

Crisis Communications

July 19, 2011

AGENDA

- I. Introduction
- II. Crisis Examples
- III. Importance of Communications Plan
- IV. Media Training Tips
- V. Social Media Considerations
- VI. Break Out Scenarios
- VII. Discussion

INTRODUCTION



INTRODUCTION

Definition of Crisis Communications:

- *Designed to defend and protect an individual, company or organization*
- *Ethical, financial or legal standing of an entity*
- *Restore reputation*



4 STAGES OF A CRISIS

4. Fall-out/resolution

- History is made
- Rebuilding the image

3. Finger-pointing

- Who's to blame?
- How did this happen?
- Taking sides

2. Make-or-break

- The drama unfolds
- Determining the “real” facts
- Who was involved?

1. “Breaking News”

- What happened?
- Speculation

4 STEPS FOR HANDLING A CRISIS

1. Prepare

- Where's that crisis plan?! Who's the best spokesperson?
- Research, know your audiences and the facts
- Test messaging

2. Respond

- Be first to respond – you're in charge!
- Be correct and credible
- State the facts, empathize, update, outline next steps

3. Maintain

- Stay on point and be clear
- Convey transparency
- Ask for support and be respectful

4. Recover

- Be proactive and positive
- Listen and keep communication channels open
- Rebuild the future

CRISIS EXAMPLES

A stylized graphic of a human eye, rendered in shades of blue, is positioned on the right side of the dark blue horizontal band. The eye is composed of concentric, curved lines that form the eyelids and iris, with a central pupil area.

NEW YORK CITY BLIZZARDS

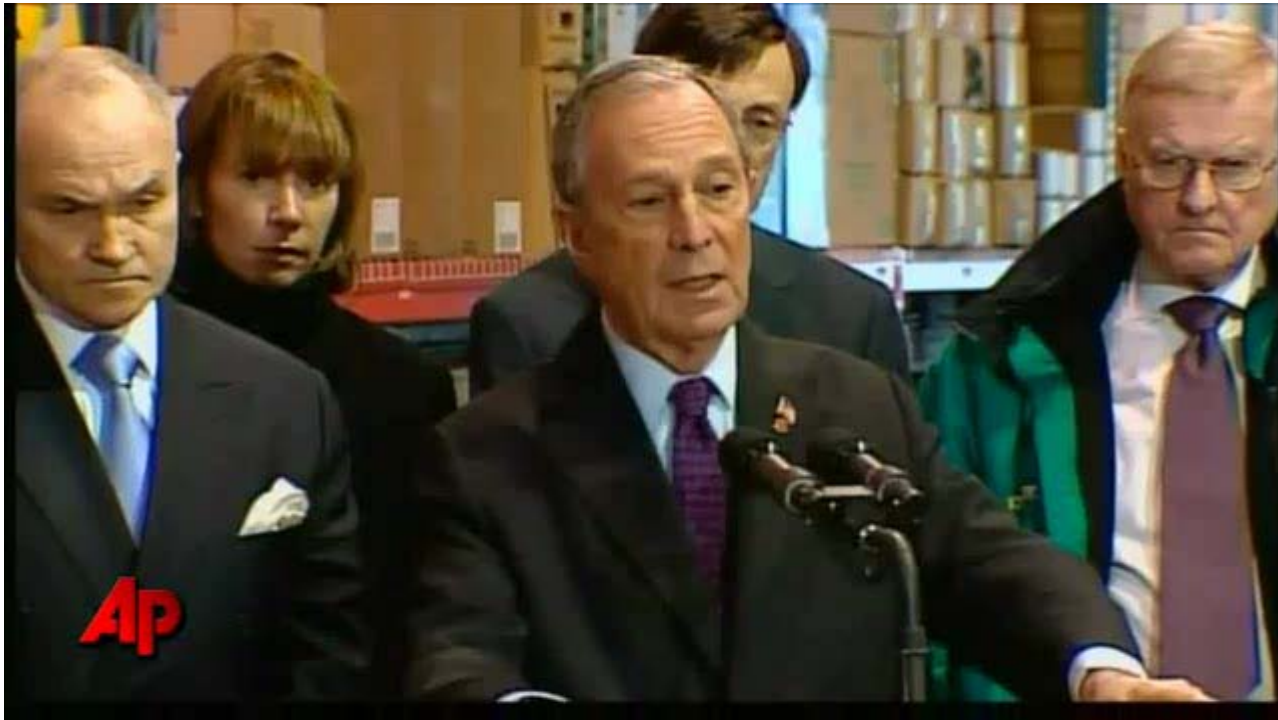
The Wrong Way:

