



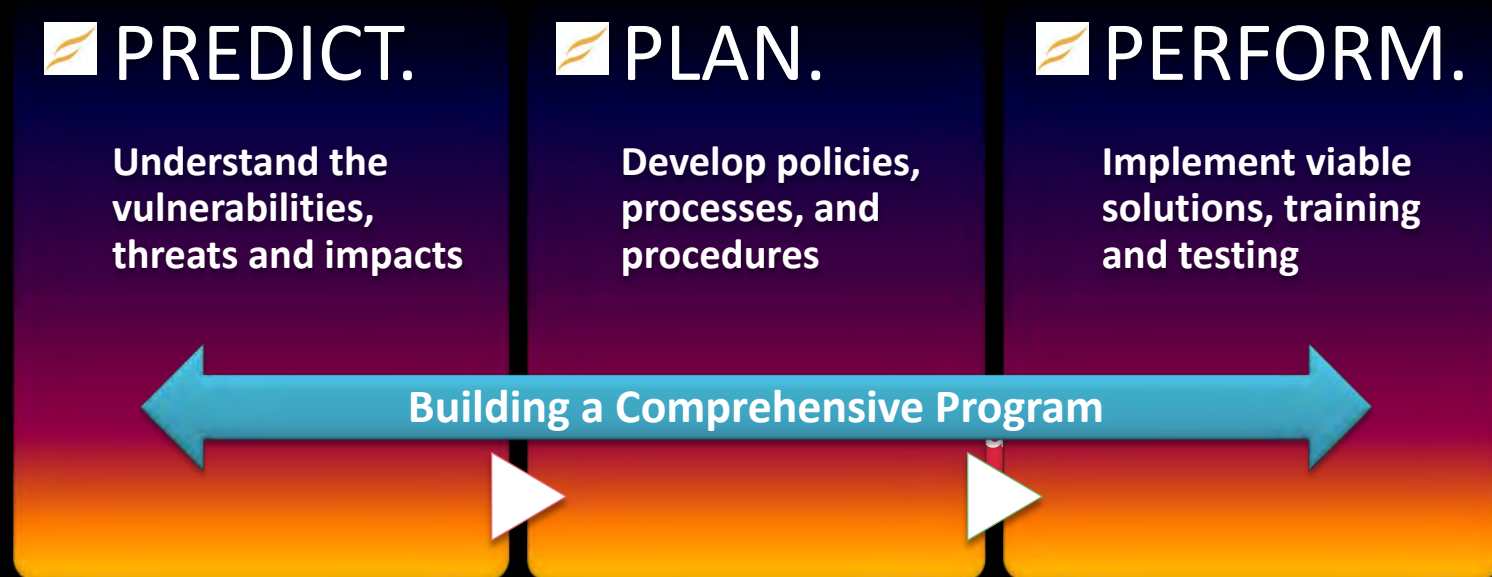
Jim Satterfield

*President, COO and Co-Founder
of Firestorm Solutions, LLC*

**Case Study Live! An Interactive Table Top
as the Communication Process Unfolds
& Gazopted: The role of social media
in a successful crisis PR response**

INTERNATIONAL
CRISIS & RISK
COMMUNICATION
CONFERENCE • 2011

PREDICT.PLAN.PERFORM.®



ATTRIBUTES OF A CRISIS OR DISASTER

- Escalating Flow of Events
- Insufficient & Inaccurate Information
- Intense Scrutiny
- Loss of Command and Control
- Surprise
- How you respond can create a second crisis



THE ROI/RO~~N~~I OF CRISIS: BUSINESS AS "UNUSUAL"

A crisis is not business as usual.

A crisis is business as unusual.

