



مجموعة جامعة
الجميع الذكية
للتعليم القابضة



Social Media and Crises

Lecture 3

DGM 730

Analysis of Social Media Crisis

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Analysis of Social Media Crisis

- What is crisis management in social media?
 - How does social media affect a crisis?
- The categories of Social Media Crisis
- The levels of Social Media Crisis
- The life cycle of Social Media Crisis
- How to analyze a crisis?
- Principles of Crisis Response

Case Study

Fall back on your values.

تعلم من شركة جونسون Johnson & Johnson case study

مقدمة

منتج تايلنول **Tylenol** هو مسكن و خافض للحرارة من مادة Acetaminophen Paracetamol -و هو قصة نجاح تسويقية عالمية.
بدأ تصنيع تايلنول في شركة McNeil و كان فقط على هيئة دواء شراب للأطفال كبديل للأسبرين.

عام 1959 قامت شركة جونسون أند جونسون J&J بشراء شركة McNeil و بدأت في إصدار الأقراص للبالغين Tylenol Tablets

Live session



Case Study

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بدأ منافس آخر في الظهور والترويج بقوة هو Datril من شركة Bristol Myers و كان أقل سعرا بنفس المادة الفعالة. بدأت شركة جونسون في وضع خطة تسويقية للنمو و التغلب على المنافسين من خطوتين أساسيتين.

أول خطوة هي تطوير المنتج و إضافة منتجات أخرى Line Extensions

– **Tylenol Extra Strength** تايلنول معزز القوة أقراص

– **Tylenol Capsules** تايلنول كبسولات

ثاني الخطوات الهامة هو البدء في الترويج المباشر للمستهلك

Direct to consumer DTC

Live session



Case Study

Live session

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عام 1982 و نتيجة لهذه الخطة المميزة، سيطر تايلنول Tylenol على 37% من سوق المسكنات في أمريكا و أصبح أكبر براند في تاريخ منتجات الصحة و الجمال وتم استخدامه من قبل 100 مليون أمريكي.

و كان يمثل 8% من مبيعات شركة جونسون و 16% من أرباحها. و بدأت شركة جونسون في عمل حملة إعلانية ضخمة بتكلفة 40 مليون دولار وكانت تعتمد على شهادات المرضى على فعالية الدواء Testimonial Ads سواء في المستشفيات أو الصيدليات و كان شعار الحملة الناجحة.

Tylenol..the most potent pain reliever you can buy without Prescription

تايلينول.. أقوى مسكن للآلام يمكنك شراؤه بدون وصفة طبية



Case Study

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حدوث الأزمة

كل هذا النجاح تحطم يوم 29 سبتمبر من نفس العام 1982 حيث تم تسجيل 7 وفيات في شيكاغو بسبب تناول التايلنول – 3 من أسرة واحدة. و طبقا للتحقيقات الأولية تم التأكد أن أحد الأشخاص- غير المعلومين- قام بشراء المنتج وحقن سم السيانييد في الكبسولات واستطاع أن يعيدها مرة أخرى لأحد المتاجر. بعد هذه الحادثة القاتلة، اهتزت ثقة المستهلكين تمامًا وتنبأ كل المتخصصين بنهاية اسم التايلنول الناجح ، حتى أنه تم نشر مقال في جريدة النيويورك تايمز وفيه مقولات بنفس المعنى من قبل أحد عمالقة الإعلان جيري ديلا فيمينا تؤكد أن الضرر الذي حدث لاسم تايلنول لا يمكن إصلاحه.

Live session



Case Study

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“

On one day, every single human being in the country thought that Tylenol might kill them. I don't think there are enough advertising dollars, enough marketing men, to change that

“

A flat prediction I'll make is that you will not see the name Tylenol in any form within a year, "I don't think they can ever sell another product under that name. There may be an advertising person who thinks he can solve this, and if they find him I want to hire him, because then I want him to turn our water cooler into a wine cooler. said Jerry Della Femina, chairman of the ad agency Della Femina Travisano Partners

Live session

في أحد الأيام، اعتقد كل إنسان في البلاد أن تايلينول قد يقتلهم. لا أعتقد أن هناك ما يكفي من الدولارات الإعلانية، أو ما يكفي من رجال التسويق، لتغيير ذلك.