- Mayor Bloomberg defended response efforts
- Disposition towards media off putting
- Worked to restore reputation - hit the streets

NYC received 2 feet of snow and cars were buried in the snow.







FUKUSHIMA NUCLEAR DISASTER

The Wrong Way:

- Communication was slow and lacked coordination
- Failed to communicate accurately and clearly
- Crisis management and crisis communication were not synchronized

*Not one – but three disasters
in Northeastern Japan:
Earthquake, Tsunami, Nuclear
Meltdown*



CALIFORNIA ELECTRICITY CRISIS

The Right Way:

- Proactive response
- Communication:
Brochures, quality control, toll free phone numbers, new website, *Daily Electricity City* report, Q&A fact sheets, telephone call-in new conferences, task forces spokesperson

“Shortage of electricity” led to large-scale blackouts in 2000-2001

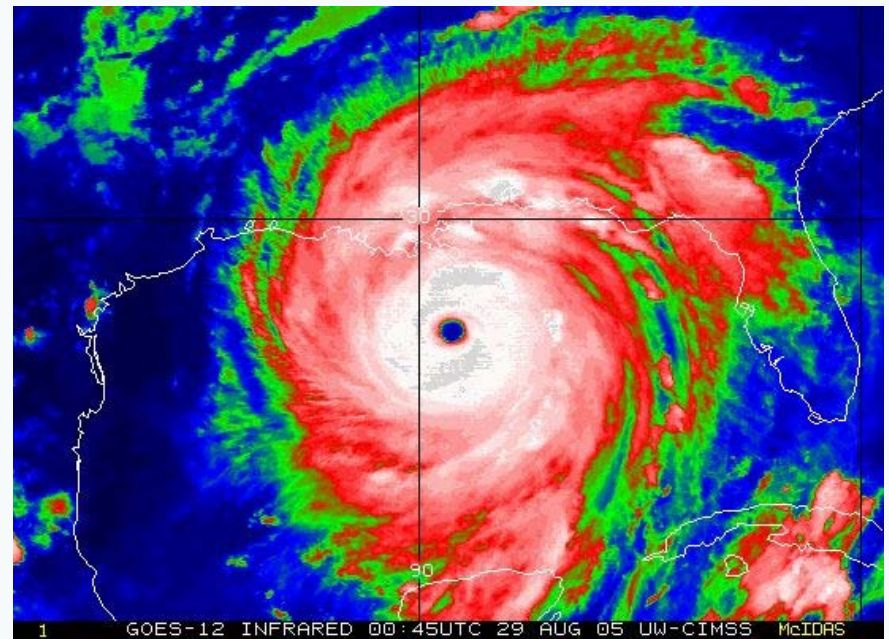


HURRICANE KATRINA

The Wrong Way:

- Slow to send response teams, although accepted responsibility
- City/state/federal breakdown and blame game
- No comprehensive communication and action plan

On August 19, 2005 the deadliest U.S. hurricane since 1928 hit New Orleans



BP OIL SPILL

The Wrong Way:

- BP immediately released statements, didn't take responsibility at first
- False promises and overly optimistic
- CEO, Tony Hayward response
- “Voices From the Gulf”

April 20, 2010 BP dumps 4.9 million barrels of oil into Gulf







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Official BP YouTube Channel

bp.com



BP, plc
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0:06 / 1:08 360p

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BP Year of Change: The New Frontier of Safety