How you answer the questions:

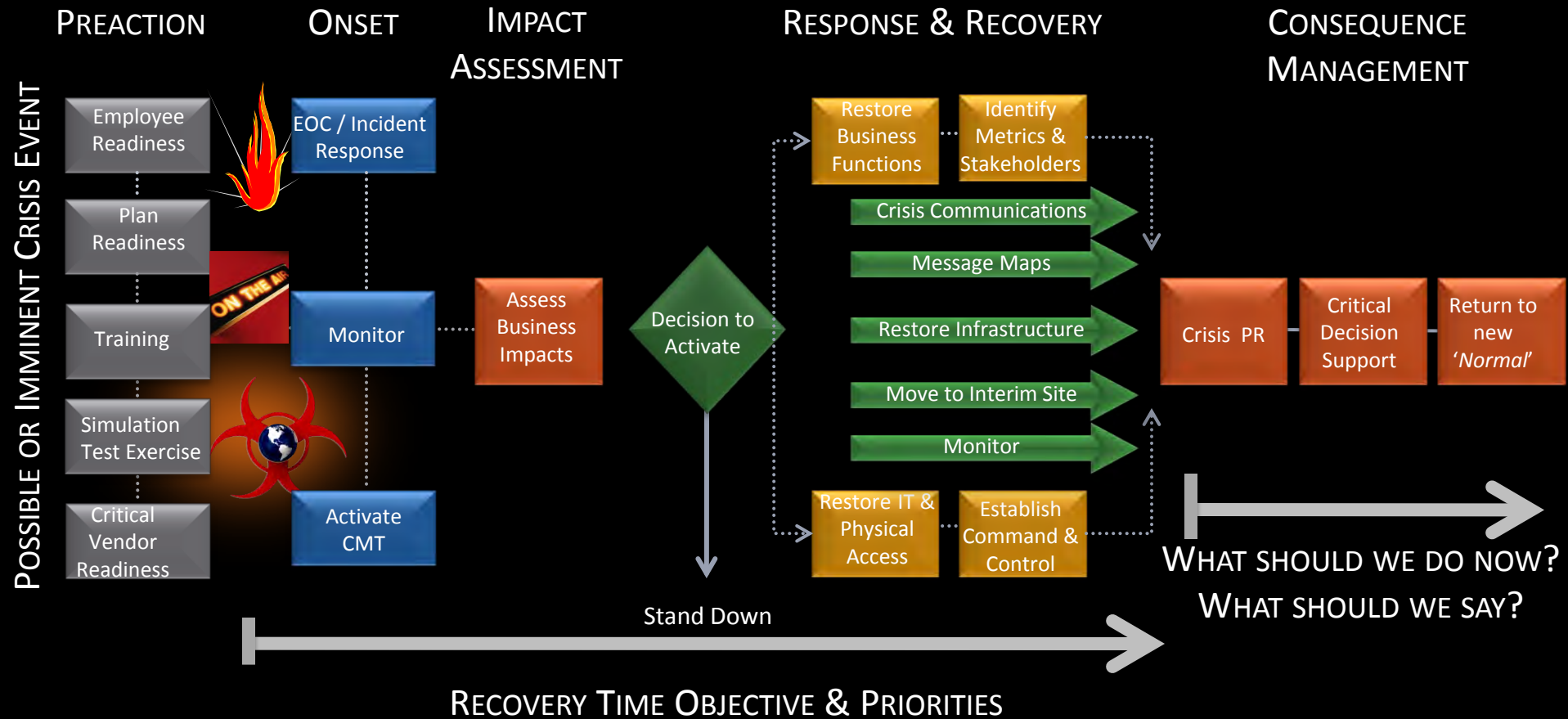
“What should we do now?” & “What should we say now?”

can have far reaching implications for your company.

Often, these questions are complex and require far more than insurance claims or legal responses.



CRISIS MANAGEMENT PLAN



SOCIAL MEDIA RISK

INTERNAL RISKS

- ✓ Data Theft
- ✓ Employees
- ✓ Senior Leaders
- ✓ Policy Gaps

EXTERNAL RISKS

- ✓ Hacking
- ✓ Brand Attack
- ✓ Brand Theft
- ✓ Competitors



SOMETHING NEW TO WORRY ABOUT

Michael Dell, the eponymous billionaire founder of the computer company Dell, has been in the news for all the wrong reasons this week.

Despite spending millions each year on security for his family, Dell's children don't seem to have the hang of online safety. His daughter has apparently been [suspended from Twitter](#) for being too open with details of the family's activities and whereabouts.

