

#DIGITALPANIC

How to survive a crisis in a digital world?



AGENDA

○ WHAT IS A CRISIS?

- *Definition*
- *What causes a crisis?*
- *What triggers a crisis?*
- *Type of crisis*
- *The planning fallacy*

○ DEALING WITH A CRISIS

- *Audit*
- *Strategy*
- *Prevention*
- *Preparation*
 - *4-step strategy*
 - *Response matrix*
- *Management*
- *After the storm*

○ ARE YOU READY?

- *Tool box*
- *Final considerations - checklist*





WHAT IS A CRISIS?

HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



DEFINITION

HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?

Dictionary

Search for a word

crisis /ˈkraɪsɪs/
noun

a time of intense difficulty or danger.
"the current economic crisis"

Similar: catastrophe calamity cataclysm emergency disaster

- a time when a difficult or important decision must be made.

"the situation has reached crisis point"

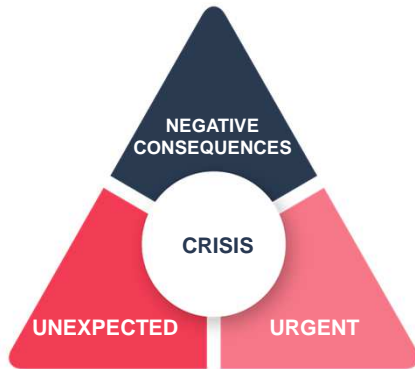
Similar: critical point decisive point turning point crossroads

- the turning point of a disease when an important change takes place, indicating either recovery or death.

Translations, word origin, and more definitions



WHAT CAUSES A CRISIS?

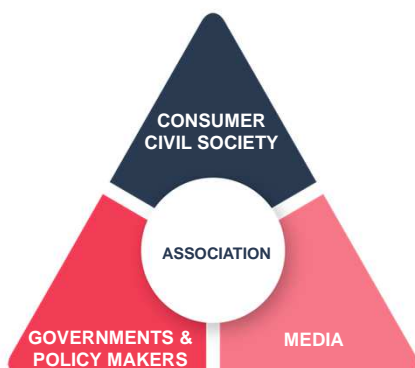


- Food safety
- Activists and protests
- Litigation
- Sexual harassment
- Labour unrest
- Natural and man-made disasters
- Workplace health and safety
- Product recalls
- Environmental threats
- Financial (fraud, bankruptcy, etc.)
- Social media crisis
- Crime
- Corruption
- Cyber security
- Public health threats
- Policy and regulatory threats
- Malpractice

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WHAT TRIGGER A CRISIS?

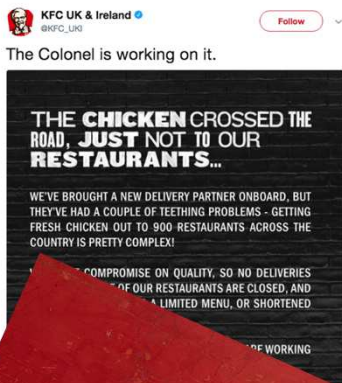


- Consumers & buyers
- NGOs
- Academia & research centres
- Media: regional, national, international
- Social media influencers
- Politicians
- Regulators

- **Associations**
 - *Their members*
 - *Their customers*



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#1: FCK UP

The situation:
KFC ran out of chicken in the majority of their 870 UK & Ireland restaurants after an unfortunate series of events lead to delivery delays from their warehouses.

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#2: STARBUCKS


The Situation:
Two men, Rashon Nelson and Donte Robinson, were arrested after a Starbucks staff member called the cops on them while they were waiting for a friend.

“ The fact that what happened in our store last Thursday and the outcome from that incident was reprehensible. That should not have happened, it was wrong, and my role and responsibility as CEO is to learn, to understand it and fix it.

Starbucks closed down 8,000 stores across the United States for Racial Bias Training.