From: BPplc | Jul 5, 2011 | 27,248 views

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Voices from the Gulf: Alabama Beaches
111,660 views - 4 months ago



Voices from the Gulf: Florida Business
1,099,381 views - 6 months ago



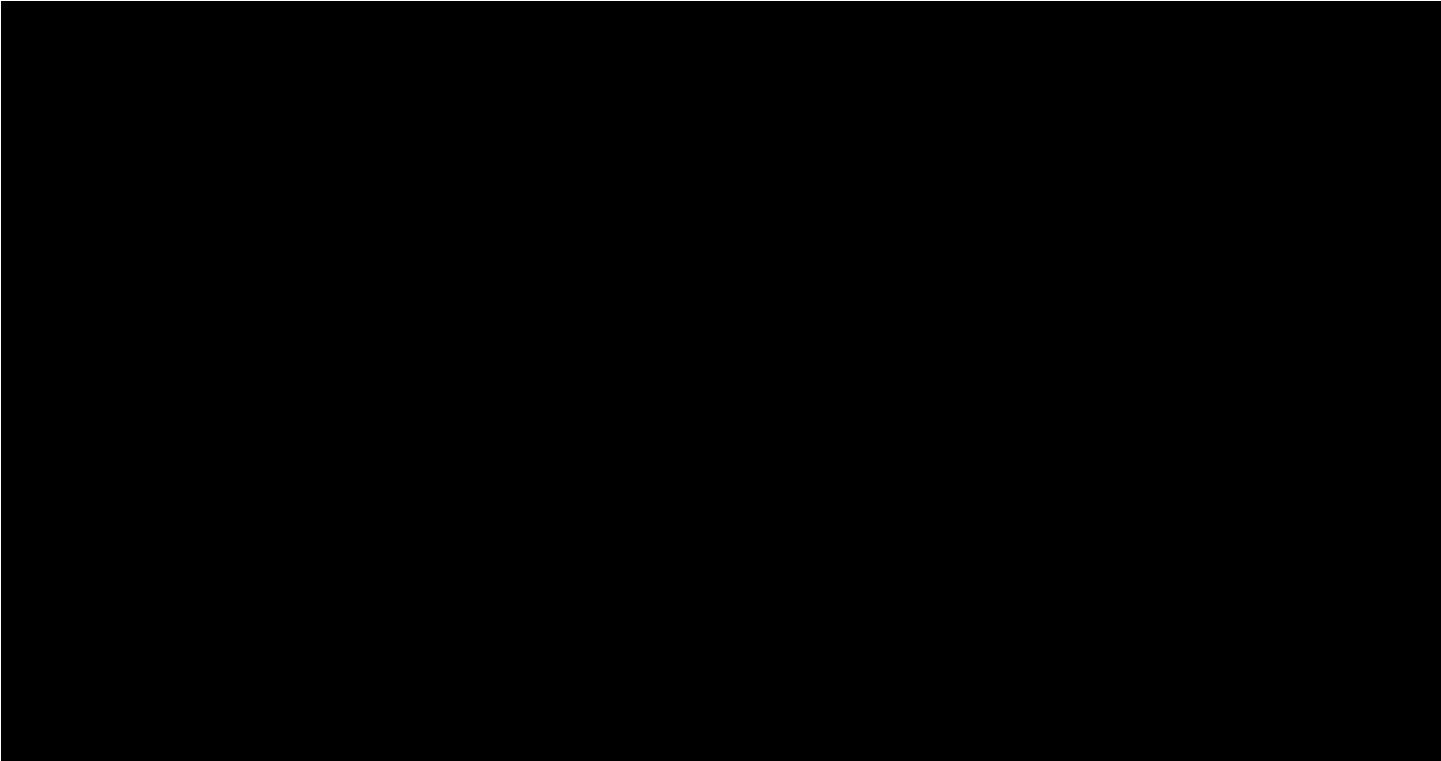
Voices from the Gulf: Louisiana Shrimper
130,613 views - 6 months ago