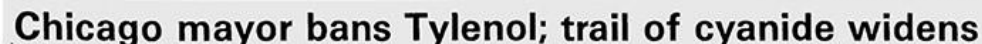
التنبؤ الثابت الذي سأقوم به هو أنك لن ترى اسم Tylenol بأي شكل من الأشكال في غضون عام، "لا أعتقد أنه يمكنهم بيع منتج آخر تحت هذا الاسم على الإطلاق. قد يكون هناك شخص معن يعتقد أنه يستطيع حل هذه المشكلة، وإذا وجدوه أريد توظيفه، لأنني أريده بعد ذلك أن يحول مبرد المياه الخاص بنا إلى مبرد نبيذ. قال جيرى ديلا فيمينا، رئيس وكالة الإعلانات ديلا فيمينا ترافيسانو بارتنرز



تَعْلَم من شركة جونسون Johnson & Johnson case study

Live session

و لكن طريقة
معالجة شركة
جونسون للأزمة
أصبحت مثالاً
كلاسيكياً يُحتذى به
لأفضل الطرق التي
يجب اتباعها لكي
تتعامل مع أي كارثة
تسويقية.



Tylenol Claims Seventh Victim

Suspect Tylenol Found In Fla.

Primary



PRINCE'S FIRST ATTENDANT PAULA PRINCE, 26, in the first before warnings were issued

The pain reliever, all from lot number MC2880, was found in Jacksonville, Pensacola and Miami, the spokesman

VOL. 114 NO. 182

Poison

By JOHN DOWLING
Associated Press Writer

CHICAGO — A flight attendant is sick. Extra-strong Tylenol, apparently before news spread that one duplicate container exploded, wasn't the answer, poisoning victims as the deaths spread from the deaths in Chicago itself, officials say today.

The body of Paula Prince, a 25-year-old United Airlines flight attendant, was found only a few steps from a 24-capsule hotel at Tulum

Continued from page 10

NASHUA, NEW HAMPSHIRE, SATURDAY, OCT. 10

Tylenol claim

CHANDLER is the captain of the drug resistance in the nation, and he is not a happy recipient. But victims of the fear, he said.

In the few days the deadly poison had been traced to a certain store, the pharmacist, Fred W. Chandler, 47, of Nashua, had discovered another store carrying the same brand of Tylenol.

Twenty-three paths remained in

[illegible]

that Democrats have
on the ballot propo-
sals.

Republicans also

herbaceous and woody plants through pores.

لأفضل الطرق التي
يجب اتباعها لكي
تتعامل مع أي كارثة



Case Study

تعلم من شركة جونسون Johnson & Johnson case study

خطوات التعافي من الأزمة

شهر أكتوبر

في الأسبوع الأول من الأزمة نشرت J&J تحذير عالمي للمجتمع الطبي، بجانب تخصيص رقم مجاني 24 ساعة لأية استفسارات، ووضعت جائزة مالية 100 ألف دولار لمن يدل عن المتسبب في التلاعب.

Live session

قامت J&J بسحب 31 مليون عبوة من الأسواق بقيمة 100 مليون دولار و أوقفت كل وسائل الإعلان عدا البيانات الإعلامية الصحفية لنشر المستجدات (الخاصة بالأزمة).

- نشرت عرض للمستهلكين بإرسال عبوات الكبسولات واستبدالها بعبوات أقراص مجاناً و لكن لم تجد تجاوب للعرض.



تعلم من شركة جونسون & جونسون case study

خطوات التعافي من الأزمة

- بدأت في عمل استقصاءات أسبوعية لمتابعة رد فعل المستهلكين حول الحادث بشكل أكثر تفصيلاً.
- في الأسبوع الأخير بدأت العودة للإعلانات التلفزيونية لإقناع المستهلكين باستعادة الثقة في اسم البراند و استكمال استخدام الأقراص لحين إعادة إنتاج عبوات جديدة للكبسولات تمنع التلاعب.
- ظهر في الإعلان رئيس القطاع الطبي للشركة د. توماس جيتس ليتحدث بكل شفافية عن الواقعة الإجرامية وأسف الشركة الشديد لذلك و بنبرة هادئة و مطمئنة تحدث عن ثقة المستهلكين في تايلنول عبر السنوات (100 مليون أمريكي خلال 10 سنوات) وأن الشركة ستبذل المزيد و المزيد من الجهد لاستعادة هذه الثقة ومنع حدوث أي تلاعب مستقبلي ليوثر على هذه الثقة.
- تم عرض الإعلان بكثافة شديدة و ضمان نسبة 85% من المستهلكين قد شاهدوه 4 مرات على الأقل.

