

CASE STUDIES:

When The Sh-t Hits The Fan: Managing Crises On Social Media

The Social Shakeup

Atlanta

May 23, 2017

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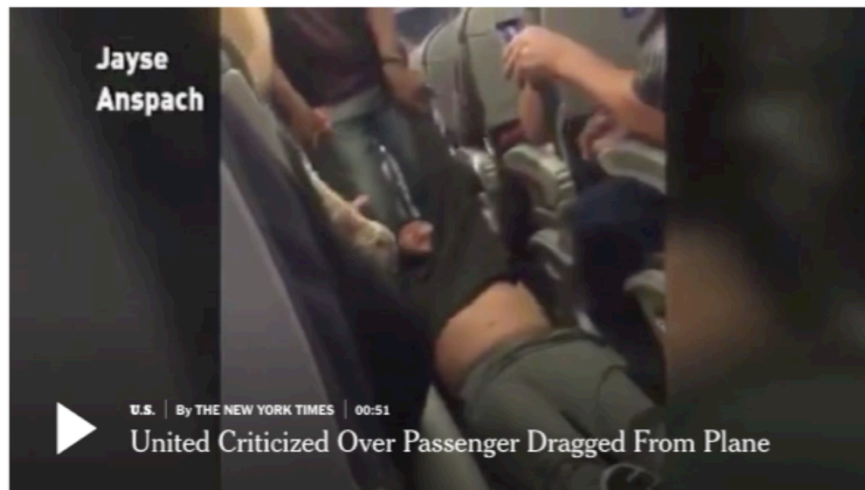
SAMPLE CRISIS WORK

- Data Breaches, Identity Theft, Website Hacks, Malware (Multiple Companies)
- Product Recall for Potential Lead Poisoning (Baby Product)
- Hurricane Sandy, Hurricane Irene (ConEd)
- Worker Strike, Manhole Cover Explosion, Building Explosion (ConEd)
- Hit & Run (By Company Employee)
- Sexual Harassment and Executive Misconduct (By CEO)
- Executive Arrest for DUI
- Terrorist Activity Interrupts Operations (Tech Company)
- Foreign Mafia Threats on Executives
- Employee Kidnapping/Release by Militia (EDS)

BUSINESS DAY

United Airlines Passenger Is Dragged From an Overbooked Flight

By DANIEL VICTOR and MATT STEVENS APRIL 10, 2017



After facing a backlash, the airline apologized for its treatment of the passenger. By THE NEW YORK TIMES on April 10, 2017. Photo by 7NEWS24, via YouTube. [Watch in Times Video »](#)



RELATED COVERAGE



Video of United Airlines Passenger Creates Furor in China, Too APRIL 11, 2017



Bumped Fliers and No Plan B MAY 30, 2007



For Delta Passengers Facing Delays, No Calm After the Storm APRIL 7, 2017



PRACTICAL TRAVELER
Guide to Being Bumped (or Not) APRIL 6, 2011

United Airlines Reaches Settlement With Passenger Who Was Dragged Off Plane

By DANIEL VICTOR and CHRISTOPHER DREW APRIL 27, 2017



The United Airlines baggage claim in La Guardia Airport this month. John Taggart for The New York Times

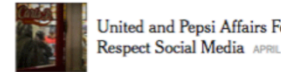
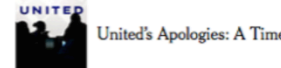
Oscar Munoz Won't Get Planned Promotion to Chairman of United

By BARRY MEIER APRIL 21, 2017



Oscar Munoz, chief executive of United Airlines. Richard Drew/Associated Press

RELATED COVERAGE



Ransomware attack: The clean-up continues after WannaCry chaos

Hospitals and businesses are still trying to get back to normal following ransomware infections, while experts warn of copycat attacks.



By [Steve Ranger](#) | May 18, 2017 -- 11:03 GMT (04:03 PDT) | Topic: [Cyberwar and the Future of Cybersecurity](#)



All you need to know about ransomware in 60 seconds.

Chipotle Rallies After Sales Begin to Recover From E. Coli Scare

by **Leslie Patton**

April 25, 2017, 4:20 PM EDT Updated on April 26, 2017, 9:55 AM EDT

- Burrito chain's comeback follows five quarters of declines
- Data breach casts a cloud over company's recovery celebration

Chipotle Mexican Grill Inc. shares gained the most in more than the burrito chain's sales finally started to bounce back from a food-safety crisis in 2015.