Voices from the Gulf: Mississippi Fisherman
489,943 views - 8 months ago



Voices from the Gulf: Louisiana Restaurant
137,688 views - 8 months ago

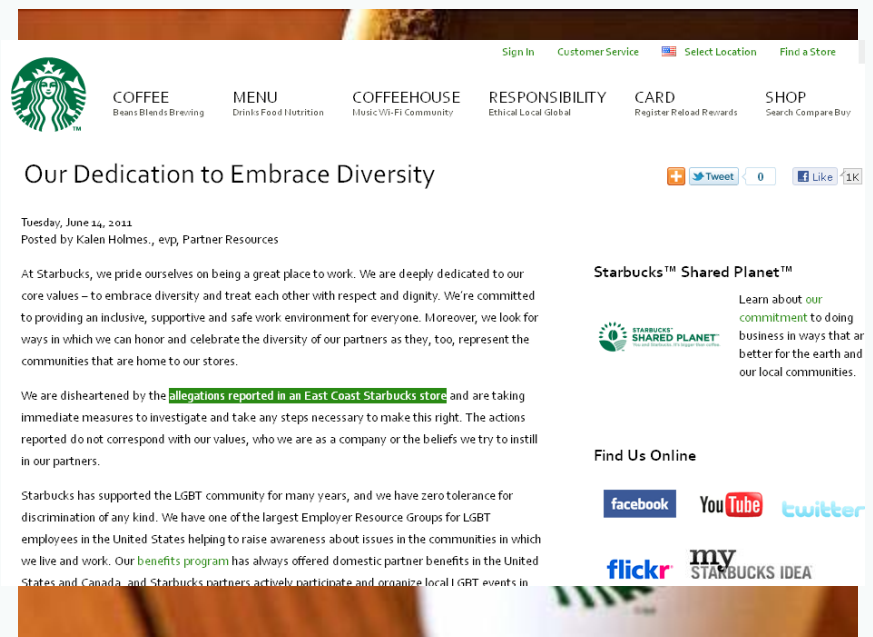


STARBUCKS FIX

The Right Way:

- Starbuck's PR team confronted the issue head on
- Sincere statement addressed investigation and held back the media firestorm
- Used multiple media outlets

Female customer says she witnessed a “brazen and unapologetic display of homophobia”



The screenshot shows the Starbucks website interface. At the top, there is a navigation bar with links for 'Sign In', 'Customer Service', 'Select Location', and 'Find a Store'. Below this is a menu with categories: 'COFFEE' (Beans Blends Brewing), 'MENU' (Drinks Food Nutrition), 'COFFEEHOUSE' (Music Wi-Fi Community), 'RESPONSIBILITY' (Ethical Local Global), 'CARD' (Register Reload Rewards), and 'SHOP' (Search Compare Buy). The main content area features a blog post titled 'Our Dedication to Embrace Diversity' dated Tuesday, June 14, 2011, posted by Kalen Holmes, evp, Partner Resources. The post text states: 'At Starbucks, we pride ourselves on being a great place to work. We are deeply dedicated to our core values – to embrace diversity and treat each other with respect and dignity. We're committed to providing an inclusive, supportive and safe work environment for everyone. Moreover, we look for ways in which we can honor and celebrate the diversity of our partners as they, too, represent the communities that are home to our stores. We are disheartened by the allegations reported in an East Coast Starbucks store and are taking immediate measures to investigate and take any steps necessary to make this right. The actions reported do not correspond with our values, who we are as a company or the beliefs we try to instill in our partners. Starbucks has supported the LGBT community for many years, and we have zero tolerance for discrimination of any kind. We have one of the largest Employer Resource Groups for LGBT employees in the United States helping to raise awareness about issues in the communities in which we live and work. Our benefits program has always offered domestic partner benefits in the United States and Canada, and Starbucks partners actively participate and organize local LGBT events in...'. To the right of the post is a 'Starbucks™ Shared Planet™' section with a sub-header 'Learn about our commitment to doing business in ways that are better for the earth and our local communities.' Below this is a 'Find Us Online' section with social media icons for Facebook, YouTube, Twitter, and Flickr, and the 'my STARBUCKS IDEA' logo.