Case Study

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خطوات التعافي من الأزمة

شهر نوفمبر

1- قام رئيس مجلس إدارة شركة J&J بعقد مؤتمر صحفي مباشر من خلال التليفون مع 600 محرر صحفي و إخباري أعلن فيه عن إعادة إطلاق الكبسولات و لكن في عبوة جديدة محكمة الإغلاق بثلاث طبقات حماية مانعة للتلاعب.

شهر ديسمبر

1- تم إصدار 80 مليون كوبون مجاني وتم توزيعه مع الصحف اليومية للحصول على كبسولات تايلنول مجانا بقيمة \$2.5 في أكبر برنامج خصومات مجانية على الإطلاق.

2- 30% من الكوبونات تمت الاستفادة منها.

3- قامت J&J أيضا بمجموعة من الأنشطة الترويجية في الصيدليات و المحلات Trade

Promotions Activities



تَعْلَم من شركة جونسون Johnson & Johnson case study

Live session

**NOW...RE-INTRODUCING
TYLENOL CAPSULES**
Safety Sealed Three Ways!

- 1 The Carton Is Securely Glued.

- 2 The Cap Is Tightly Wrapped.

- 3 The Bottle Is Foil Sealed.


Be sure all three seals are intact when you first use safety sealed TYLENOL capsules—in Regular and Extra-Strength.

EXTRA-STRENGTH TYLENOL
acetaminophen CAPSULES
extra pain relief... contains no aspirin
100 Capsules—500 mg each

REGULAR STRENGTH TYLENOL
acetaminophen CAPSULES
soothe heart pain relief, without aspirin
100 CAPSULES—325mg each

WE'VE WORKED HARD TO GAIN YOU
WE'LL WORK EVEN HARDER TO K

THE ONE
898A-78L-N17D



Case Study

Johnson & Johnson case study تعلم من شركة جونسون

خطوات التعافي من الأزمة

شهر يناير

• بدأت الشركة في العودة لأنشطتها الاعلانية العادية وعادت بإعلان من 3 نسخ.

النسخة الأولى : كانت لمستهلكين يتحدثون عن حادث التلاعب.

النسخة الثانية: أتوا بمستهلكين سابقين ظهروا في إعلانات سابقة ليؤكدوا استمرار ثقتهم في تايلنول.

النسخة الثالثة: لمستهلكين عاديين يؤكدوا استمرار ثقتهم في تايلنول لأن المستشفيات لازالت تثق فيه

معدل تذكر الإعلانات السابقة Ad Recall كان من ضمن أعلى المعدلات المقاسة من قبل شركة

ASI للبحوث التسويقية.

2- كانت الحملة الاعلانية مصحوبة بخصومات إضافية.

Live session



Case Study

Johnson & Johnson case study تعلم من شركة جونسون

خطوات التعافي من الأزمة

شهر فبراير

المفاجأة انه بحلول شهر فبراير 1983 عادت مبيعات تايلنول لنفس مستواها قبل الحادث و كأن شيئاً لم يحدث.

و استمر تايلنول في النجاح والنمو حتى وصلت مبيعاته في القرن الحالي مليار دولار كواحد من أعلى المسكنات مبيعا في أمريكا و العالم.

one billion dollar brand

Live session



Sales Growth

تعلم من شركة جونسون Johnson & Johnson case study

خطوات التعافي من الأزمة

عند تحليل أسباب تخطي الأزمة للتعلم منها، نجد أن أهم الأسباب كانت:

1- سرعة ومهارة المسؤولين في J&J في التعامل مع الأزمة وشفافيتهم مع المستهلكين وتحملهم المسؤولية و الالتزام بسحب المنتج و تبديله - رغم أن الحادث ليس بسبب الشركة

2 - السبب الآخر و الذي لا يقل أهمية كان لقوة البراند من الأساس وبناء ثقة ملايين المستهلكين على مدار 20 عاماً قبل الحادث مما سهّل عودة الثقة وعودة البراند بسرعة و بقوة. Strong Brand

Equity

العديد من الشركات الأخرى فشلت في التعامل مع أزمات أقل كثيراً من أزمة تايلينول بسبب سوء التصرف و البطء في الاستجابة.

ورغم عدم وجود استراتيجية واحدة ثابتة لعلاج كل الأزمات التسويقية، فالثابت هو أهمية بناء براند قوي والتعامل مع الأزمات باهتمام وشفافية.

Case Study

Live session



Principles of Crisis Response

Case Study

Fall back on your values.