But what about *your* children? Do they have their social networking behaviours under control? For that matter, do you?



Michael Dell

**Dell tycoon's teen daughter has Twitter
account shut down after father spends
\$2.7million on security... and she tweets
family's EVERY MOVE**



Duluth's Fox 21 news director resigns over Facebook flap

The news director for Duluth television station Fox 21 resigned Monday after objections to what was called a racist Facebook post he made last week.

By: [Mike Creger](#), Duluth News Tribune

The news director for Duluth television station Fox 21 resigned Monday after objections to what was called a racist Facebook post he made last week.



[Jason Vincent](#)

Fox 21 general manager Jackie Bruenjes issued a statement Monday night saying she accepted Jason Vincent's resignation.

"Jason has elected to take a new job assignment," she said.



THE WALL STREET JOURNAL.

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TOP STORIES IN Markets



1 of 12
A Strategic Oil
Leak



2 of 12
Cisco Pays Up for
Pay TV

WSJ BLOGS

Deal Journal

An up-to-the-minute take on deals and deal makers.

March 14, 2012, 12:24 PM

I Quit. And Ignited a Social Media Firestorm.



The New York Times

The Opinion Pages

WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH

OP-ED CONTRIBUTOR

Why I Am Leaving Goldman Sachs

By GREG SMITH

Published: March 14, 2012

TODAY is my last day at Goldman Sachs. After almost 12 years at the firm — first as a summer intern while at Stanford, then in New York for 10 years, and now in London — I believe I have worked here long enough to understand the trajectory of its culture, its people and its identity. And I can honestly say that the environment now is as toxic and destructive as I have ever seen it.

 [Enlarge This Image](#)



To put the problem in the simplest terms, the interests of the client continue to be sidelined in the way the firm operates and thinks about making money. Goldman Sachs is one of the world's largest and most important investment banks and it is too integral to global finance to continue to act this way. The firm has

**Became a trending
topic on Twitter
within 2 hours**



RISK ANALYSIS

WHO OWNS SOCIAL MEDIA?

BRAND ADVOCATES

BRAND DETRACTORS



Brand advocates are consumers who support specific brands and use in-person and online conversations to share their opinions, recommendations and thoughts about a company's products and services.

**BRAND ADVOCATES WILL COME TO
YOUR RESCUE**

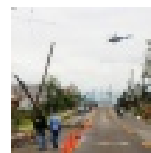


Brand detractors are - people who want to deny the brand's credentials even when offered the chance to communicate with the brand.

**BRAND DETRACTORS WILL NOT COME
TO YOUR RESCUE**



Pray for the Tornado Victims of April 27, 2011's Profile



Pray for the Tornado Victims of April 27, 2011

As Joplin victims call Direct TV to cancel their service due to homes completely wiped off the map, they are being told to send in a box or remote control or pay a fine of \$500+ to cancel service. DirectTV should be boycotted. Tell their employees to go to these former HOMES and find their remote controls... REPOST!

June 1 at 2:08am

Within hours, Facebook, Twitter, blogs and others had repeated the message. A Facebook page popped up: Boycott Direct TV for Charging Joplin Customers \$500

Boycott Direct TV for Charging Joplin Customers \$500 Like

Community

Wall

Boycott Direct TV for Cha... · Top Posts ▼



Boycott Direct TV for Charging Joplin Customers \$500

Provide some back up to this page well. Thanks to all <https://www.facebook.com/pages/DIRECTV-SUCKS/129876000387936?sk=wall> 🟢, Im not the admin or creator of this page.

The Auto Insurance Case That Blew Up on the Internet

The New York Times



Douglas Healey for The New York Times

PROGRESSIVE®

My Sister Paid Progressive Insurance to Defend Her Killer In Court



The company's crisis began when a customer's sibling published a Tumblr post with the kind of headline public-relations people have nightmares about: **"My Sister Paid Progressive Insurance to Defend Her Killer In Court."**

"I've been sending out some impertinent tweets about Progressive Insurance lately, but I haven't explained how they pissed me off," Matt Fisher's post began.

