The Digital Crisis

Introduction to Strategy
Juan Gonzalez
The Crisis Defined
What is a Crisis?

- A **crisis** is a moment, or an event, that provokes or precipitates a decision.

- Can either be “real” (such as a turning point) or “fabricated” (artificially generated so as to influence decisions).

- Institutions and organizations historically do not deal well with crises, because their decision-making processes, structures, and workflows are slow-to-act.

- Institutional communications tend to be reactive or dismissive to prevent decision-making, out of fear of risks that are not fully understood.
Traditional Crises

Paula Deen Fired by Target, Home Depot and More
Paula Deen Loses Major Endorsement Deal

Los Angeles Times
Paula Deen fired by Food Network over use of racial epithet

The New York Times
update: Paula Deen loses a publisher, keeps another

The Washington Post
5 Lessons From The Paula Deen Meltdown

Forbes

The Huffington Post
Paula Deen Fired: Food Network Cancels Show After Racism Scandal
The Digital Landscape
In 1980, you could reach everyone:
Information Gathering Today

HOW PEOPLE SPEND THEIR TIME

5% Online Shopping
19% Emails/Communication
13% Multi-Media Sites
22% Social Networking
21% Search
20% Reading Content
News in the Age of Radical Connectivity

- Institutions and Organizations are being fundamentally disrupted.

- Individuals can leverage the power of social media to rapidly disseminate information, perspectives, opinion, and speculation to critical mass.

- Less than a quarter of all news is read from traditional “big news” sources; the vast majority of news is broken from decentralized digital sources.

- In order to compete for eyes and clicks, the 24-hour news cycle has now become the 3-hour news wave.
Digital News Outlets

BREITBART

WikiLeaks

DAILY KOS

TMZ

DRUDGE REPORT

THE HUFFINGTON POST

BREITBART

WikiLeaks

DAILY KOS

TMZ

DRUDGE REPORT

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THE HUFFINGTON POST
Digital Socialsphere
The Digital Funnel

- **Twitter** is where news is *earned* online.
- **YouTube** is the largest digital content publishing clearinghouse in the world.
- **Facebook** grants authenticity and legitimacy to news through endorsement.
- **LinkedIn** drives topic-driven opportunities towards content.
- **Blogs** and **Websites** are the *owned* content.
Digital Crises

Justine Sacco
@JustineSacco

Going to Africa. Hope I don’t get AIDS. Just kidding. I’m white!

Adria Richards @adriarichards

Not cool. Jokes about forking repo’s in a sexual way and “big” dongies. Right behind me #pycon pic.twitter.com/Hv1bkeOsYP

Anthony Weiner @Anthonyweiner

A friend for the Middle Class and those struggling to make it.
@anthonyweiner.com

Heather Yangio @heatheryangio - Jun 5

Tinder will now be the ultimate sex machine. vox.com/e/5547109
Anatomy of a Digital Crisis
Digital Crisis Archetypes

Engagement Scenarios

- Open-ended public questions lead to unanticipated results.
- Poorly-conceived narrative is hijacked by activist sentiment seeking advocacy.
- Catastrophic communications lead to a feeding frenzy.

Disengagement Scenarios

- Third party delivers a position on your identity, message, or brand.
- Disaster unfolds placing your person or place in a state of jeopardy.
- Strategic failure leads to tactical challenges in execution and results.
Case Study: McDonald’s #McDStories
Case Study: McDonald’s #McDStories

Skip Sullivan (@SkipSullivan)

One time I walked into McDonalds and I could smell Type 2 diabetes floating in the air and I threw up. #McDStories

Nate Bramble (@natebramble)

My father used to bring us to McDonalds as a reward when we were kids. Now he's horribly obese and has diabetes. Lesson learned #McDStories

John Judy (@PapaJohnJudy)

When homeless the best place to shoot up was McDos. Then I’d climb up into the playland tubes and nod off til school let out #McDStories

Emmy (@mmemordant)