Johnson & Johnson case study

<https://www.ou.edu/deptcomm/dodjcc/groups/02C2/Johnson%20&%20Johnson.htm>

<https://tamersalah.com/tylenol-pharmaceutical-case/>

Live session



<https://www.youtube.com/watch?v=l1R0EnzGB3I>

<https://youtu.be/n5tiQEUgW3c>

Case Study

Coca Cola's campaign

https://www.youtube.com/watch?v=4dJ16WcfclY&list=PLRxRXcHqgCbIRy2lobx0a42KOe53a-__a

As a brand that stands for happiness, for their 100th birthday we created a campaign that spread happiness on social media and celebrate the iconic bottle shape.

باعتبارنا علامة تجارية ترمز إلى السعادة، قمنا، بمناسبة عيد ميلادها المائة، بإنشاء حملة لنشر السعادة على وسائل التواصل الاجتماعي والاحتفال بشكل الزجاجاة المميز.

Live session



What is crisis management in social media?

Crisis management in social media is the process through which a brand uses social media to address a crisis.

Although **some crises can originate from social media**, often **the mess happens offline** and then **overflows onto social media** as the public takes the story and runs with it.

What is crisis management in social media?

An example:

Back in 2019, a Duke University freshman basketball player got a serious injury when his Nike shoes literally fell apart. This took place during a basketball game, and it didn't take long before the whole story was on social media, riding a wave of attention from high-profile people like Barack Obama and LeBron James.

مرة أخرى في عام 2019، تعرض لاعب كرة السلة الجديد بجامعة ديوك لإصابة خطيرة عندما انهار حذاء Nike الخاص به. حدث هذا أثناء مباراة لكرة السلة، ولم يستغرق الأمر وقتاً طويلاً قبل أن تنتشر القصة بأكملها على وسائل التواصل الاجتماعي، مما أثار موجة من الاهتمام من أشخاص بارزين مثل باراك أوباما وليبرون جيمس.

What is crisis management in social media?



Barack Obama  
@BarackObama · [Follow](#)



Zion Williamson seems like an outstanding young man as well as an outstanding basketball player. Wishing him a speedy recovery.

6:41 AM · Feb 21, 2019



271.4K



Reply



Copy link

[Read 3.4K replies](#)

What is crisis management in social media?

An example:

Needless to say, the crisis outpaced any damage control the brand's PR tried to do, and in fact went so far as to affect Nike's stocks. That shows just how crucial crisis management is and social media's role during a crisis.

That brings us to the next question:

How does social media affect a crisis?

وغني عن القول أن الأزمة تجاوزت أي ضرر حاولت العلاقات العامة للعلامة التجارية التحكم به، بل وذهبت في الواقع إلى حد التأثير على أسهم Nike. وهذا يوضح مدى أهمية إدارة الأزمات ودور وسائل التواصل الاجتماعي أثناء الأزمات. وهذا يقودنا إلى السؤال التالي:

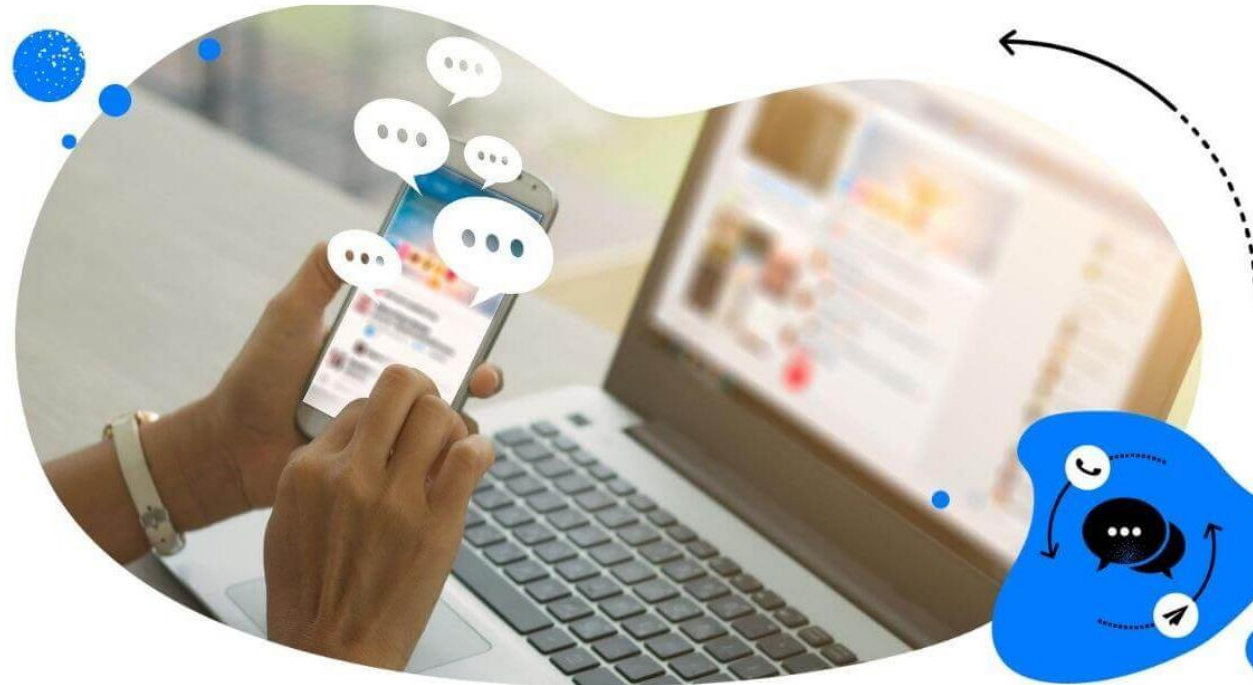
كيف تؤثر وسائل التواصل الاجتماعي على الأزمات؟