Fisher's sister Katie died in a car crash in June 2010 after another driver ran a red light. That driver's insurance company immediately settled with Katie's estate, according to Fisher's post, but because the driver was underinsured, Fisher's family looked to Progressive to make up the difference, in keeping with the terms of Katie's policy.



Maryland doesn't allow private citizens to sue insurance companies for refusal to pay. So his family did the only thing they could, Fisher says: take the other driver to court to establish his negligence, and use that decision to force Progressive to honor its policy.

That's when the other shoe dropped. "At the trial, the guy who killed my sister was defended by Progressive's legal team," Fisher wrote.

"If you are insured by Progressive, and they owe you money, they will defend your killer in court in order to not pay you your policy."




Progressive robo-tweets spark social media crisis

CNNMoney

68 comments

By Brian Patrick Eha @CNNMoneyTech August 16, 2012: 11:59 AM ET


 Tweet 219


 Share


 +1 11

Email
Print

Tweets All / No replies

 **Progressive** @Progressive 16h
@mbeckler This is a tragic case, and our sympathies go out to Mr. Fisher and his family for the pain they've (cont) tl.gd/iqv5qi
Expand

 **Progressive** @Progressive 16h
@alexblagg This is a tragic case, and our sympathies go out to Mr. Fisher and his family for the pain they've (cont) tl.gd/iqv2sf
Expand

 **Progressive** @Progressive 16h
@pkollar This is a tragic case, and our sympathies go out to Mr. Fisher and his family for the pain they've (cont) tl.gd/iqv253
Expand

 **Progressive** @Progressive 16h

FROM: TWITTER.COM

Progressive's stiff official statement on the Katie Fisher case didn't play well with the Twitter audience.



Progressive Settles After Terrible Insurance Tale Goes Viral

Truthdig - Aug 17, 2012

Progressive has settled with the family of a policyholder that claimed the insurance company defended her killer, but the deal came about only after the truly awful story made its way around the Internet. Matt Fisher, the policyholder's brother, blogged about his ...

Progressive settles with accident victim's family after tale went viral

CNNMoney - Aug 17, 2012

NEW YORK (CNNMoney) -- Insurance company **Progressive** felt the wrath of the Internet this week after the brother of a policyholder who died in a car crash posted a startling missive about how the family's claim was handled. **Progressive** has now reached a ...

Progressive settles with family of deceased policyholder

KKCO-TV - 11 hours ago

MAYFIELD VILLAGE, Ohio (AP) The settlement comes just three days after the policyholder's brother, Matt Fisher, took to his blog to say that the other driver involved in the fatal accident "was defended by **Progressive's** legal team" when his family sued the ...

Insurance Spat That Went Viral Ends in Settlement

Wall Street Journal (blog) - Aug 17, 2012

Progressive Corp. has said it reached a settlement with the family of a deceased policyholder after the family's complaints about the company ignited a firestorm of criticism about the way it handled her car-insurance claim. The settlement comes just three days ...



Progressive Insurance Plays Word Games In PR Disaster

The Moderate Voice - Aug 17, 2012

More than two years ago, a young woman in Baltimore was killed when her car was struck by another car. The guy's insurance paid up immediately; he had run a red light. He was underinsured, but the woman carried underinsured motorist insurance.



Mark Frost @mfrost11

17 Aug

Don't go with the Flo. RT [@nytimes](#) Progressive Insurance seems to have done everything wrong in Katie **Fisher's case**

nyti.ms/NMYI6t

Expand



The New York Times @nytimes

17 Aug

Progressive Insurance "seems to have done absolutely everything wrong" in Katie **Fisher's case** says [@ronlieber](#)

nyti.ms/NMYI6t

Expand



Liz Heron @lheron

17 Aug

.@Progressive to pay "10s of 1000s" of dollars to Katie **Fisher's** family after insurance **case** went viral on.wsj.com/N8YLpj

Expand



Celebrate Woman @DiscoverSelf

17 Aug

Shame on [#Progressive](#) [#Insurance](#) & their actions in the **Fisher Case!** ow.ly/d2PQT

