



## **Stan Polit**

*Nationally recognized public speaker,  
coach and crisis communication  
scholar, University of Pennsylvania*

### **When “Crisis” Becomes the Norm: Image Repair Strategies for Today’s Merged Media**

INTERNATIONAL  
CRISIS & RISK  
COMMUNICATION  
CONFERENCE • 2011



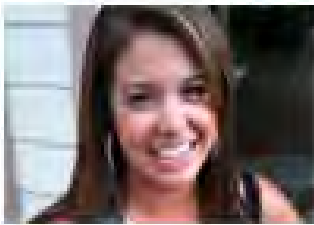
CONFERENCE  
2013

# When “crisis” becomes the norm: Image repair strategies for today’s merged media environment

Stan Polit

University of Pennsylvania Law School

### Meet Singles on Facebook



Check out pics of  
match.com singles on  
Facebook for Free!

 Use Now • 100,000 people used Match.com.

### Wendy's

[claimyourtaste.com](http://claimyourtaste.com)



Make Wendy's all yours.  
[www.ClaimYourTaste.com](http://www.ClaimYourTaste.com)

One of these things is not like the others...

### New Dress Pant Sweatpants

[betabrand.com](http://betabrand.com)




Our famously comfortable  
trousers, pinstriped!  
Available only at  
[Betabrand.com](http://Betabrand.com).

### Underwear for geniuses



Tommy John underwear is  
very, very smart

15,958 people like Tommy John.



Do You Have  
**The 37 Food Items**  
You Can't Get In The  
Coming Disaster And  
May Not Survive Without?

**As you know, something big is  
about to hit the United States...**

**-[soldoutaftercrisis.net](http://soldoutaftercrisis.net)**



## Rethinking...CRISIS

Who we trust?

≡ Why we trust them?

How we can be  
trusted like them?

# Lessons learned from #crisis

Unemployment on the rise in the U.S. #crisis #capitalism  
[touch.latimes.com/#story/la-fi-m...](http://touch.latimes.com/#story/la-fi-m...)

"@ThinkAfricaFeed: #Zimbabwe: recent #crisis in the #education sector may have left a generation uneducated& unskilled  
[buff.ly/WHTtbU](http://buff.ly/WHTtbU)"