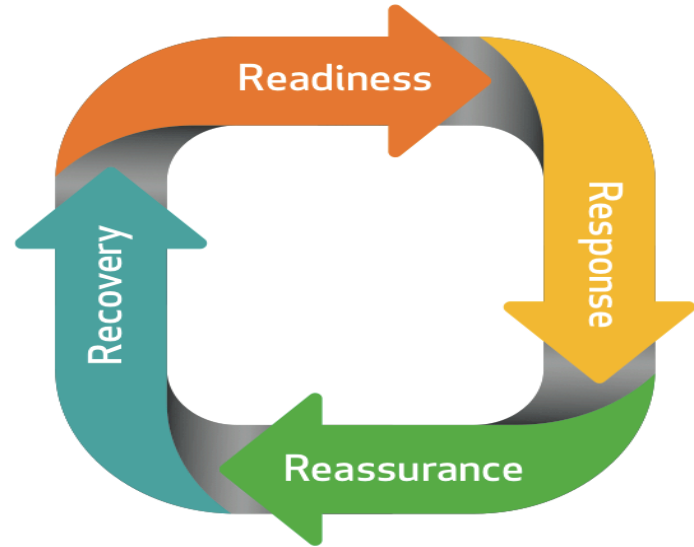


CORE CONCEPTS

CRISIS COMMUNICATIONS

4 Phases of Crisis Communications

1. Readiness
2. Response
3. Reassurance
4. Recovery

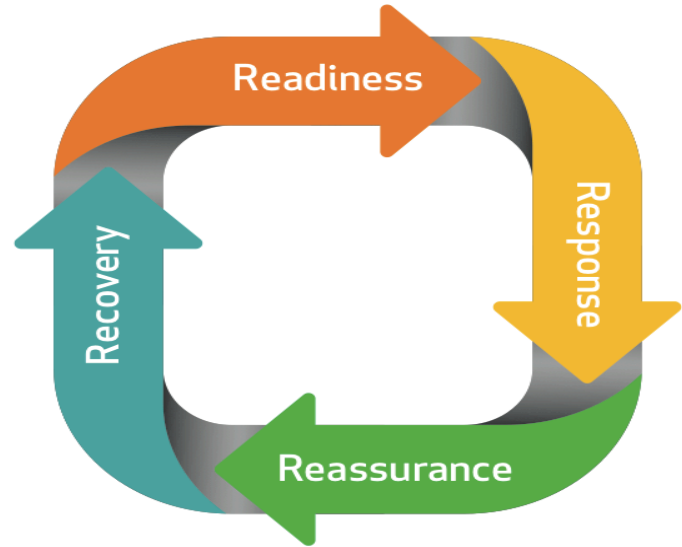


PHASE 1: READINESS

PREVENTATIVE MEDICINE

Anticipating a Crisis

1. Crisis Mapping (SWOT Analysis)
2. Policies and Procedures (Prevention)
3. Crisis Monitoring
4. Crisis Communications Plan
5. Crisis Action Plan
6. Crisis Standard Communications Template



THREAT MAPPING

RISK ASSESSMENT

Anticipating & Understanding Threats to a Business

People, Products, Facilities, Environment, Information

Internal

- Employees
- Facilities
- Vendors/Suppliers
- Distributors/Resellers
- Product

External

- Acts of Nature
- Market
- Legal Restrictions/Law
- Customers
- Advocacy Groups

CRISIS COMMUNICATIONS

ANTICIPATING THREATS

Create A Chart:
Threats to Your Business

HR	Sales	Marketing	Finance



Rank Order

High Risk
to
Low Risk

PHASE 2: RESPONSE

CRISIS TOOLKIT

1. Develop materials:
 - Messages/FAQ
 - Prepared statements
 - Press release template
 - Customer letters
2. Train employees
 - Awareness
 - Anticipation
 - Organizational Preparation
3. Prepare channels:
 - Hotline
 - Dark site
 - Social Media
4. Data Breach/Customer Assistance Resources
 - Microsite/Landing Page FAQ
 - Identity Theft Remediation Services
 - Force Password/Account Information Change
 - Special Customer Advocate/Team

IMMEDIATE ACTION

BEST PRACTICES

Preparing a Response

1. Don't delay
2. Acknowledge situation
3. Acknowledge impact and 'victims'
4. Commit to investigate
5. Commit to sharing information and cooperation with relevant parties
6. Share corrective action plan if available
7. Respond in the format in which the crisis was received**

RESPONSE OUTLINE

CRITICAL INFORMATION

Prepare a Template Crisis Response:

1. What happened?
2. What do we know about it?
3. Who/what was impacted?
4. How do we feel about it? (How should we feel?)
5. What are we going to do about it?
6. When are we going to do it?
7. When/how will we communicate next?

PHASE 3: REASSURANCE

DOSE OF MEDICINE

Who to Reassure? How to Reassure?

1. Develop full response plan
2. Put plan into action: Immediate remedy
3. Communicate results of plan and impact
4. Reaffirm commitment to correction
5. Demonstrate results of program

PHASE 4: RECOVERY

LONG-TERM TREATMENT PLAN

Rebuilding reputation, trust and customer loyalty
Implementing preventative measures for long-term crisis mitigation
and/or prevention

1. Review need for operational, regulatory, environmental and employee changes
2. Develop long-term plan including policies and prevention tactics
3. Reassess crisis plan
4. Regain customer/public trust

10 KEY TAKEAWAYS

1. Implement Policies to Address Potential Vulnerabilities
2. Establish a Regular Review Cycle for Crisis Preparation
3. Establish Inter-Departmental Cooperation
4. Establish a Framework for Response
5. Build a Crisis Toolkit
6. Know Where & How to Respond
7. Prepare Your Employees in Advance
8. Establish Assistance Services for those Impacted
9. Know the Relevant Legal & Regulatory Requirements
10. Be Honest, Be Transparent

Thank you

Slides Available: [Slideshare.net/sfathi](https://www.slideshare.net/sfathi)

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White Paper:
Crisis Communications in
the Social Media Age

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