Expand



Celebrate Woman @DiscoverSelf

17 Aug

Understanding [#Insurance](#) - Update on the Kaitlynn **Fisher Case**. Would U have this company as your insurer? Never will !!

ow.ly/d2PJX

Expand

NEWSNATION WITH TAMRON HALL

LIVE


DOW ▲ 15.47

msnbc

PROGRESSIVE INSURANCE SETTLES AFTER ONLINE UPROAR

 **POLICY
FIGHT**

**PROGRESSIVE INSURANCE
SETTLES AFTER ONLINE UPROAR**

JOIN THE CONVERSATION ON 

@NEWSNATION



PENN STATE





**EVERY
CRISIS
IS A
HUMAN
CRISIS**

Penn State president Rodney Erickson

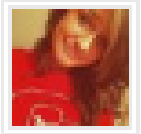
"Penn State has general liability coverage like any similar institution. The university is adequately covered to handle lawsuits arising from the sexual abuse scandal that has rocked the country."

"In addition to that, we hope to be able to settle as many of these cases as quickly as possible."

“ School in lockdown. Kid with a gun. Oh shit.

 9 days ago

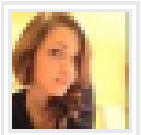
KarliSensi



“ Shots in the school. What the heck. This is messed up.

 9 days ago

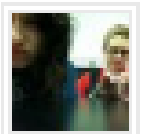
Seanna sicher



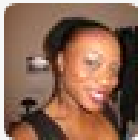
“ #Prayforus Gunman in the school.

 9 days ago

Goergen1



Chardon, Ohio



Janelle Griffin @janellegCNN

.@Sagittins >> CNN would like to chat w/you about what you experienced today.



Stephen Gittins @Sagittins

@janellegCNN when and how

← Hide conversation

12:37 PM - 27 Feb 12 via Twitter for iPhone - Details

← Reply ↻ Retweet ★ Favorite

← Reply ↻ Retweet ★ Favorite

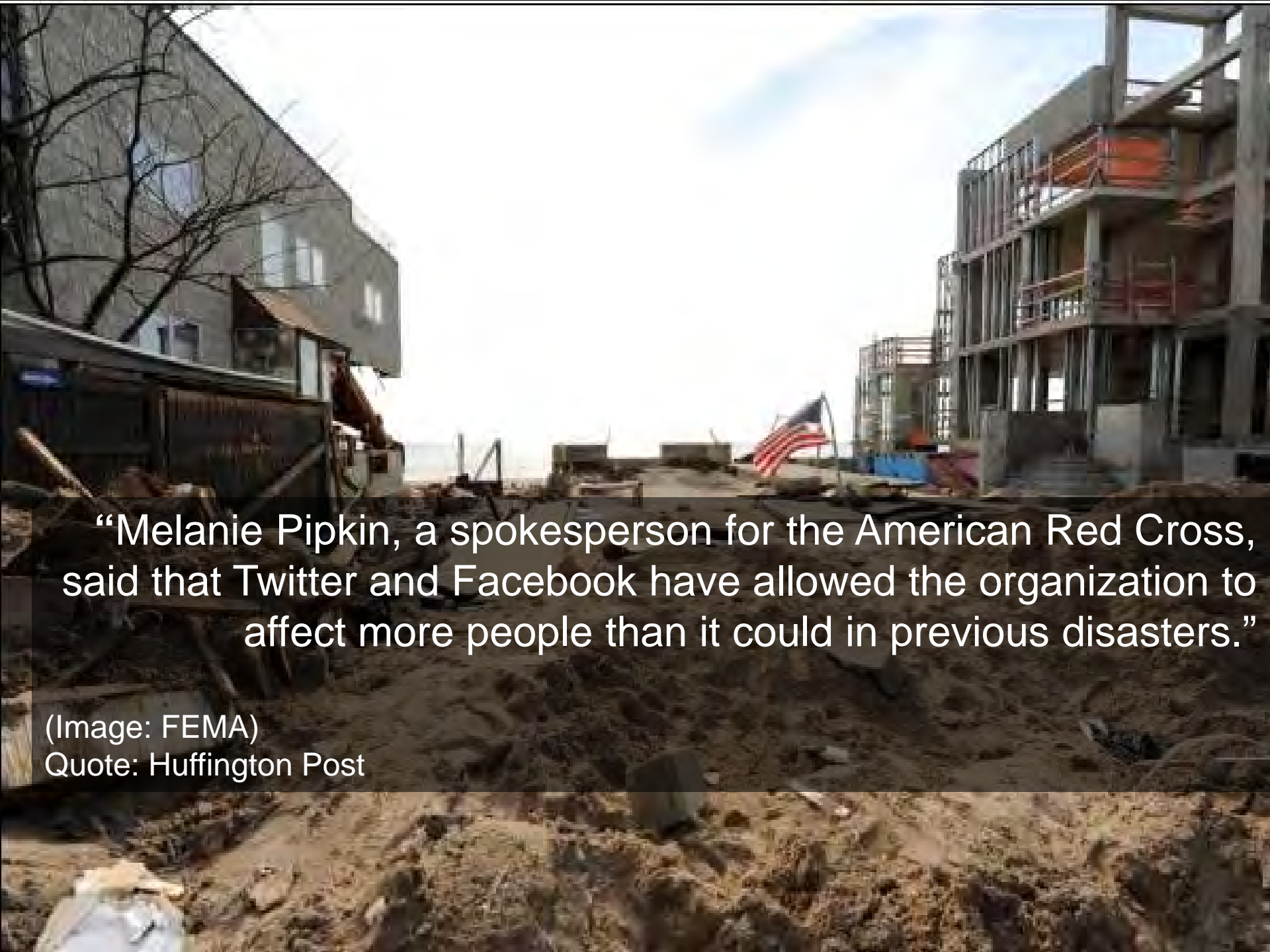
12:37 PM - 27 Feb 12 via Twitter for iPhone - Details