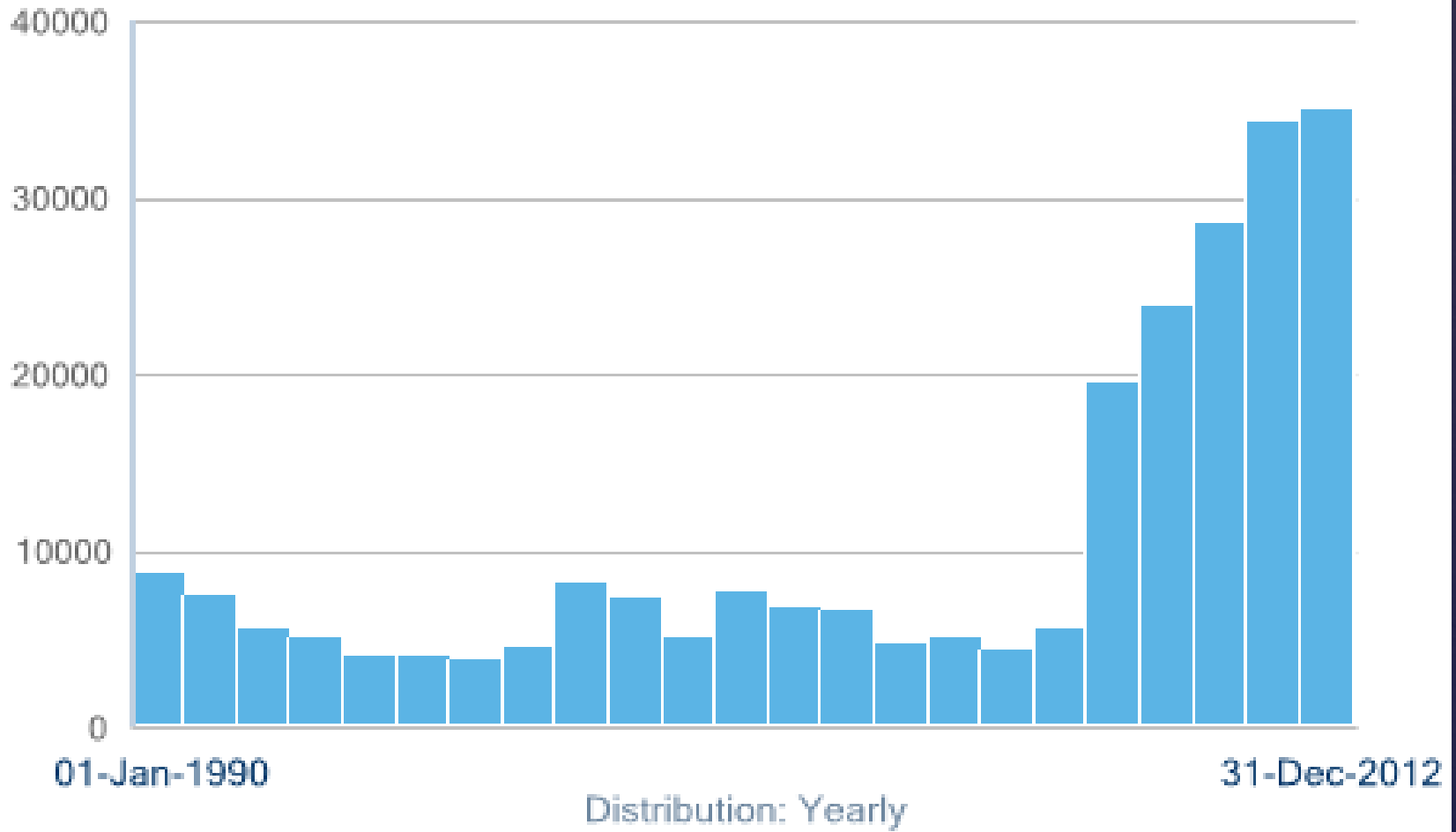
I have run out of yoga pants and now must choose between two evils:  
doing my laundry and wearing jeans. #FinalsWeek #Crisis

MY KEURIG WON'T WORK!!!! #crisis #depressingmoment



How have the top five circulating newspapers been discussing crises?