JET BLUE IN FLIGHT DELAY

The Right Way:

- Interview with CEO
- Addressed how they are fixing the problem
- Getting the trust back: “Bill of Rights”

After customers stuck on airplanes for over 8hrs, flights were delayed and canceled for 5 days





DELTA LUGGAGE VIDEO

Right But So Wrong:

- Social media response
- Expressed sincere gratitude, reiterated the policy
- Following day, Delta announced a new policy
- Reimbursement?

Army Staff Sgt. uploaded a YouTube video after getting mad about being charged extra money for luggage.





IMPORTANCE OF COMMUNICATION PLANS

A stylized graphic of a human eye, rendered in shades of blue, is positioned on the right side of the dark blue banner. The eye is composed of concentric, semi-transparent circles and lines, giving it a modern, digital appearance.

WHY PLAN?



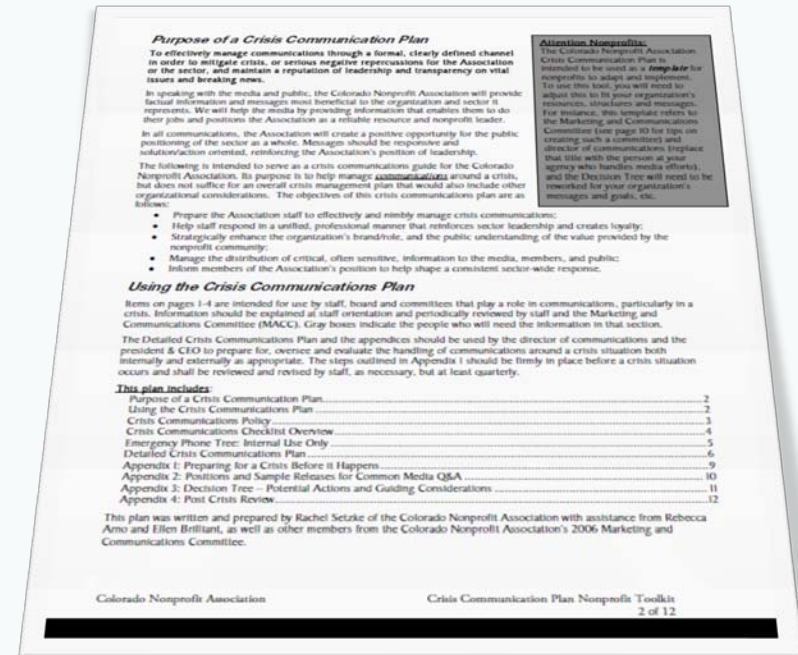
- Gives work a focus
- Sets priorities
- Provides order
- Creates preparedness
- Established accountability