Social media users spreading false information about Sandy Hook massacre could face charges, say police



Superstorm Sandy
More than 20 million tweets -
between Saturday and
Thursday

A photograph showing the aftermath of a disaster. In the foreground, there is a large pile of dark, wet mud and debris. In the background, several multi-story buildings are visible. The building on the left is partially collapsed, with its upper floors exposed. The building on the right is a modern concrete structure with some scaffolding and orange safety railings. An American flag is flying on a pole in the distance. The sky is overcast and grey.

“Melanie Pipkin, a spokesperson for the American Red Cross, said that Twitter and Facebook have allowed the organization to affect more people than it could in previous disasters.”

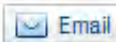
(Image: FEMA)

Quote: Huffington Post

Meet FDNY's one-woman Twitter response team guiding New Yorkers through storm



By Chris Moody, Yahoo! News | The Ticket – Tue, Oct 30, 2012



Email



Share



Recommend

< 1k



Tweet

< 658



Share

38



Print

As Storm Sandy barreled down on the Northeast on Monday, a one-woman response team at the Fire Department of New York monitored Twitter through the night to help people in need.

Emily Rahimi, a seven-year veteran at the FDNY, kept New Yorkers updated on developments from a storm that flooded many parts of the city Monday night through the official department Twitter feed. In a flurry of more than 100 tweets, Rahimi, who was still working at her desk on Tuesday morning, replied to cries for help sent out on the social media service, passed along updates from Mayor Michael Bloomberg and followed up when New Yorkers posted tweets of thanks.



FDNY Social Media Manager Emily Rahimi

"I was just tweeting to people who were not able to get through to 911," Rahimi told Yahoo News.

Rahimi posted updates to the official FDNY Twitter account urging those facing emergencies to dial 911. Because the response effort was divided among city government agencies, calling 911 allowed



Hillary Hartley @hillary

"Gov agencies don't need social media experts, they need to get their experts on social media." @jedsundwall @measuredvoice
#civicstartup



Doris Lin @DorisLin

OEM please send out texts with information, not links! We have no Internet! #Sandy #NJ

Expand

2m



Simone Swink shared ABC News's photo.