It is estimated that Starbucks lost around \$12 million in profit during the time the stores were shut down.

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POLITICO

SPONSORED CONTENT FROM HUAWEI

Europe and Huawei can lead the fourth industrial revolution

Connectivity is no longer a luxury, but a fundamental right, writes Abraham Liu.

By ABRAHAM LIU, CHIEF REPRESENTATIVE TO EUROPEAN INSTITUTIONS AND PRESIDENT OF EUROPEAN PUBLIC AFFAIRS AND COMMUNICATION OFFICE, HUAWEI | 10/15/19, 6:00 AM CET

Huawei has been a presence in Europe for over 18 years. It is one of our most important markets. This year alone we announced that we are investing millions in the U.K., Germany, Romania, France and Spain, and just last month we unveiled a €70 million research and development investment in Ireland.

Europe's values of openness, innovation, the protection of citizens' privacy and the rule of law have led to it being the powerhouse of mobile communications that it is today. And we at Huawei share these values.

Innovative European companies have brought 2G, 3G and 4G to European citizens. The lifting of mobile roaming charges has helped Europe's competitiveness and European consumers.

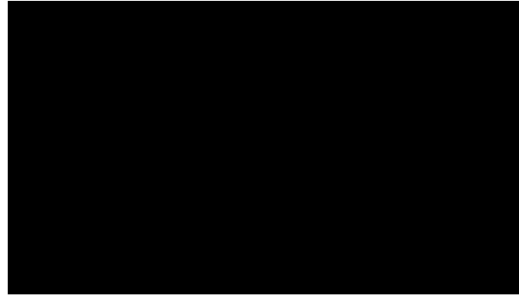


Abraham Liu is Huawei's chief representative to European institutions and president of its European public affairs and communication office.



Impressive speech & high promises by #AbrahamLiu from @HuaweiEU. He promises a €90 billion investment in 14 EU countries and their #5G technology will enable #EU 2 lead the upcoming 4th industrial revolution. He also promises to share our values of openness and the rule of law

#3: HUAWEI & 5G



5G for Europe | Huawei

<https://huawei.eu> > what-we-do > 5g-europe >

Tomorrow's digital world will be powered by ultra-fast 5G networks. ... As the research effort reaches the final stages, with 5G roll-out expected for 2020, a massive upgrade of network infrastructure is required to complete this deep transformation. 5G could support up to 100 billion

HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



ACUTE

Allows for more **preparation** and coordination, **off and online**
Risk of lowering guard more present
 Can be **as damaging** as an acute crisis

TYPES OF CRISES

Requires **rapid** deployment of **large** amount of resources
More actors involved
Harder to control
Peaks of online/social media activity

