements. People who have an allergy or severe sensitivity to peanuts and almonds run the risk of serious or life-threatening allergic reaction if they consume these products. There is no health risk associated with these products for individuals without an allergy to peanuts or almonds.

This recall affects the following products:

Consumer UPC #	Size	Best By Date Range	Description
0 39000 00805 1	10oz	May 18, 2015 - Feb 10, 2016	Ortega Taco Dinner Kit
0 39000 00818 1	16.7oz	May 18, 2015 - Feb 10, 2016	Ortega Taco Dinner Kit
0 39000 00820 4	1.25 oz	Feb 18, 2016 - Nov 3, 2016	Ortega Taco Seasoning
0 39000 00821 1	3.75 oz	Feb 18, 2016 - Nov 3, 2016	Ortega Taco Seasoning (3 Pack)
0 39000 00860 0	5 lb.	Feb 18, 2016 - Nov 3, 2016	Ortega Taco Meat Seasoning (Foodservice)
0 39000 00861 7	9 oz	Feb 18, 2016 - Nov 3, 2016	Ortega Taco Meat Seasoning (Foodservice)
0 39000 00890 7	8 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Taco Sauce - Mild
0 39000 00891 4	8 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Taco Sauce - Hot
0 39000 01012 2	15.2oz	May 18, 2015 - Feb 10, 2016	Ortega Soft Taco Dinner Kit
0 39000 01892 0	8 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Taco Sauce - Medium
0 39000 01893 7	16 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Taco Sauce - Mild
0 39000 01894 4	16 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Taco Sauce - Medium
0 41501 00806 5	9.15oz	May 18, 2015 - Feb 10, 2016	Ortega Whole Grain Taco Kit
0 41501 00824 9	1.25oz	Feb 18, 2016-Nov 3, 2016	Ortega 40% Less Sodium Taco Seasoning
0 41501 00832 4	5oz	May 18, 2015 - Feb 10, 2016	Ortega "Tacos for Two" Kit
0 41501 00882 9	144 g	15 MA 18-16 FE 10	Ortega "Tacos for Two" Kit (Canada)
0 41501 00897 3	8 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Green Taco Sauce - Mild
0 41501 00898 0	8 oz	Feb 18, 2017 - Nov 10, 2017	Ortega Enchilada Sauce
0 41501 00907 9	16 oz	Feb 18, 2017-Nov 10, 2017	Ortega Green Taco Sauce - Mild
0 41501 01014 3	13.6 oz	May 18, 2015-Feb 10, 2016	Ortega Whole Wheat Soft Taco Kit
0 41501 01015 0	21.3oz	May 18, 2015 - Feb 10, 2016	Ortega Grande Hard & Soft Taco Dinner Kit
0 41501 01058 7	15.3oz	May 18, 2015-Feb 10, 2016	Ortega Whole Grain/Whole Wheat Hard & Soft Taco Kit

CREATE YOUR SOCIAL GUIDELINES

WHO
WHAT
WHEN
WHY
WHERE



INTEGRATE
INTO CORPORATE CRISIS PLAN



TEST, EXECUTE, TRAIN

SOCIAL MEDIA MESSAGING

1. Be Prepared Build a Plan
2. Know your Strategy
3. Apologize Sincerely
4. Correct Media Mistakes
5. Demonstrate Commitment
6. Review Messages and Images

CASE STUDIES



Matt Stefanski
 I hope you guys get slapped with huge fines for not letting those passengers off the plane.
 Like · Comment · 5 hours ago

2 people like this.

Kenny J Mac And where were they going to go Matt? The airport doors were locked. I think the FAA, Airport Authority and Air Traffic Controllers need to take some responsibility in the matter as well. One pilot was heard over the radio BEGGING for a gate assignment from Air Traffic Control, about an hour ago · Like · 2 people

JetBlue Airways We're cooperating closely with the DOT on their investigation into the incident and believe their final report will shed a lot of light on areas in need of improvement for all agencies involved. about an hour ago · Like · 1

Kenny J Mac I commend you for reaching out to it shows your commitment to beyond your own control. Well about an hour ago · Like

Write a comment...



jetBlue
 AIRWAYS

Dear JetBlue Customers,

We are sorry and embarrassed. But most of all we are deeply sorry.

Last week was the worst operational week in JetBlue's seven year history. Following the December storm event in the Northeast, we exceeded our customer's reasonable delay flight expectations. Last Saturday and other major inconveniences. The storm disrupted the movement of aircraft and, more importantly, disrupted the movement of JetBlue's pilots and flight attendants who were depending on those pilots to get them to the airports where they were scheduled to arrive. On Sunday and Monday, they were stranded with us. Missed opportunities were incurred for better as the DOT and FAA were understandably busy in that event as well. Further hindering our recovery efforts.

Words cannot express how truly sorry we are for the anxiety, frustration and inconvenience that we caused. There is no excuse for what happened. JetBlue was founded on the promise of bringing humanity back to air travel and making the experience of flying happen and easier for everyone who chooses to fly with us. We know we failed to deliver on that promise last week.

We are committed to you, our valued customers, and are taking immediate corrective steps to repair that commitment. We have begun putting a comprehensive plan in place to provide better and more timely information to you, more tools and resources for our customers and improved procedures for handling operational difficulties. Most importantly, we have published the JetBlue Airways Customer Bill of Rights - our official commitment to you of how we will handle operational disruptions going forward. We invite you to learn more at [jetblue.com/bill-of-rights](#).

You deserved better - a lot better - from us last week and we let you down. We know how important it is to regain your trust and all of us here hope you will give us the opportunity to re-earn it. We know how important it is to bring you welcome on board and provide you the positive experience you expect from us.

Sincerely,

 David Neeleman
 Founder and CEO

© 2007 JetBlue Airways



An apology from David Neeleman

Dear JetBlue Customers,

We are sorry and embarrassed. But most of all, we are deeply sorry.

Last week was the worst operational week in JetBlue's seven year history. Many of you were either stranded, delayed or had flights canceled following the severe winter ice storm in the Northeast. The storm disrupted the movement of aircraft and, more importantly, disrupted the movement of JetBlue's pilots and flight attendants who were depending on those pilots to get them to the airports where they were scheduled to serve you. With the busy Presidents Day weekend upon us, rebooking opportunities were scarce and hold times at T-800-JETBLUE were unusually long or not even available, further hindering our recovery efforts.

Words cannot express how truly sorry we are for the anxiety, frustration and inconvenience that you, your family, friends and colleagues experienced. This is especially sad because JetBlue was founded on the promise of bringing humanity back to air travel, and making the experience of flying happen and easier for everyone who chooses to fly with us. We know we failed to deliver on that promise last week.

We are committed to you, our valued customers, and are taking immediate corrective steps to repair your confidence in us. We have begun putting a comprehensive plan in place to provide better and more timely information to you, more tools and resources for our customers and improved procedures for handling operational difficulties. Most importantly, we have published the JetBlue Airways Customer Bill of Rights - our official commitment to you of how we will handle operational disruptions going forward. We invite you to learn more at [jetblue.com/bill-of-rights](#).

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Sincerely,

 David Neeleman
 Founder and CEO



CASE STUDIES



Domino's President Responds To Prank Video



ADAPT THE CHANGING ENVIRONMENT

