Leveraging Digital Media to create effective Crisis Communication Plan
**Situation Analysis**

**Problem Statement**

- Oil Spill at ABC’s Offshore Vessel in Mediterranean Sea due to Oil Tanker Crash
- Social Media flooded with tweets, posts, pictures condemning the accident, denigrating the brand
- Possible loss of life and extensive damage to environment
- Potentially viral content which can cause irreparable damage to company’s reputation & business
- Recent history tell us that that it is paramount launch a Comprehensive Integrated Marketing mix strategy with special focus on digital media and ensure dynamic response to crisis as it unfolds
Understand threats posed by various Social Networks through SWOT

Monitor & Analyse Online Traffic through Listening Tools

Holistic Integrated Media Communication Strategy targeting each platform

Evaluate & Dynamically improve communication as & when need be

Post Crisis Evaluation & Repairing Reputation
Social Media SWOT Analysis

**S** Massive demographic data

**W** Amount of ads desensitize users

**O** Extreme Reach

**T** Lower CTR, exposure of poor reviews

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**S** Ability to engage quickly/effectively

**W** Less demographic data, 140 character limit

**O** Retweeting/Hashtag - Search

**T** Difficult to control Viral content

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**S** Capability to showcase in depth information

**W** Video content has to be developed

**O** Share reviews, videos through official channels

**T** Videos can become viral easily

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**S** Demographic data available for linked a/c

**W** Young audience

**O** Hashtag/Location search

**T** Difficult to create engaging content

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**S** Reach, Easy to share on other networks

**W** Limited to photos, not diversified

**O** Innovation

**T** Difficult to create engaging content

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**S** B2B Networking

**W** Narrow demographic

**O** Share case studies, blogs etc

**T** Miniscule amount spent compared to others
Crisis Communication Team & setting tone of communication

- Identify **Crisis Communication Lead** for Single point Information dissemination, set up 24 hour Response Center
- Fix **Roles & Responsibilities** of Communication Team members
- Maintain **Consistency** in message, show **Empathy**, take **Responsibility** & Admit mistakes

Crisis Management Team

Communications Representative in CMT

Integral part of Crisis Management Team

Social Media Manager
Media Enquiry Centre Manager
Media Monitoring Coordinator
Internal Communications Manager
International Coordinator
Communication Strategy

Oil Spill

Crisis Team

Content dissemination

Fix Responsibility

Environmental Organization

Engage Stakeholders

Communication Lead (part of Crisis Management Team)

Dedicated Media Centre

Employees

Media

Victims

Dedicated Media Centre

Employees

Content dissemination

Engage Stakeholders

Communication Lead (part of Crisis Management Team)
Integrated Digital Media Mix

- RSS Feeds
- Twitter
- Facebook
- Flickr
- Instagram
- Youtube Channel – Video Statements
- Quora
- Wikipedia
- Blogs
- Cross-Channel collaboration

Embedded content in Social Media

Social Media Campaigns

Microwebsite: ‘We are Responsible’

Mass Emailers & SMS

Google Analytics, Twitter & Facebook Search

Press Conferences in Dedicated Media Center

Send up-to-date automated SMS/Mailers to all Stakeholders at regular intervals to avoid any misinformation

Create Google alerts, Analyse trends in Google Search, Twitter hashtags, retweets & FB posts to create/modify Media strategy & avoid mitigate Reputation damage

Online Press Room

Continuous Feedback
Message Architecture

Getting the Right Message through

- Accurate Information
- Prompt Response
- Empathy
- Transparency
- Consistent Coherent Communication

Credibility

Trust

Brand building

Thumbs up from Stakeholders
Sample Message:
We deeply regret the ongoing Oil Spill Crisis and assure you that all steps necessary to resolve the situation are being taken to prevent loss of life & environment. We get back to you with more information soon. Till then join us in prayers.

Early hours are critical, Acknowledge tragedy, take responsibility & prepare list of Q&A

Crisp, clear Message from Centralized Communication Centre

Engage & start dialogues with all stakeholders using all Platforms

Monitor Twitter, Facebook, Flickr and adapt communication as & when needed

Encourage through Social Discussions
- Quora, Linkedin
- Commenting on Blogs
- Talking to Influencers
- TV News Shows

What happened & where?
What is loss of life, property & environment?
When did you first hear of the situation?
Who’s to blame?
What are you doing about it?
Were there any warning signs?
Why weren’t you better prepared?
Loss of Life?