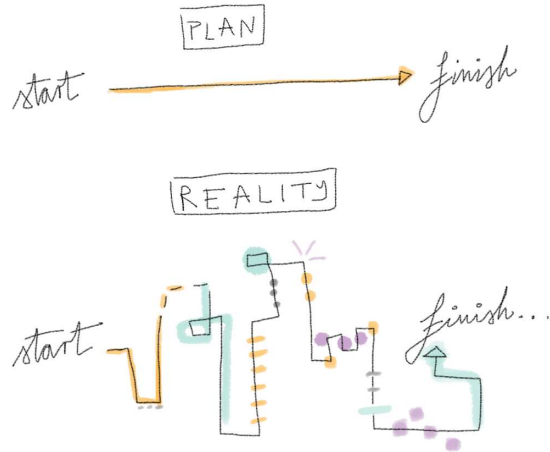


CHRONIC

THE PLANNING FALLACY

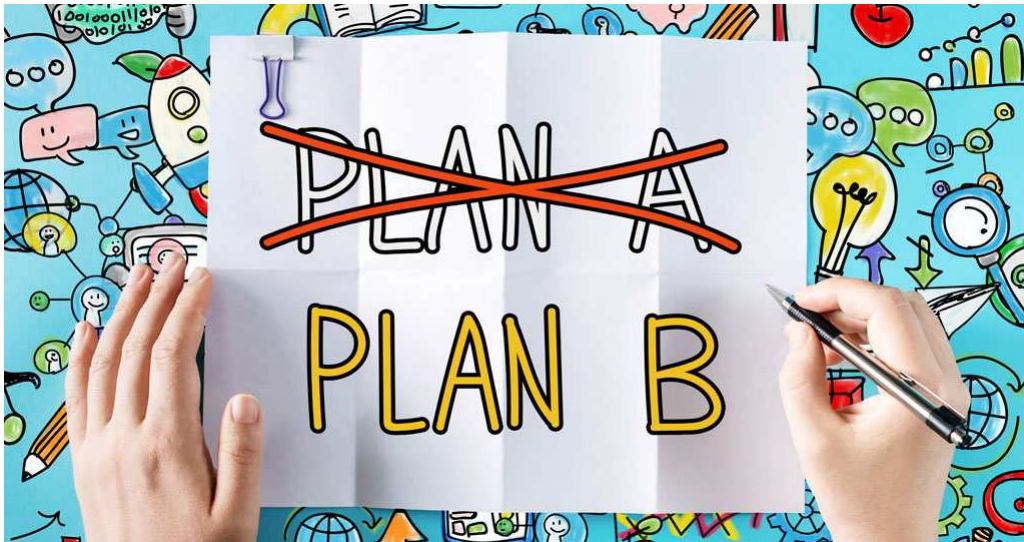
UNDERESTIMATE *how long projects will take*

OVERESTIMATE *how quickly we can get things done*



HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?

HOPE FOR THE BEST, PLAN FOR THE WORST



HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



DEAL WITH A CRISIS

HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



DEALING WITH A CRISIS

HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?







AUDIT - Digital

- **Crisis scenarios mapping**
 - Online research
 - Social media mapping
- **Staff audit: Are employees prepared?**
 - Online polls and surveys (e.g. Survey Monkey, Google Survey)
 - Mock exercises – fake traps & tests (e.g. fake social media posts, blog posts, videos)
- **European Associations – main causes**
 - Understand how crises spread online for associations.
 - Members >> their customers/stakeholders
















HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



STRATEGY


Crisis plan

Protocols: *What's considered a crisis? when and how to react?*

Channels: *What's already working? What may need to be activated?*

Tone & messages: *Cooperative, defensive, apologetic, realistic*

Reputation priorities *Establish a desired outcome from the onset. Define what can be sacrificed, what can't, what should be protected at all costs.*



HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



Digital should be part of your main strategy from the beginning, not an add-on or afterthought

STRATEGY - Digital Crisis plan

Protocols: What's considered a crisis? When and how to react

Channels: What's already working? What may need to be activated?

Tone & messages: Cooperative, defensive, apologetic, realistic

Reputation priorities: Establish a desired outcome from the onset. Define what can be sacrificed, what can't, what should be protected at all costs.