# Mentions of "Crisis" (1990-2012)

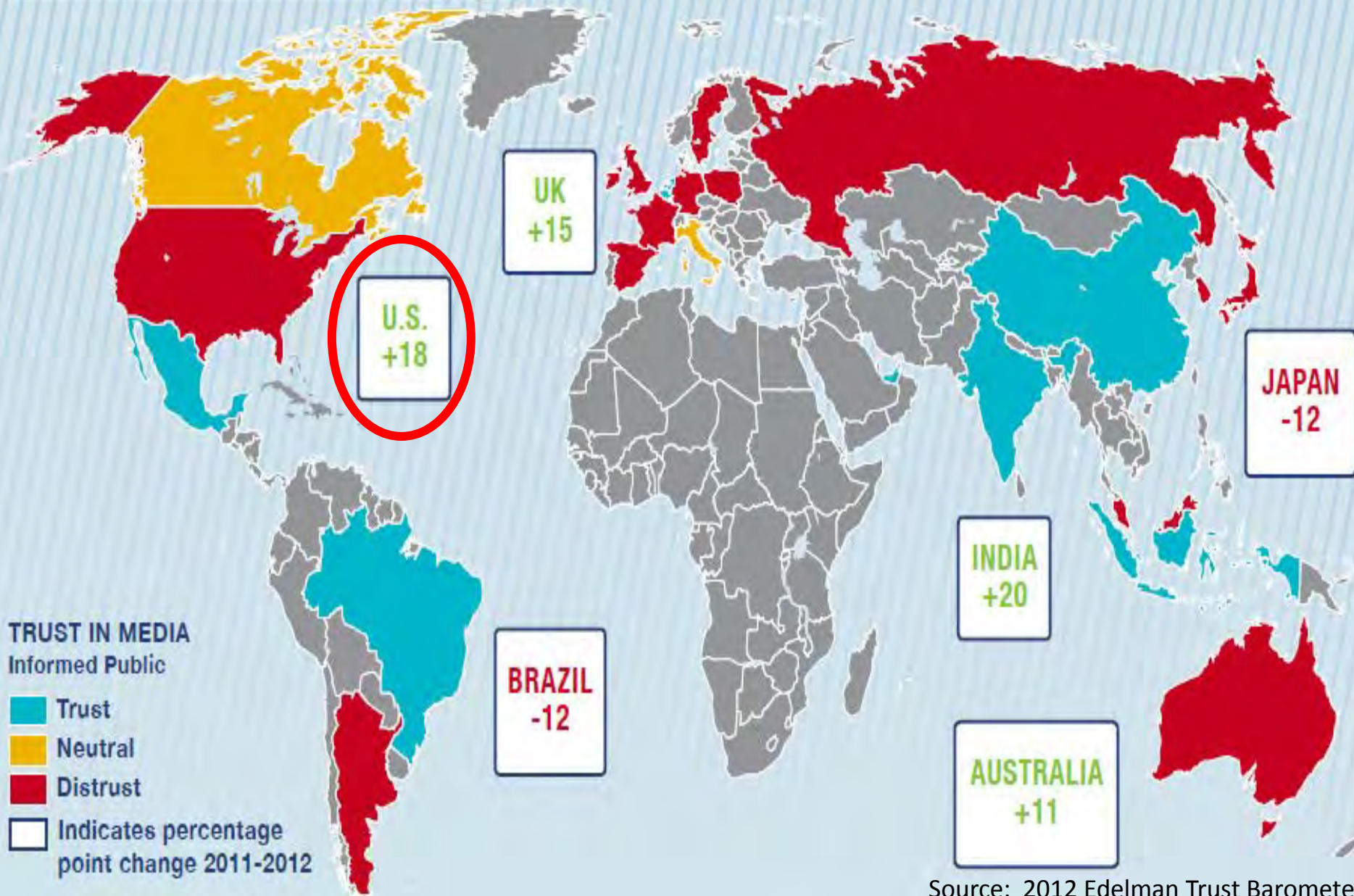


247K documents From 01/01/1990 to 12/31/2012



# MEDIA ONLY INSTITUTION TO SEE TRUST INCREASE

Global trust in media is now above 50 percent. The rise in media likely resulted from the solid coverage of financial turmoil, corporate crises, and political upheaval around the world, as well as a commitment to innovation and engagement across all media platforms.



Source: 2012 Edelman Trust Barometer

## TRUST IN SOURCES FOR COMPANY INFORMATION

SOURCE	General Public Percent	Informed Public % Change 2011-2012
 TRADITIONAL	30%	+10%
 ONLINE MULTIPLE SOURCES	26%	+18%
 CORPORATE	17%	+23%
 SOCIAL MEDIA	14%	+75%

We don't always  
trust the media...


but when we do...

We trust traditional  
media the most!

The media  
gains credibility...

...**WHILE**...



A conference room with a long wooden table, black chairs, and a framed portrait of a man on the wall. The room is dimly lit, with the light source coming from the side, creating a dramatic atmosphere. The portrait is of a man in a dark suit, looking thoughtfully to the right with his hand on his chin. The text is overlaid on the table in white, bold font.

**60% of Americans believe  
corruption is “widespread”!**

**62% of Americans don't trust company  
information coming from CEOs!**



**How do we build trust  
when the sky is falling?**

**Align your messaging  
strategies with the  
self-interest of your  
audience through...**

**EDUCATION**

**MARKETING**

**LAW**

# Education...or why everyone hates Goldman Sachs



**GS Elevator Gossip**

@GSElevator

Things heard in the Goldman Sachs elevators do not stay in the Goldman Sachs elevators. Email what you hear to [elevatorgoldman@gmail.com](mailto:elevatorgoldman@gmail.com).