Eating a Quarter Pounder value meal makes me feel exactly the same as an hour of violent weeping. #McDStories
Case Study: Cheerios Box Facebook Campaign
Case Study: Cheerios Box Facebook Campaign
Case Study: MIT and Aaron Swartz
Case Study: MIT and Aaron Swartz

Report to the President
MIT and the Prosecution of Aaron Swartz

Review Panel
Harold Abelson
Peter A. Diamond
Andrew Grosso
Douglas W. Pfeiffer (support)

July 26, 2013
Case Study: The MBTA, February 2015
News Cycle Models

The Pelican Brief Model
(7 Day Cycle, 30 Day Burn)

The Digital Model
(3 Hour Cycle, Indefinite Burn)
Digital Crisis Strategy
Core Strategic Principles

● Maintain Perspective
  ○ Influencers only have influence if they are being re-broadcast (re-tweeted, shared, etc.).

● Remain Patient
  ○ Most Twitter escalations automatically resolve in under 72 hours without further action.

● Become the Source of Truth
  ○ Crises are fueled by inadequate information.
  ○ Owned content should seek to answer audience questions.
  ○ Earned content should raise awareness of your efforts.
  ○ Paid content will promote the truth.
Digital Crisis Response Workflow

MONITORING REGIME

Situation -> Event Evaluation -> Situation Report

Response Content -> Release and Review

Plan
Monitoring Regime

- **Monitor** events over social media using listening tools.
  - Cyfe, MeltWater Buzz, or Similar: Social Media conversations about you/your brand.
  - Google News Alerts: Mentions of your name or brand in news publications.
  - Google Search Trends: Your name or brand, issues or topics of concern.

- **Report** on what you see and its impact.
  - Twitter influencers (minimum ~5,000 followers) and re-tweeted mentions.
  - Google searches, trends, and alerts.
  - Web content produced highlighting the crisis as it unfolds.

- **Define** the plan:
  - Response and content goals: strategic, messaging, user, measurement
  - Content and channel-specific return-on-investment
  - Key message types and channels
Twitter

Kred
Kred’s data-crunching approach builds communities around topics in a bid to appeal to agencies.

PeerIndex
The site generates a “reputational capital” score that takes authority, audience, and activity into account.

SocMetrics
Agencies like Ogilvy and Deep Focus use its beta-stage platform to identify and engage with influencers.

Klout
The most consumer-facing—and therefore most criticized—influence scorekeeper offers brand-backed Klout Perks to high-scoring influencers.

PROskore
Aimed at small-biz professionals, PROskore is the LinkedIn of influence measurement.

Twitalyzer
Person-by-person Twitter analytics, powered in part by data from Klout and PeerIndex.

Traackr
Courts agencies and brands using influencer-focused tools.

TweetLevel
Edelman’s free influence-ranking engine.
Key Questions for a Response Message

1. What is the issue?
2. Who is affected by this issue?
3. Why is this message critical?
4. When should this message be released?
5. Where and how do we need to transmit this message?
6. Which are the most important requirements or constraints driving this message?
Projecting Proportionality

<table>
<thead>
<tr>
<th>Requires action</th>
<th>No action required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Urgent</strong></td>
<td><strong>Not urgent</strong></td>
</tr>
<tr>
<td>- Issue includes a threat to personal safety.</td>
<td>- Does not include a threat to personal safety and is not an urgent message.</td>
</tr>
<tr>
<td>- User must take immediate action.</td>
<td>- User does not need to take immediate action and could benefit from the knowledge, but it is not critical.</td>
</tr>
<tr>
<td>- User must help get the message out to their networks.</td>
<td>- It is okay if user does not help get the message out.</td>
</tr>
<tr>
<td>- User will need regular, rapid updates until disruption is resolved.</td>
<td>- May only require one message with links to related content for further exploration, if user is interested.</td>
</tr>
<tr>
<td><strong>Requires action</strong></td>
<td><strong>No action required</strong></td>
</tr>
<tr>
<td>- Does not include a threat to personal safety and is not an urgent issue.</td>
<td>- Does not include a threat to personal safety and is not an urgent message.</td>
</tr>
<tr>
<td>- Users have to take action, but not within an aggressive timeframe.</td>
<td>- User does not need to take immediate action and could benefit from the knowledge, but it is not critical.</td>
</tr>
<tr>
<td>- Users could help get the message out, but it is not critical.</td>
<td>- It is okay if user does not help get the message out.</td>
</tr>
<tr>
<td>- Users need reminders to complete the action.</td>
<td>- May only require one message with links to related content for further exploration, if user is interested.</td>
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# Measuring the Impact of Messaging