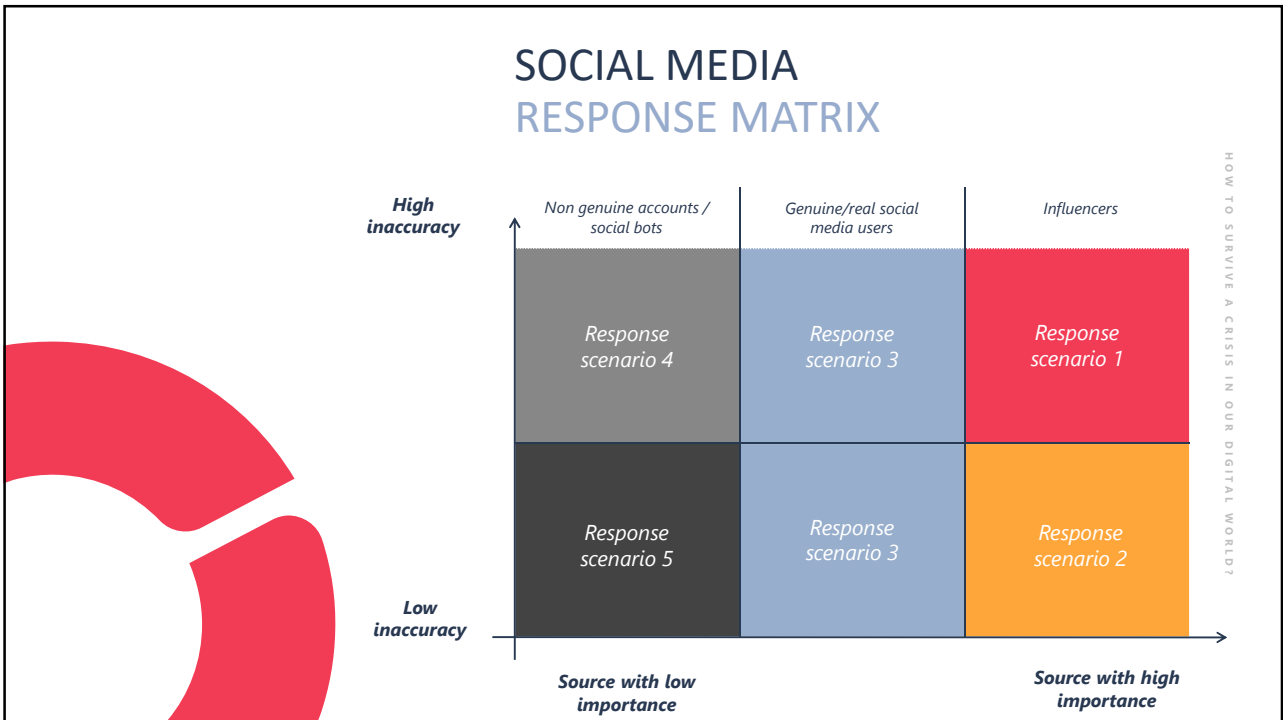





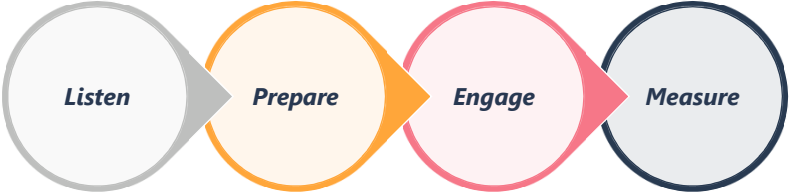



HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?







4-STEP SOCIAL MEDIA STRATEGY

- Listen**
 - What is being said, by who and where
 - Map out topics (old & new) for engagement
 - Identify key opinion leaders
 - Systematic monitoring
- Prepare**
 - Guidelines and engagement rules –response protocols
 - Define tone and style, key topics
 - Editorial calendar & milestones
- Engage**
 - Join the conversation and interact with key target audiences
 - Follow the guidelines and engagement rules
 - Live posting
 - Promote your accounts
- Measure**
 - Reporting
 - Quantitative indicators: Followers, RTs, likes, clicks, etc..
 - Qualitative indicators: Who is interacting with your accounts. Mentions by key audiences.

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PREVENTION




Anticipate crises

- *Policy & Regulation*
- *Business & markets*
- *Internal politics*

Notification and monitoring systems

- *Media monitoring*
- *Social media monitoring*
- *Policy monitoring*

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PREVENTION – *Digital*

Monitoring systems

- Are your media, social media & policy monitoring systems up and running?
 - Google alerts, DODs, RSS feeds, policy trackers, social media monitoring.
 - Paid and free tools
- Are you receiving real time alerts?
- Did you set up your online dashboards for social media topics and tone analysis?
 - Are you keeping track overtime?