DEVELOPING THE PLAN



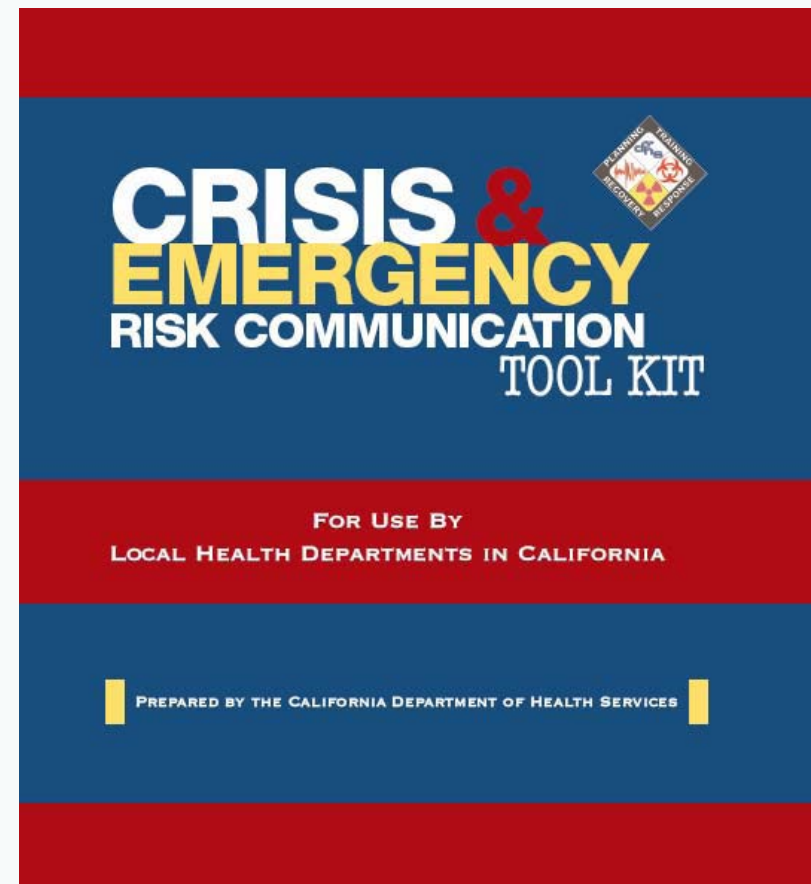
THE PLAN DOCUMENT

- Everyone should have a copy
- Update annually
- Refer to plan when crisis strikes
- Customize for your utility, area and issues
- The plan should be detailed: Phone lists, media lists, spokesperson, steps for handling situations
- Training and Exercises



EXAMPLE PLAN

- Introduction
- Crisis Communication Plan
- Messages and Spokespersons
- Media Outreach
- Stakeholder/Partner Communications
- Direct Public Outreach
- Standardized Emergency Management System (SEMS)
- Standard Notifications and Message Maps
- Glossary
- Appendix



MEDIA TRAINING TIPS

A stylized graphic of an eye, rendered in shades of blue, is positioned on the right side of the dark blue banner. The eye is composed of concentric, curved lines that form the iris and pupil, with a small white dot representing the pupil. The overall design is modern and abstract.

MEDIA TRAINING TIPS

- On the record vs. off the record
- Dress appropriately
- Know who you're speaking with
- Have answers prepared
- Be concise
- Avoid acronyms and controversy
- Don't speculate
- Rehearse!



SOCIAL MEDIA CONSIDERATIONS

A stylized graphic of an eye, rendered in shades of blue, is positioned on the right side of the dark blue banner. The eye is composed of concentric, curved lines that form the eyelids and iris, with a central dot representing the pupil.

SOCIAL MEDIA TIPS

- Social media is a tool
- Chose the right platforms
- Know the influencers
- Monitor weekly, daily, hourly, minute-by-minute
- Communicate regularly
- Respond appropriately
- Be proactive
- Provide resources
- Take it offline
- Create a policy



QUESTIONS TO ASK



What is the goal?

What outlets will you use?

Who is the target audience?

Who is the spokesperson?

Where will you get content from?

How often should I communicate?

SUCCESSFUL SOCIAL MEDIA



The screenshot shows a Twitter interface with a dark theme. At the top, the Twitter logo is on the left, and navigation links for Search, Home, Profile, Messages, and Who To Follow are in the center. The user's name 'trdriguez' is on the right. The main content is a tweet from @pbpost (Palm Beach Post) dated 23 May, which reads: 'To help tornado victims, text REDCROSS to 90999 to donate \$10; or donate online here: <http://bit.ly/ijmIRy>'. The tweet includes interaction options for Favorite, Retweet, and Reply. Below the tweet, it says 'Retweeted by KidsBlogFlorida and 3 others' and shows two small profile pictures. On the left side of the page, there is a sidebar for 'The Palm Beach Post' with contact information and social media links. At the bottom, there is a footer with various links and the copyright notice '© 2011 Twitter'.

twitter

Search Home Profile Messages Who To Follow tradriguez

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The Palm Beach Post has the most reporters and resources in the Palm Beaches, delivering the breaking news and local coverage you need to stay informed. Real News Starts Here.

