Executive’s Guide to
Social Media and Crisis Management
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WEARING YOUR BABY seems to be in fashion.
Social Media Buzz → Traditional Media Coverage

The New York Times
Friday, November 27, 2009

Moms and Motrin
By USA TODAY

Odds are that a number of executives responsible for advertising Motrin find themselves with a bit of a headache today.

It all began with an online ad posted Saturday on the company’s website. It was about “baby wearing” — i.e., carrying a child in a sling or wrap, rather than placing them in a stroller or carrying them in your arms. For some

Technology » Products

Offended moms get tweet revenge over Motrin ads

Updated: 11/26/2009 5:23 PM | Comments 76 | Recommend 276

YOU CLICKED: WEEK’S MOST POPULAR HEALTH STORIES

- 6 foods bile U.S. nursing homes
- 6 doctors detail first U.S. face transplant
- 6 surgeons finds tool in new tumor brain tumor
- 6 Nursing homes face new regulations
- 6 top U.S. news stories compiles rankings

By Laura Patricola, USA TODAY

The maker of painkiller Motrin got a painful lesson in the power of online social networking.

Motrin Consumer Healthcare is working new Motrin ads after an outpouring of negative “tweets,” or postings, via Twitter, video on YouTube and postings on other social sites.

BEETTER LIFE BLOG: See if, do you think it went too far?

“Twitter memes took on Big Pharma,” says Cara Libretto, director of user experience at interactive agency Hype.

Twitter lets users communicate with text messages-like “tweets”
Twist :: see trends in twitter

motrin, motrinmoms, tylenol, advil

Tip: you can compare various topics, separate them with commas

Try these searches: morning night mcaul.obama dinner.breakfast work party blackberry iphone church god firefox safari chrome

Mentions chart

Mentions of each topic during the past 7 days
Showing in this chart: motrin, motrinmoms, tylenol, advil

Showing data zoomed from Sat 7:00 until Mon 3:00

Topic details

Recent tweets for each topic / Info about the topic's popular intervals:

motrin
Some recent tweets:

motrinmoms
Some recent tweets:

Hot Now

sunday (21 hours ago)
church (21 hours ago)
obama (11 hours ago)
monday (1 hour ago)
60 minutes (11 hours ago)
semana (1 hour ago)
fires (1 day ago)
on 60 (11 hours ago)
motrin (9 hours ago)
on 60 minutes (11 hours ago)

Hot Before

minutes (11 hours ago)
snow (19 hours ago)
cowboys (7 hours ago)
ufc (1 day ago)
indonesia (17 hours ago)
tsunami (17 hours ago)
steelers (11 hours ago)
to church (21 hours ago)
sunday morning (21 hours ago)
How did they do?
(check back at the end)

“With regard to the recent Motrin advertisement, we have heard you.

On behalf of McNeil Consumer Healthcare and all of us who work on the Motrin Brand, please accept our sincere apology.

We have heard your concerns about the ad that was featured on our website. We are parents ourselves and we take feedback from moms very seriously.

We are in process of removing this ad from all media. It will, unfortunately, take a bit of time to remove it from our magazine advertising, as it is on newsstands and in distribution.

Thank you for your feedback. It’s very important to us.”
AGENDA

1. 5 Trends In Digital Crisis Management
2. A Digital Crisis Management Framework
3. 5 Keys to Managing the Crisis
4. Next Steps
Q:

Do you currently have a digital crisis plan in place?
5 Trends in Digital Crisis Management
5 Trends in Digital Crisis Management

- Everything happens at lightning-speed
- People demand “hyper-transparency”
- Dialogue as important as message delivery
- Search reputation delivers multimedia
- Brand detractors have the same tools
Bad news spreads faster than ever before via Twitter, Facebook and our collective “lifestreams”

Monitor all relevant consumer generated media, not just traditional media.

When responding to emerging crisis, you may need to react fast – in a matter of hours, not days.

Have a streamlined approach and a team in place.

Experience in social media will help you respond fast.
#1 - Speed
The First 24 Hours
#2 - Hypertransparency

1 Million Forensics Experts

- There are no secrets anymore – don’t assume you can hide information
- Any individual has the power to expose what were once “private” conversations, making them public – expect what you say to be blogged
- Be ready to reconcile contradictory business practices
- Ensure any CSR efforts are sincere, defensible and authentic
Motrin’s email response to the onslaught of complaints over babywearing ad

November 16, 2008

I just received an email from Kathy Widmer, Vice President of Marketing for McNeil Consumer Healthcare, responding to the feedback I left on Motrin’s website last night. Here it is:

Dear Amy –

I am the Vice President of Marketing for McNeil Consumer Healthcare. I have responsibility for the Motrin Brand, and am responding to concerns about recent advertising on our website. I am, myself, a mom of 3 daughters.