Online Press Room
24 hour accessibility to all stakeholders
Stakeholders can request one to meetings with management, answer to queries

Ensure accurate data is available on key websites
Wikipedia, Environmental Websites & Blogs
Microsite ‘We are Responsible’

Collate
• Collate all information on microsite: Facts & Updates, Emergency contact information, Media Query submission form, Help Centre, Feedback Centre, Toll Free No. for Media

Register
• ‘Register for Updates’ functionality: Create database of stakeholders wish to engage abreast. Emailers, links, SMS/Whatsapp notifications to be sent to them

Link
• Link FB, Twitter, IG, Flickr, Youtube feeds on the microsite

Promote
• Promote microsite’s functionalities (Media Query Form, Register for Updates, Feedback Centre) & link all posts on social networks to drive traffic to the microsite
Online Press Room

24 hour Online accessibility to all stakeholders

Online Query submission, Video Appointments, Downloadable information

Live Stream – Streaming of Video Statements by Management
Missed Call Alert System

Stakeholders can give a missed call to Toll free number 1800-OIL-ALERT to get latest updates

Promote the Toll free number through all digital channels
Strategy

Spokespersons
- Define role of spokespersons
- Sensitize, train and equip with latest updates
- Provide approved statements

Utilize PR connections, Media owners, Web editorial contacts
- Use connections in Media to spread positively disposed news and gain wide publicity
- Contact Environmental Opinion leaders and address issues

Mitigate Rumors
- Monitor Wikipedia, Influencing Blogs and participate in healthy discussions on Quora, Environmental Blogs
Seeding Viral Content
Create customized engaging content showcasing humane approach of the company and plant it to go viral using

Participate in Discussions
Offline – Debates on TV with Environmental organizations, NGOs etc
Online – On Quora, Webinars, blogs, FB comments

Sponsor stories on News Apps
Promote sponsored stories on News apps as they have wide and instant reach
Internal Communications Plan

Create Awareness
- Use Internal Portal to create awareness
- Issue advisory to Employees to ignore rumours, send list of Question & Answers
- Regional Heads to convene meetings with employees to directly communicate & clear doubts

Engage
- Send updates, Press Statements, Video Statements, Emailers to Employees through email, SMS & Whatsapp
- Dedicated phone line where employees can get their queries answered

Turn Employees into Brand Advocates
- Encourage Employees to re-tweet/re-post company’s posts, share positively disposed posts
- Encourage employees to curb/spam rumours floating on social media
Monitor Online Trends using Analytics

Create Automated Alerts by defining relevant Search Queries

Use Dashboards of Theme Clouds using Social Intelligence Tools

Create Heat Maps to monitor Viral content Demographically

Monitor Tweets, Posts, Viral Content through Social Media Listening Tools

Monitor Any surge
Identify Potential Viral Content Producers

Spoofs

An upcoming trend/challenge in today’s world is Spoofs. For example, a fake twitter account BPGlobalPR managed to create lakhs of retweets using witty black humour during the BP Oil crisis.

Strategy to target Spoofs

- Target Spoofs head on with curated content, tagging them in responses
- Contact Team of FB, Twitter etc. to ban/block these accounts as they are not acting in good faith & spreading rumours
- Encourage Employees to block/mark spam
Identify Potential Viral Content Producers

**Influencers / Viral Agents**

Studies show that Influencers amount for 60-70% re-tweets/re-posts due to their following on Social Media. Contact key influencers, understand their apprehensions and target them individually.

NGOs and Environmental organizations to be kept in loop.

**Blogs**

Several Environmental blogs influence Public opinion to a great extent. Send updates/Press Releases to top Blogs to ensure accurate information is available.
Strategy

First Communication/Holding Tweet

#ABCoilspill #ABCcares Investigating reports of an accident involving Oil Spill near Mediterranean Sea. We will provide information shortly

Listen & Map Trends

Continuous mapping of Tweets, Retweets, analysing Twitter trends through keywords using Hootsuite

Engage & Respond

Use Twitter to engage with Media, users tweeting about Oil Spill - Tweet Press Releases, Updates
Use #ABCcares to counter viral effect of #ABCoilspill
Encourage employees, positively disposed stakeholders to retweet #ABCcares posts