P @pbpost
Palm Beach Post

To help tornado victims, text REDCROSS to 90999 to donate \$10; or donate online here: <http://bit.ly/ijmIRy>

23 May via TweetDeck ☆ Favorite ↻ Retweet ↩ Reply

Retweeted by KidsBlogFlorida and 3 others

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NOT SO SUCCESSFUL SOCIAL MEDIA

The image shows a screenshot of the Nestlé Facebook page. The page header includes the Facebook logo, a search bar, and navigation links for Home, Profile, and Account. The main content area features the Nestlé logo, a 'Like' button, and a grid of images showing people and food. Below this is a post from Nestlé with the title 'ACLARACIÓN: Retiro voluntario de un lote de colados Nestlé, receta de compota de banana' and a detailed text announcement in Spanish. The post has 70 likes and 33 comments. Below the main post is another announcement titled 'Here is our statement on the recall of one batch of banana baby foods in France' with 42 likes and 68 comments. The right sidebar contains sections for 'You and Nestlé', 'Birthdays' (featuring Janice Poley), 'Friends' Events' (featuring a Flash Mob), 'Sponsored' (Summer Dress Central), 'I Love Tallahassee', and 'University of Phoenix'. The left sidebar shows the page's name, '223,830 people like this', and a list of liked pages including Nestlé USA, Nestlé Toll House, Nescafé USA, Nespresso, and Perrier.

facebook Search Home Profile Account

Nestlé Like

Food/Beverages

You and Nestlé
Tim Center and Heidi Otway like this.

Birthdays See All
Janice Poley
It's her birthday.
Say Happy Birthday

Friends' Events See All
FLASH MOB TO CELEBRATE "The City..."
Wednesday, August 10
RSVP: Yes · No · Maybe

Sponsored Create an Ad
Summer Dress Central
soul-flower.com
Shop dresses at Soul Flower for hot styles in organic, fair-trade and handmade styles. Cool Threads for Kind Heads!

I Love Tallahassee
Loving where you live is pretty special. I LoveTallahassee. Do you?

Like · 191 people like this.

University of Phoenix
aptn.phoenix.edu
Where will your career path take you? Discover online and campus degree programs in today's most

Wall

Info Discussions Photos Notes Events

223,830 people like this

Likes See All
Nestlé USA
Nestlé Toll House
Nescafé USA
Nespresso
Perrier

Nestlé Like

ACLARACIÓN: Retiro voluntario de un lote de colados Nestlé, receta de compota de banana

Hola a todos, este mensaje es para responder a las preguntas sobre el retiro de colados Nestlé "P'tit Pot", receta de compota de banana. Como medida de prevención, el 30 de junio Nestlé Francia retiró un sólo lote (nº L 10980295) de colados infantiles Nestlé P'tit Pot Recette Banane. Este p...

Friday at 9:51am · Share

70 people like this.

View all 33 comments

Nestlé

Here is our statement on the recall of one batch of banana baby foods in France:

Hi everyone - this message is to clarify concerns regarding the recall of banana baby foods. Nestlé France is voluntarily recalling one batch (batch code: L 10980295) of Nestlé "P'tit Pot" Recette Banana baby food as a precautionary measure. Pleas...

July 4 at 10:49am · Share

42 people like this.

View all 68 comments

Nestlé

Watch the video

Nestlé Philippines Teaser
www.youtube.com
Hello friends of Nestlé Philippines! Welcome to the official YouTube channel of Nestlé Philippines! We hope that you'll see how Nutrition, Health and Wellness drives what Nestlé

SOCIAL MEDIA IN CRISIS



Before

- Information, tips and preparedness schedules
- Collaboration
- Geography

During

- Communicate directly
- Source for real news
- Quick response
- Constant flow of information
- Sharing

After

- Bring communities together
- Documentation and instruction
- Rebuild and help
- Reconnect

CONTACT US

A large, stylized graphic of an eye in shades of blue, positioned in the upper right corner of the slide. The eye is composed of simple geometric shapes, with a prominent iris and pupil.

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