How does social media affect a crisis?

Social media is a double-edged sword when it comes to handling a crisis, capable of resolving the situation or making things much, much worse, depending on how you use it. The vast number of people on social media means that **a single wrong move can harm your brand's reputation** in front of literally millions of vocal users.

تعد وسائل التواصل الاجتماعي سلاحًا ذا حدين عندما يتعلق الأمر بالتعامل مع الأزمات، فهي قادرة على حل الموقف أو جعل الأمور أسوأ بكثير، اعتمادًا على كيفية استخدامك لها. العدد الهائل من الأشخاص على وسائل التواصل الاجتماعي يعني أن خطوة واحدة خاطئة يمكن أن تضر بسمعة علامتك التجارية أمام الملايين من المستخدمين الصوتيين.

The categories of Social Media Crisis



The categories of Social Media Crisis

Types of social media crises

Social media crises can even be classified into types:

Multi-channel crisis – extremely dangerous because it has the potential to go viral and generate a great deal of negative publicity very quickly.

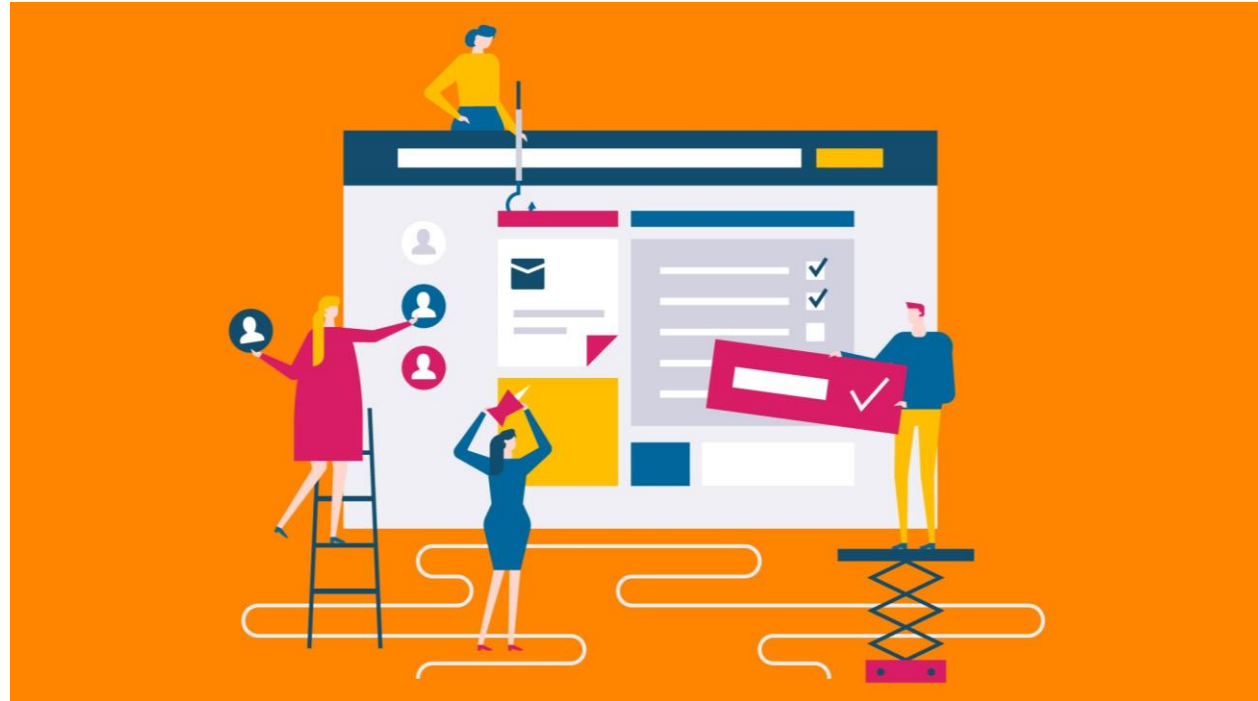
Emerging crisis – If you don't anticipate and deal with it as soon as possible, it can quickly escalate into a bigger scandal.