We certainly did not mean to offend moms through our advertising. Instead, we had intended to demonstrate genuine sympathy and appreciation for all that parents do for their babies. We believe deeply that moms know best and we sincerely apologize for disappointing you. Please know that we take your feedback seriously and will take swift action with regard to this ad. We are in process of removing it from our website. It will take longer, unfortunately, for it to be removed from reviewed sites in which it appeared and in distribution.
#3 - Dialogue

Get Ready for 2-Way Dialogue

- One-way messaging doesn’t work anymore in a world where people crave dialogue
- Inviting customers into a conversation is the most effective way to build goodwill and brand advocates who will support you if crisis hits
- Communicating solely through press releases and scripted interactions doesn’t satisfy
- A system for listening is critical to remaining responsive
Get Ready for 2-Way Dialogue

10:54 a.m. @pblackshaw I was made aware of it this morning and I'm tracking down our trademark counsel to weigh in on it. Not good.

10:55 a.m. @badgergraving I'm on it. Getting our legal team's perspective and trying to stop a PR nightmare.

11:13 a.m. @leeTrans @davidrinnan @Energy_Geek @petertdavis @insideline_com I'm personally looking into it. Hope to have an answer soon.

11:23 a.m. @ContractorTalk I'm in discussions with our Chief Trademark Counsel about it right now. I'm none too pleased. #ford

11:31 a.m. For anyone asking about the Ford fan sites and legal action: I'm in active discussions with our legal dept. about resolving it. Pls retweet

12:17 p.m. @mdarwin @voltagedoc I'm finding it's a much different story from our legal department...

12:29 p.m. @petertdavis It means we didn't get the full story from the site owners. There's a deeper issue in question. #ford

1:07 p.m. Re the Ford fan site. I'm finding that there was counterfeit material being sold on it. Trying to get clarity on the URL issue. #ford

4:32 p.m. How do you repay your online evangelists? Well if you're Ford Motor Company, you step on their necks & demand $5,000 http://smurl.com/7r12q

4:34 p.m. @BretTTrout Please correct that. We've since remedied it http://tinyurl.com/6b7njd

4:44 p.m. @rgrosskett @NickLongo @digitalmlewis @jeanneYocum @designmeme Ford's response can be found at the bottom of http://ix.gd/b360
#4 - Search

Reputations are Built or Broken in Search

- 80% of Internet users start their session at search
- Organic search is sensitive to social media content due to the cross-linking
- Google delivers “universal search” making multimedia critical
- Difficult to dislodge content once it is in search results
# 4 - Search

Reputations are Built or Broken in Search

**Domino's Pizza** - Wikipedia, the free encyclopedia

Domino's Pizza, Inc. (NYSE: DPZ) is an international fast food pizza delivery corporation headquartered just outside Ann Arbor, Michigan, United States. ...

[en.wikipedia.org/wiki/Domino's_Pizza](en.wikipedia.org/wiki/Domino's_Pizza) - Cached - Similar - 🔗

**Domino's**

Domino's Mobile. Order From Menu · Find a Store · Coupons & Promos ... Desktop Site · Legal Info · En Español. © 2009 Domino's Pizza LLC.

[mobile.dominos.com/](mobile.dominos.com/) - Similar - 🔗

**RPM Pizza, LLC.**

©2009 Domino's IP Holders LLC. Domino's®, Domino's Pizza® and the modular logo are registered trademarks of Domino's IP Holders LLC.

[www.rpmpizza.com/](www.rpmpizza.com/) - Cached - Similar - 🔗

**St. Louis Pizza Delivery - Domino's Pizza - Home Page**

St. Louis Domino's Pizza is dedicated to helping our community raise money. In 2008 alone, we helped generate tens of thousands of dollars for local ...

[www.stlouisdominos.com/](www.stlouisdominos.com/) - Cached - Similar - 🔗

**YouTube - Dirty Dirty Domino's pizza**

2 min 19 sec - Apr 15, 2009 - ★★★★★

[dominos employees fired for thid pizza ... Domino's Pizza on the Today Show - Workers fired for Domino's prank video. ...](www.youtube.com/watch?v=OhEmWixQpedl) - Related videos - 🔗

**Domino's Pizza LLC - Franchise Information - Entrepreneur.com**

In 1960, brothers Tom and James Monaghan borrowed $500 to purchase Domini's, a pizza store in Ypsilanti, Michigan. The next year, James trad...