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<tr>
<th>Qualitative</th>
<th>Quantitative</th>
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<tbody>
<tr>
<td>• Frequency and volume</td>
<td>• Exposure (content views, impressions)</td>
</tr>
<tr>
<td>• Brand style and consistency</td>
<td>• Engagement (time, clicks, ratings, comments)</td>
</tr>
<tr>
<td>• Plain language</td>
<td>• Conversion</td>
</tr>
<tr>
<td>• Authority</td>
<td>○ Open rates</td>
</tr>
<tr>
<td>• Relevance to goals</td>
<td>○ Click-throughs</td>
</tr>
<tr>
<td>○ Strategic objectives</td>
<td>○ Poll/survey participation</td>
</tr>
<tr>
<td>○ Message objectives</td>
<td></td>
</tr>
<tr>
<td>○ Audience objectives</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Redistribution (shares, Tweets, etc.)</td>
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</tbody>
</table>
## Channel Evaluation

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<tr>
<th></th>
<th>REACH</th>
<th>DEPTH</th>
<th>RELATIONSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitment</td>
<td></td>
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<td></td>
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<tr>
<td>Loyalty</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Advocacy</td>
<td></td>
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</tbody>
</table>

### Paid
- Reach: High
- Education: Low
- Engagement: Low
- Action: High
- Commitment: Low
- Loyalty: Medium
- Advocacy: Low

### Earned
- Reach: High
- Education: High
- Engagement: High
- Action: Low
- Commitment: Medium
- Loyalty: Medium
- Advocacy: High

### Owned
- Reach: Low
- Education: Medium
- Engagement: High
- Action: High
- Commitment: High
- Loyalty: High
- Advocacy: High
Engagement Approach

- **Draft** the message architecture.
  - Establish message types, categories, reasons for messaging, and channels being used.
  - Review strategic, messaging, and user goals and identify any challenges or barriers.
  - Prepare message copy with related links, supporting documentation, and schedule.

- **Release** and **measure** performance.
  - Deliver messages across the channels identified.
  - Resume monitoring, evaluate analytics for messaging effectiveness.
  - Recycle and re-engage as required to stay ahead of the conversation.
### Key Performance Indicators

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<th>Metric</th>
<th>Benchmark</th>
<th>Metric</th>
<th>Benchmark</th>
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<tbody>
<tr>
<td>Email Open Rate</td>
<td>13%</td>
<td>Website Bounce Rate</td>
<td>55%</td>
</tr>
<tr>
<td>Email Click Rate</td>
<td>1.8%</td>
<td>Website Time on Site</td>
<td>2 min 30 sec</td>
</tr>
<tr>
<td>Facebook Likes</td>
<td>10,000</td>
<td>Website Returning</td>
<td>40%</td>
</tr>
<tr>
<td>Facebook Like Growth</td>
<td>37%</td>
<td>Website Mobile Visits</td>
<td>40%</td>
</tr>
<tr>
<td>Twitter Followers</td>
<td>5,000</td>
<td>Facebook Posts per Day</td>
<td>1.00</td>
</tr>
<tr>
<td>Twitter Follower Growth</td>
<td>46%</td>
<td>Twitter Posts per Day</td>
<td>2.00</td>
</tr>
<tr>
<td>YouTube Subscribers</td>
<td>500</td>
<td>YouTube Video View Mins</td>
<td>1 min 50 sec</td>
</tr>
</tbody>
</table>
Thank You.

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