Industry crisis – occurs when a vendor or competitor is experiencing a social media crisis. For example, when many fashion brands are suddenly all attacked for non-transparent actions.

Fake news – in the age of social media, a post can go viral in just one click. The ability to detect rumors about your brand quickly is essential.

الأزمة الناشئة

The levels of Social Media Crisis



The levels of Social Media Crisis

The three phases of a crisis

Pre-crisis phase: entails prevention and preparation for a potential crisis and the reduction of the risk of one occurring. This includes creating a crisis management plan, training and preparing a crisis response team and performing tests and drills.

Research showed that organizations generally handle crises better when they have a crisis management plan that is updated at least once a year, and a specific crisis management team that exercises it annually.

The levels of Social Media Crisis

The three phases of a crisis

Crisis response phase: looks at the initial crisis response and then reputation repair. After encountering a crisis, it is important to be rapid and accurate.

Researchers suggest that a response should be in place within the first hour after it occurs. The reason is that they have a chance to **articulate their side of the story** and to stay on top of where the conversation is going.

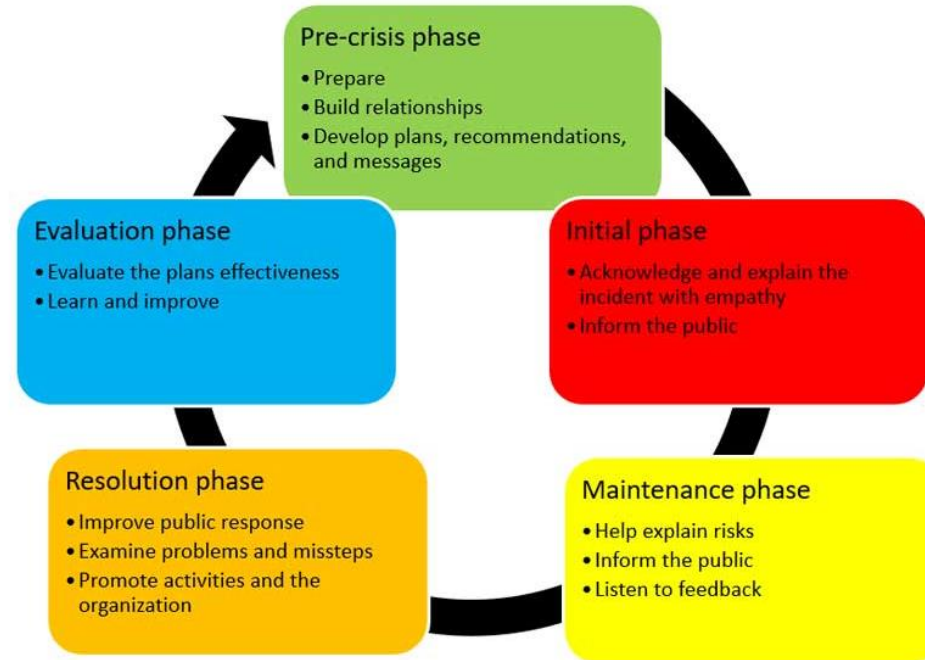
When addressing the media regarding a crisis, an organization should **very carefully select their spokesperson**. Ideally, the spokesperson should **present information clearly** and avoid using technical terms. Further, the spokesperson should appear pleasant, maintain strong eye contact, and no exhibit no visual nervous habits.

The levels of Social Media Crisis

The three phases of a crisis

The post-crisis phase where the company is going back to business as usual. Here a company should release any further updates in the aftermath of the event. Additionally, the company should analyze how the crisis transpired and attempt to learn from the experience—what did and did not work, and what could have been done differently and so on.