New York / London / Hong Kong · [bit.ly/MXGXPF](http://bit.ly/MXGXPF)

942  
TWEETS

0  
FOLLOWING

390,603  
FOLLOWERS

Follow

## Tweets



**GS Elevator Gossip** @GSElevator

10h

Group of ladies drinking at lunch. One drops something. Another says 'OK, you're cut off!' They all laugh. [#thuglife](#)

[Expand](#)



**GS Elevator Gossip** @GSElevator

19h

"The 1st bottle is for health, the 2nd for love, and the 3rd for sleep."

[Expand](#)



**Lloyd Blankfein**

@Lloyd\_Blankfein

New York, NY

9  
TWEETS

1  
FOLLOWING

442  
FOLLOWERS

Follow

## Tweets



**Lloyd Blankfein** @Lloyd\_Blankfein

2 Sep 10

God we are super evil and you cant stop us ... Goldman FTW \$\$

[Expand](#)



**Lloyd Blankfein** @Lloyd\_Blankfein

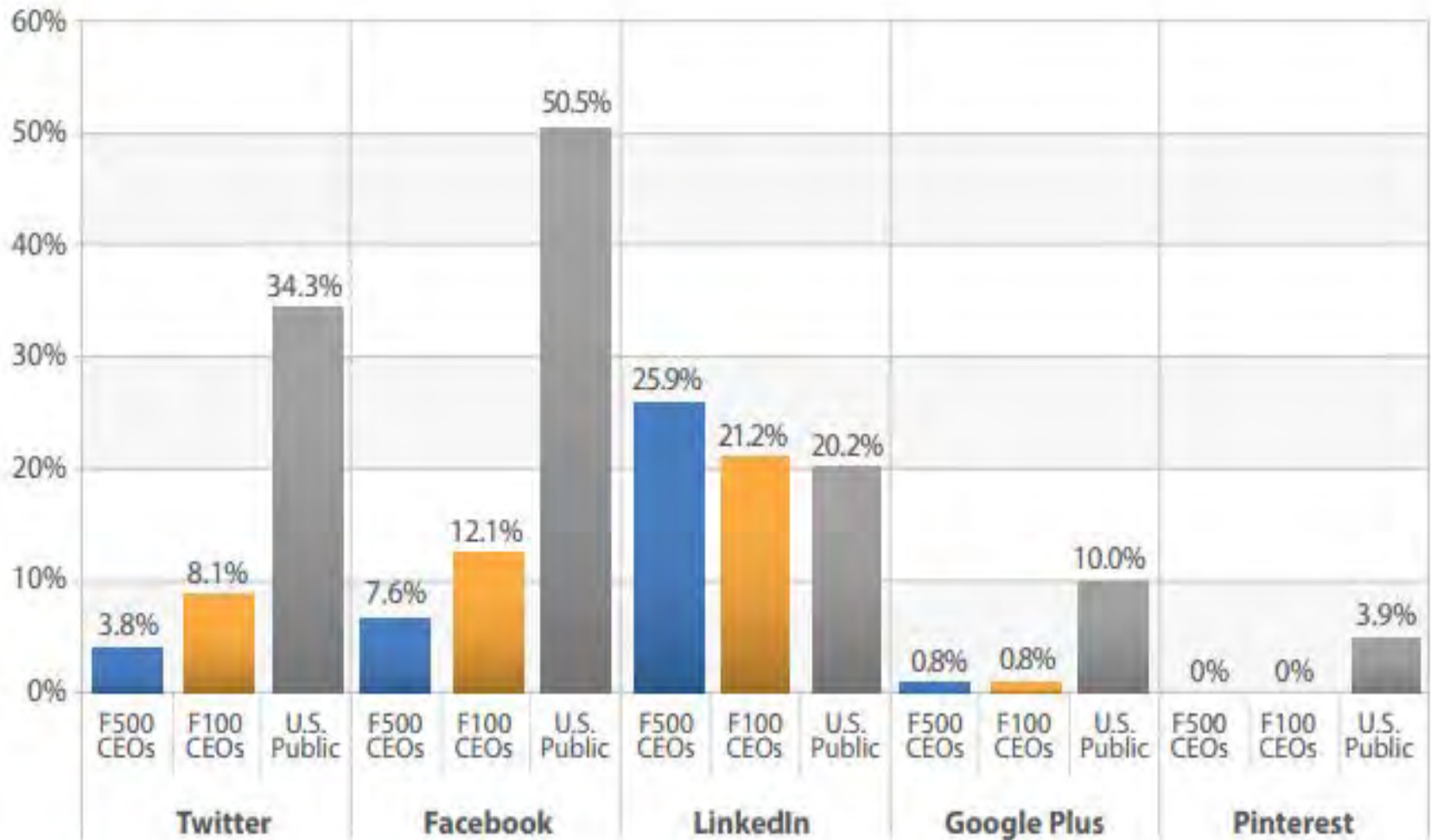
20 May 10

getting the head shaved weekly totally takes away some key hours I could be screwing clients. \$\$

[Expand](#)

# CEOs Social Media Aversion

## Findings





**“FASCINATING”**

Netflix's  
Facebook  
Dilemma

**Translation: I wish the SEC would get a life**



# GET OUT THERE AND EXPLORE!

Hop aboard the bus for  
a wild-ride certified!



**How a CEO Twitter account  
saved this man's life...**



Take chances,  
make mistakes,  
get messy!

- Ms. Frizzle, *The Magic School Bus*

**81% believe Social CEOs are better leaders**

**83% believe Social CEOs are more trustworthy**

**93% believe Social CEOs are better equipped for crisis management**

### Take Away #1

**Embracing social media allows leaders to better educate their audiences and gain crisis capital**



Marketing: Can a sandwich make the situation “right”?

## Crisis marketing: Love Connection Style?





# EXTRA- STRENGTH COMEBACK

## TYLENOL

Recent Market Share  
Of \$1.3 Billion  
Over-the-Counter  
Analgesic Drug  
Sales:

Sept. 1982  
**35%**

Sept. 1983  
**29%**

Oct. 1982  
**8%**

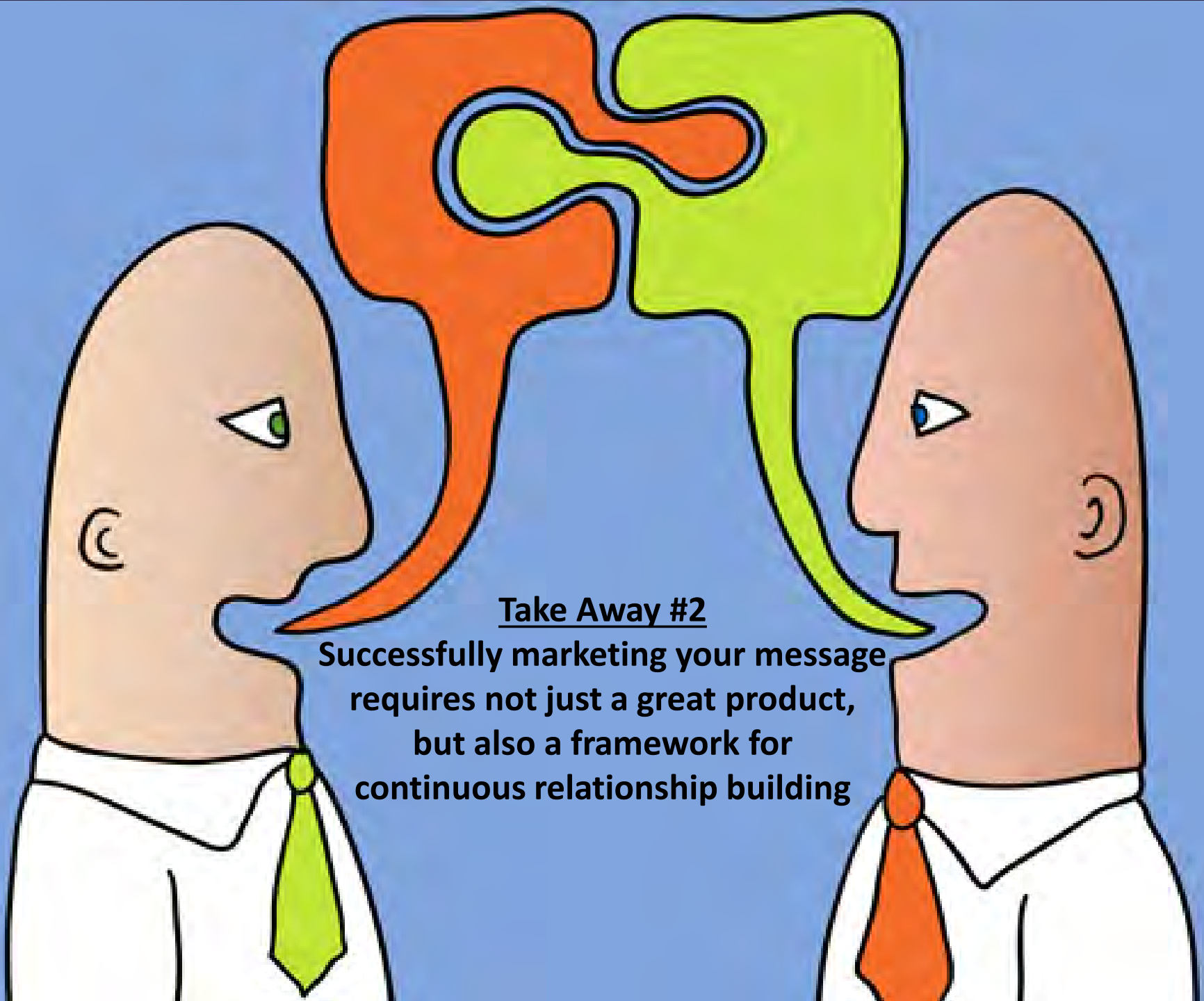
AP

*Susan G.*  
**Komen**  
FOR THE **cure**



 Planned  
Parenthood

**A tale of two nonprofits**



Take Away #2

Successfully marketing your message  
requires not just a great product,  
but also a framework for  
continuous relationship building