Social media

- Monitor sensitive conversations to communicate your association perspective.











HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



PREPARATION

Crisis communications team

- Appoint coordinators, spokespeople, team members
- Define roles and responsibilities
- Develop holding statements & messaging

Train spokespersons

- Media training
- Crisis simulations

Crisis channels

- Online and offline
- Internal communications
- Media
- Toolkits



HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?



PREPARATION - Digital

Crisis communications team

- Appoint digital/social media coordinators (create a sub team if necessary)
- Define roles, responsibilities and speedy approval processes

Train spokespeople

- #digitalpanic trainings / simulation

Crisis channels and materials

- Make sure to keep your social media channels updated and active
- Have your media / stakeholders lists in mass marketing mailing system updated and ready to be used to disseminate PRs, statements etc...
- #SEOimplementation: make sure your website can be easily found
- Toolkit – are your PR, statements etc... digital friendly?
 - *Sharing a pdf is not enough. You need to translate it in social media content.*





HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?





MANAGEMENT

- Assess the crisis situation
 - Engage team and get cracking
 - 'War room' – handle all angles and channels including digital
- Finalise and adapt key messages
 - Update website (e.g. publish press releases, statements)
 - Post content on social media, engage with genuine/relevant accounts, join the conversation - Create added value
- Roll out and monitor crisis plan implementation
 - Set up digital objectives and engagement milestones
- Regular reporting
 - Document your actions and decision
 - Email alerts, dashboards, social media reports, apps
- Real time alerts and social media monitoring systems
 - Expand and update keywords and audiences being monitored




HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?




AFTER THE STORM

- Post-crisis analysis
 - What worked, what didn't
 - Lessons learned
 - Channel performance
 - Major takeaways
 - Areas for improvement
- Review and adapt existing protocols
 - Prepare for the next crisis
 - Review roles and team composition
 - Expand training


HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?




ARE YOU READY?




TOOL BOX



- Websites / apps**
 - Updated information
 - Search Engine Optimisation
- Social media**
 - Active and engaging channels
- Materials**
 - Online info materials
 - Infographics, videos, GIFs,
- Monitoring system**
 - Social media and policy monitoring system and real time alerts
- Distribution lists**
 - Marketing mailing platforms & templates




HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?




You Have 15 Minutes To Respond To A Crisis: A Checklist of Do's and Don't's

✓ DO	✗ DON'T
<ul style="list-style-type: none"> □ Become the trusted voice in the crisis. □ Give the crisis your full attention. □ Pull the trigger on your crisis plan. □ Assess what you can do yourself and what you can delegate. □ Find out the facts and connect with authorities. □ Monitor social and traditional media closely. □ Understand the scope of the issue and assess the critical decisions. □ Issue a "holding statement" ASAP. □ Think through every word. □ Put people first. □ Correct any errors of fact that are already public. □ Contact your key audiences (employees, board, shareholders). 	<ul style="list-style-type: none"> □ Lie. □ Disappear. □ Issue a denial until you have all the facts. □ Minimize the situation. □ Make a joke about the crisis. □ Say "we are taking the matter seriously." □ Repeat the problem or accusation in your statement. □ Let your fears of liability trump your humanity. □ Speculate until you understand the facts. □ Be only inwardly-focused.



TEMIN AND COMPANY



HOW TO SURVIVE A CRISIS IN OUR DIGITAL WORLD?

ARE YOU READY?

- Have you **reviewed your online vulnerabilities** and weakness? Have you plotted some **crisis scenarios**?
- Do you have a **plan & protocol** which includes an online **response mechanism**? Do you and your members know what to do?
- Have you assigned **roles and responsibilities**? Who is the coordinator?
- Is your team prepared? **Have they been trained?** Have you practiced?
- Have you tested your digital resources? **Are all your channels up and running?** Do you have an audience?
- Are there any gaps or grey areas?
- Is everything **on your website?** SEO performance?



THANKS!

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