The life cycle of Social Media Crisis



The life cycle of Social Media Crisis

1. The Stage of Detection of Warning Signals

مرحلة الكشف عن إشارات التحذير

It refers to the stage **before the** onset of the **crisis**, and it is represented by **the ability of the organization to respond to the warning signals** that may cause the crisis which includes taking preventive measures that would prevent the occurrence of the crisis, or **at least mitigate its severity and effects** if it occurred despite the organization's efforts to prevent its occurrence and discovering early warnings of the occurrence of a crisis means discovering the crisis before it occurs, which will be a pleasure in preparing for it.

The life cycle of Social Media Crisis

2. The Preparedness and Prevention Stage

مرحلة التأهب والوقاية

The organizations must at **this stage create an emergency plan to confront the crisis**, and form a crisis management team, who has previous experience in crisis management as possible.

This stage also includes discovering the weak points in the organization and **developing a plan** to confront them, and identifying the **necessary methods and tools** necessary to help confronting the crisis, **training employees** on how to face crises, **benefit from the lessons of others**, develop information about crises and expected problems, and evaluate their degree of severity.

The life cycle of Social Media Crisis

3. The Crisis Containment Phase (harm containment)

مرحلة احتواء الأزمة (احتواء الضرر)

In this stage, **a set of measures to be taken** are defined, the communication processes are organized within the crisis field itself, the situation is stopped deteriorating تدهور, the **losses are reduced**, the psychological and social effects resulting from the crisis are addressed, **and the practical performance is improved** in a better way than before. Accordingly, the plans are carried out by implementing the decree to confront the crisis, and by using the organization's resources to reduce the crisis.

The life cycle of Social Media Crisis

4. The Activity Recovery Stage

مرحلة استعادة النشاط

where the activity and operations of the organization are resumed, and the organization evaluates its loss and assesses what is required in order to fully benefit from the activity and balance, human resources play an important role in this process, provided that human resources situation must be evaluated and what are the remaining capabilities of the organization, and what are the assets used and exploited مستغل after knowing the resources available so as to use them efficiently and effectively.

The life cycle of Social Media Crisis

5.The Learning Stage

مرحلة التعلم

It is the stage of drawing **morals and lessons, and benefiting from the experience of dealing with the previous crisis** to form experiences capable of avoiding crises, avoiding their recurrence, and standing at weaknesses, improving and avoiding them through the process of development and improvement.

How to analyze a crisis?



How to analyze a crisis?

A social media crisis can damage your brand reputation, customer loyalty, and revenue. But it can also be an opportunity to learn from your mistakes, improve your communication, and strengthen your community.

Now every crisis finds its way onto social media, either by accident or purpose, but always with consequences. Social media had transformed the way every crisis emerges, how it's driven, and how it's handled.

How to analyze a crisis?

What are the main points to analyze a crisis recently in the news?

- The nature of the crisis.
- When it was discovered.
- The timeliness توقيت of the organization's response to the crisis.
- The nature of the response.
- Any unintended consequences of the response.
- The effectiveness of the response.
- How individual constituencies الفئات الفردية / المؤسسات were affected by the crisis and response.
- How the crisis was resolved, if it has been.
- Your assessment of what worked, what didn't and how the organization might have been more effective in its response.

How to analyze a crisis?

Identify the root cause

The first step is to find out **what triggered the crisis**, how it spread, and who was affected. You can use tools like **social listening, sentiment analysis, and web analytics** to monitor the online conversations, feedback, and traffic related to the crisis. You can also interview your team members, customers, and stakeholders to get their perspectives and insights. By identifying the root cause, you can understand what went wrong and how to prevent it from happening again.

How to analyze a crisis?

Assess the impact

The second step is to **measure the impact of the crisis on your brand, your audience, and your goals**. You can use metrics like reach, engagement, sentiment, conversions, and retention to evaluate how the crisis affected your social media performance, your online reputation, and your business outcomes. You can also compare your results with your previous benchmarks, your competitors, and your industry standards to see how you fared in the crisis. **By assessing the impact, you can quantify the damage and the opportunities for improvement.**

How to analyze a crisis?

Apologize and respond

The third step is to apologize and respond to the crisis in a timely, transparent, and sincere manner. You can use your social media channels, your website, your blog, or your email to communicate with your audience and stakeholders. You can acknowledge the issue, express your regret, explain your actions, and offer a solution or a compensation. You can also answer the questions, address the concerns, and thank the feedback of your followers, customers, and partners. By apologizing and responding, you can show your accountability, empathy, and commitment.