## Law: The Boy Scouts of America not practicing what they preach

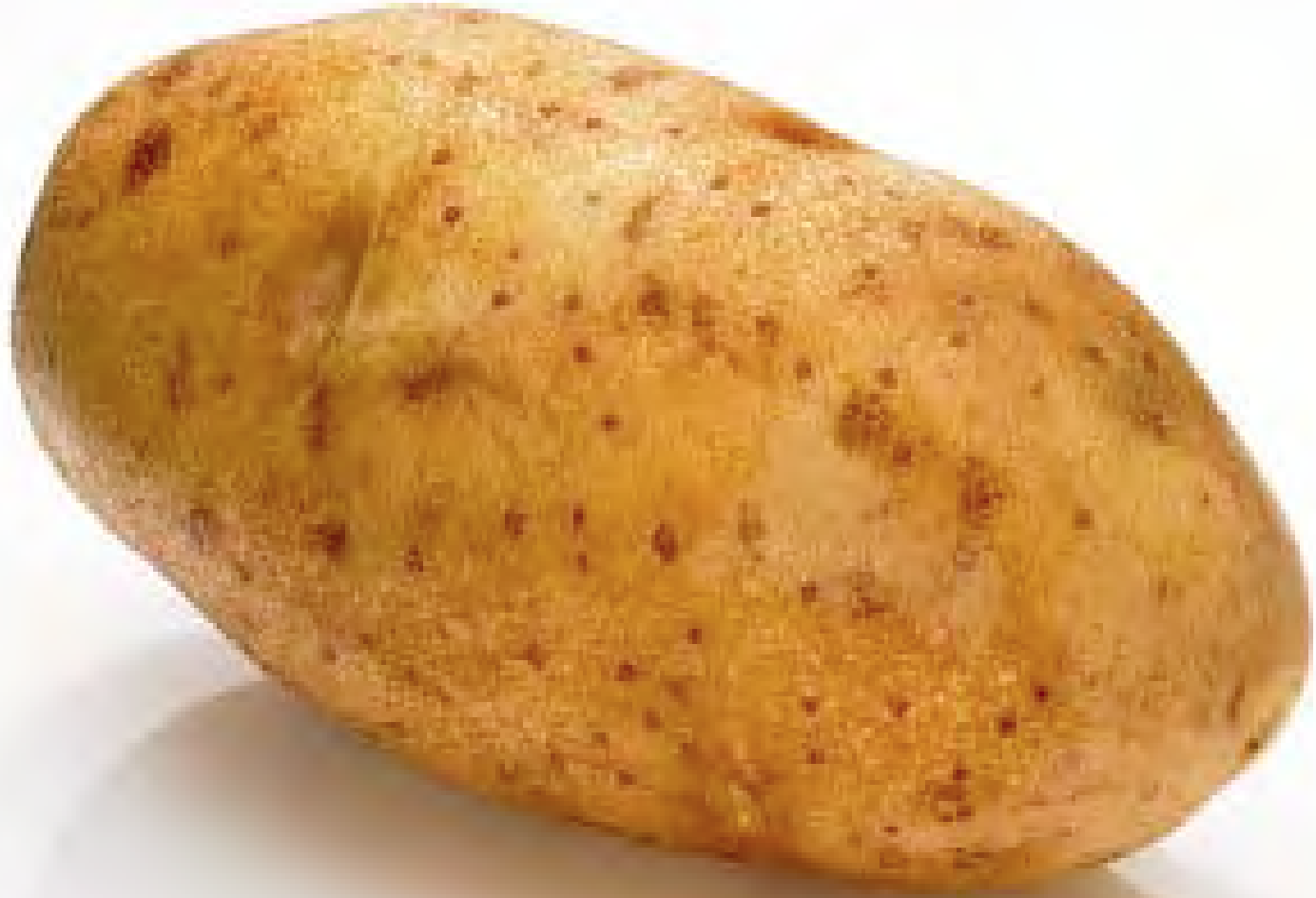
🏠 | Boy Scouts of America > Marketing > Marketing Articles > Planning For A Crisis

### Planning For A Crisis

Denial is the biggest obstacle to effective crisis management. Failure to recognize the potential for a crisis or ignoring details that seem inconsequential or that you don't have time to explore can come back to bite you later. Dismissing complaints that seem silly or improbable can also be a big mistake.

Source: [www.scouting.org/scoutsource/Marketing/MarketingArticles/PlanningForCrisis.aspx](http://www.scouting.org/scoutsource/Marketing/MarketingArticles/PlanningForCrisis.aspx)

**Your crisis...**



**A hot potato!**



**Firestone Crisis: Whose crisis is it anyways?**

**When a chicken sandwich represents  
more than a chicken sandwich...**



Take Away #3

The house always wins so....

In a crisis, you cannot escape the law, so emphasizing compliance is crucial



## Key Take-Aways

- 1) Embracing social media allows leaders to better educate their audiences and gain crisis capital
- 2) Successfully marketing your message requires not just a great product, but also a framework for continuous relationship building
- 3) In a crisis, you cannot escape the law, so emphasizing compliance is crucial

YOU WILL  
NEVER GET  
A SECOND  
CHANCE  
TO MAKE  
A FIRST  
IMPRESSION.



- WILL ROGERS

**The ultimate crisis currency...**





Special Thank You

Center for Risk and Crisis Communication

Conference Planning Committee

University of Pennsylvania

**Questions?**



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