[www.entrepreneur.com/franchises/dominozpizza/all/282293.0.html](www.entrepreneur.com/franchises/dominozpizza/all/282293.0.html) - Cached - Similar - 🔗

**Domino's Pizza**

Domino's Pizza, with more than 6500 stores around the world, is the world leader in pizza delivery. But there is more to Domino's than pizza! there's the ...

[company.monster.com/dom/](company.monster.com/dom/) - Cached - Similar - 🔗
#5 - Detractors

Your Detractors Are Resourceful

- An individual voice can travel around the world more easily today
- Small organizations can often be fast and nimble with social media
- Listening to consumer generated media is critical
- Everyone is an influencer in their own circles, so traffic alone can no longer be the only metric for judging influence
Detractors

Your Detractors Are Resourceful

Green my Apple, to the core.

I love my iPod but can we lose the iWaste?

Take Action
Help make that green wish come true

view the best ProCreations
Q: How familiar is your C-suite with social media?
Digital Crisis Management: A Framework
A Framework

Digital Crisis Management

- **Monitor**
  - Conduct blog/online monitoring
  - Weekly reports
  - Daily/hourly reports

- **Cultivate**
  - Develop list of online influencers
  - Influencer outreach and ongoing response

- **Prepare**
  - Set up online crisis collaboration site
  - Use collaboration site to manage communications strategy
  - Set up dark (crisis) site
  - Activate dark (crisis) site

- **Respond**
  - Set up client blog
  - Regular updates
  - Update client website homepage with crisis message
  - Use client blog as forum for response

- **Promote**
  - Create search keywords for crisis
  - Keyword marketing: promote crisis site
  - Online advertising: on blogs or websites (as appropriate)
MONITOR

- **Before the Crisis**
  - Establish weekly social media monitoring to complement existing media monitoring reports.
  - Reports should include analysis of discussion, topline charts or visuals, and clip sheet of the most relevant “hits” across social media (blogs, message boards, micromedia, multimedia, soc nets)

- **After the Crisis Hits**
  - Expand weekly monitoring reports to daily or hourly reports
  - Include response recommendations to take action against
CULTIVATE

- **Before the Crisis**
  - Create an Influencer Map to know where your promoters and detractors live online
  - Consider influencer engagement campaigns during non-crisis times to develop relationships that could be revisited if needed

- **After the Crisis Hits**
  - Engage influencer in your rapid response efforts as needed: be personal
  - Monitor pre-identified detractor sites and apply messaging strategy to determine appropriate response

Ogilvy Public Relations Worldwide
PREPARE

• **Before the Crisis**
  - Develop crisis messaging and adapt it to social media venues
  - Identify and train marcom staff for social media
  - Set up online crisis collaboration site
  - Design and build a crisis dark site

• **After the Crisis Hits**
  - Turn on dark site or messaging on home page, and use collaboration site to communicate around the crisis in real time
**RESPOND**

- **Before the Crisis**
  - Develop your brand’s presence & voice on the social Web – a corporate blog, Twitter handle, Facebook page, YouTube channel…

- **After the Crisis Hits**
  - Actively update home page or dark site
  - Consider using video to deliver a human message
  - If corporate, use social web platforms to respond – these are most effective when they are well established and active prior a crisis
PROMOTE

• **Before the Crisis**
  o Build list of keywords (negative and positive) to use for SEO/SEM (Search Engine Optimization/Search Engine Marketing)
  o Explore leveraging or creating online advertising
  o Identify potential multimedia responses (photo, video) and key players necessary to create them

• **After the Crisis Hits**
  o Deploy a keyword buy across major search engines
  o Create and optimize a variety of multimedia content to help tell your story in multiple ways
  o Advertise online with crisis messaging (as appropriate)
Q:
Do you have a twitter account, blog or other social channel ready to communicate for a crisis?
5 Keys to Digital Crisis Management
5 Keys to Digital Crisis Management

- Set up a Listening Post program TODAY
- Get C-Suite buy-in on the importance of social media
- Identify the top online influencers for your business (and begin building relationships)
- Know how you will “speak” online (e.g. Twitter, Blog, YouTube)
- Establish Social Media Engagement Guidelines across your marcom team
Motrin: How did they do?

- Train your marcom teams in social media
- Don’t launch campaigns on a Friday
- Make sure you are monitoring through the weekend
- Listen first (and test your ideas)
- Build relationships w/influencers now
- Don’t overreact – find opportunity in crisis
Thank You

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