How to analyze a crisis?

Implement and monitor

The fourth step is to implement and monitor the actions and solutions you promised in your response. You can use tools like project management, task management, and collaboration to coordinate your team, assign responsibilities, and track progress. You can also use tools like social media management, customer service, and feedback to deliver your solution or compensation, follow up with your audience and stakeholders, and measure their satisfaction. **By implementing and monitoring, you can demonstrate your reliability, professionalism, and value.**

How to analyze a crisis?

Review and report

The fifth step is to review and report the results and outcomes of your actions and solutions. You can use social media analytics, web analytics, and surveys to collect and analyze the data and feedback related to your crisis management. You can also use tools like reports, dashboards, and presentations to summarize and visualize your findings and insights. **By reviewing and reporting, you can evaluate your performance, identify your strengths and weaknesses, and share your learnings and recommendations.**

How to analyze a crisis?

Learn and improve

The sixth step is to learn and improve from your social media crisis. You can use tools like SWOT analysis, gap analysis, and best practices to identify the opportunities and threats, the gaps and needs, and the examples and standards for your social media strategy. You can also use tools like goals, plans, and actions to set your objectives, define your tactics, and execute your initiatives. By learning and improving, you can enhance your skills, optimize your processes, and grow your results.

11 Principles of Crisis Response



11 Principles of Crisis Response

To reduce response time, there are several principles that the prepared communication professional should adhere to :

1) *Lead, do not hide.* Joe Louis, the boxer once said, “You can run, but you can’t hide.” This is true in crises. While focusing blame may not be the answer, it is always a question. The more you duck responsibility, the more you hide, the more you lose credibility and are blamed.

11 Principles of Crisis Response

2) Acknowledge the problem.

Even though you might not know much about the facts of the situation, even though you do not have a solution, you can at least acknowledge that there is a problem and say you are working on it. Do that right away.

11 Principles of Crisis Response

3) Act in the public's interest. Put more simply, “do the right thing.” The public has an enormous ability to forgive if they perceive sincerity and concern in the organization’s messaging.

4) Move quickly. Get to the bottom of a problem.

11 Principles of Crisis Response

5) Pose solutions.

Define your own answers rather than have answers imposed upon you. Set the record straight. Delay gets confused with incompetence or simply not caring. Action, however small, builds confidence both internally and externally that progress can be made.

11 Principles of Crisis Response

6) *Put your values ahead of your pocketbook.* Johnson & Johnson still gets credit for what may be the everlasting gold standard of crisis management.

When Tylenol capsules were tampered with and poisoned by a maniac, Johnson & Johnson did not hesitate for a minute. They withdrew the product everywhere. Their famous “Credo” was their guide in reacting to the Tylenol crisis. It starts with “...our first responsibility is to the doctors, nurses, and patients...” They never considered the bottom line. Follow J&J’s fine example.

11 Principles of Crisis Response

7) *Show compassion—apologize.* Care about the impact of the crisis on the people who are affected. Say you are sorry. People love to forgive and forget.

8) *Fix the problem.* Stop doing whatever is causing the harm. Do not do it again. And make it better. And do not forget; the cover-up is always worse than the crime.

11 Principles of Crisis Response

9) *Communicate fast and forthrightly.*

Even before you fully understand the crisis, and well before you have a solution, **you can still at least acknowledge that you know about the problem** and that you are working on it. Talk fast and walk fast. Do not hedge, or use “weasel words,” like President Clinton’s attempt to ask what the meaning of “is” is.²⁰ And, do not cave in to the lawyers’ demands for “no comment.” Legal liability assertions are nonsense when your reputation is on the line.

11 Principles of Crisis Response

10) Use all your channels. It is time to employ all those channels you have built—Facebook, Twitter, YouTube, LinkedIn, blogs, your website, and so forth. And make sure the communication is appropriate to the channel.

11) Know when to take it offline. A lot of customer service issues start with a simple question you can often answer with a phone call. Do not get into a back-and-forth argument online. Offer a phone number or email address. Even if it does not satisfy the person complaining, it at least shows others that you are trying.

Analysis of Social Media Crisis

- What is crisis management in social media?
 - How does social media affect a crisis?
- The categories of Social Media Crisis
- The levels of Social Media Crisis
- The life cycle of Social Media Crisis
- How to analyze a crisis?
- Principles of Crisis Response

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