Target viral tweets/spoofs

Use of Images/Videos/Links – As a multimedia platform, integration of images, videos and links are engaging ways to capture attention of users

Twitter is fast becoming the most effective Crisis Management Tool
Strategy

• Change Facebook Display pic to commemorate ‘Oil Spill’ & embed posts from ‘We are Responsible’ microsite

• Create Facebook Events for Video Statements Releases, Press Conferences, TV interviews and debats

• Publish positively disposed tweets from influencers

• Create Adverts to promote Media Query Form, Register for Updates, Missed Call Alert functionality and redirect traffic to microsite

• Link engaging content from Flick, Youtube: Picture, Videos of clean-up efforts, community engagement

• Define keywords, Analyse Facebook Searches, monitor Public Groups for trends
Facebook Adverts: Increase hits to microsite by creating Sympathetic Adverts ‘Updates about #ABCoilspill #ABCcares’
- Publish snaps of on-going Relief work to Social Network by embedding link from Flickr and Instagram, link them to microsite and publish on various social networks for wide publicity.

- Issuing official Video Statements on Official Youtube Channel of the company

- Embed YouTube Video Statements in Emails, Facebook Posts

- SMS/Whatsapp Video Statement links to registered stakeholders, Media houses, influencers

- Use Whatsapp database of Media/Influences/Employees/Users registering on microsite and share posts/Video Statements in real time in an non-intrusive manner
Post Crisis Evaluation

Microsite Analysis

Google Analytics for ‘We are Responsible’ microsite to understand success of failure

- Analyse traffic directed from social networks
- No. of Queries received

Social Media Analysis

FB, Twitter Analytics & Intelligence tools like Hootsuite, Brand Watch to measure likes, clicks, conversion to website, comments, tweets, retweets, photo sharing from IG, Flickr

Qualitative Analysis of posts

- Analysis of Positive/Negative posts, Segmentation of Audience demographically
- Surveys/Polls to understand issues with communication

Feedback

Collect Feedback from all Stakeholders, collate & analyse qualitatively
Proactive Online Effort to change perception Post-Crisis

Integrated Trust Repair Framework by Xie & Peng (2009)

Trust Repairing Social Media Strategy

SMART Goals

Right Message to Correct Audience

Organization must be view as:
- Ethical
- Responsible
- Benevolent
Proactive Online Effort to change perception Post-Crisis

1. Understand Social Media Landscape after Oil Spill Crisis through **in-depth Social Media Analysis** including qualitative & quantitative assessment of conversations about the Spill
2. **Trust Repairing Social Media Strategy** to change online perceptions after Oil Spill Crisis
3. Analyse Tweet Data to understand percentage of negative tweets, target audience
4. Identify **key influencers** and target them individually
   - **Offline Events** coupled by Online Strategy
5. **PR Campaign** focussing on Post Crisis Rehabilitation
Post-Crisis PR Campaign – ‘You Matter’
Trust Repairing Social Media Strategy

Uplift the image of company by focusing on communication that portrays the company as Ethical, Transparent, Responsible and Benevolent

Conferences/Seminars/Public Forums to be used to spread good work done

Contact Opinion Leaders and understand how could the situation have been handled better

Float PR stories on credible News Channels about company’s positive role during the tragedy. Promote the links on company website, Social Media Channels and through identified Influencers

Promote Success stories

Events

Get Feedback from people who matter

Use cross-platform strategy to channel public opinion
Post-Crisis PR Campaign – ‘You Matter’
Trust Repairing Social Media Strategy

- Promoting through employees, positively disposed media and influencers
- Tag Videos, pictures

Facebook Page ‘You Matter’
- Promote stories, pictures, Videos
- Use Facebook Events to draw stakeholders to on-ground events

Twitter

Integrate pictures from

Video documentary and Short stories showcasing Humane efforts of the company during the crisis

Use personal statements from credible sources or those who were affected directly by the Oil Spill

Youmatter youmattertoABC

Conferences, Workshops, Recognizing stakeholders who assisted during the crisis

Publicize on Traditional and Digital Platforms

Traditional
TV
Print

Events

‘You Matter’
Integrated Multi-Channel PR Campaign

Youtube
Submission for ‘Executive Masters in Corporate Communication’
2016 Intake

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