5 minutes ago

Subscribe

Stunning closeup of the hurri-crane here in New York.



NYC Construction Crane Snaps in Hurricane Sandy, Prompting Evacuation Orders. The Story: <http://abcn.ws/TqPE9E>

>> Tweeted @SaraR0se: "My cousin in trapped in his 2 floor apartment in Hoboken with a broken leg in crutches so we're going on a family mission to save him #sandy"



Getty Images

>> Home-bound Instagram users logged photos of trees blocking the entrances to their driveways.

>> "Please help! My parents trapped in ManhattanBeach-Exeter Street bet Sheepshead Bay/Hampton Ave.," tweeted **Sandi DuBowski** of Brooklyn. "Water overtaking house they need rescue."

DuBowski's 140-character message, in fact, was tweeted and retweeted as he

waited for hours for emergency services to arrive to aid his parents.

He pleaded repeatedly with the New York Fire Department Twitter account, reading messages of support from other users as he waited.

How Hurricane Sandy Slapped the Sarcasm Out of Twitter

By DAVID CARR



Brendan McDermid/Reuters

People congregate on Tuesday in front of a building in Manhattan that still has wireless Internet access.

<http://www.fema.gov/sandy>

✗ Food stamps being given out to residents of New York and New Jersey as a part of FEMA assistance. This is **FALSE**. (November 3)

✓ FEMA's Individuals and Households Program does not provide food assistance or a \$300 food voucher. If you have an emergency need for food, please call 211. If you reside in the NYC area, you may find information about food distribution locations by visiting www.nyc.gov. If you are a survivor in a declared county and have losses **other than food**, including damage to your home, personal property, or vehicle, please [apply for assistance online \(www.disasterassistance.gov\)](#), on a [mobile device](#), or over the phone 1-800-621-FEMA (3362).

Hiring

✗ There are reports that FEMA is paying \$1,000 to go to New York and New Jersey to clean up debris. This is **FALSE**. (November 5)

✓ For information on how to volunteer and assist with Hurricane Sandy recovery efforts, visit Serve.gov/sandy

✗ There is a spike of traffic related to FEMA hiring cleanup crews in both New York and New Jersey. This is **FALSE**. (November 2)

✓ For information on how to volunteer and assist with Hurricane Sandy recovery efforts, visit Serve.gov/sandy

- FEMA on Twitter
- [@FEMA](#)
- [@FEMAespanol](#)
- [@FEMAreion1](#) (CT, ME, MA, NH, RI, VT)
- [@FEMAreion2](#) (NJ, NY, PR, VI)
- [@FEMAreion3](#) (DC, DE, MD, PA, VA, WV)
- [FEMA on Facebook](#)
- [FEMA's mobile website - m.fema.gov](#)
- [FEMA's Smartphone app](#)

Hurricane Sandy: Rumor Control

[Share/Email This Page](#)

There is a lot of misinformation circulating on social networks regarding the response and recovery effort for Hurricane Sandy. Rumors spread fast: please **tell a friend, share this page and help us provide accurate information** about the types of assistance available.

Check here often for an on-going list of rumors and their true or false status.

Cash Cards / Food Stamps

✗ There are message boards and traffic on social media sites related to FEMA and/or the American Red Cross distributing cash cards to individuals affected by Hurricane Sandy. This is **FALSE**. (November 5)



Christine Lu

@christinelu

Follow

Hey @americanapparel people have died and others are in need. Shut up about your #Sandy sale.

pic.twitter.com/srlPY4y5 (via @whitneyhess)

“In case you’re bored during the storm,
just Enter SANDYSALE at Checkout.”



I Heart Heels

@iheartheels

Follow

Trying to make a SALE off of a terrible disaster is just terrible.
Stop it with your cutesy puns, brands. #notcute

29 Oct 12

Reply Retweet Favorite

FACTORYPR

FACTORY PR @FACTORYPR

30 Oct 12

How do we feel about companies advertising #sandy sales?



Maria Cartagena

@Fashionista622

Follow

@FACTORYPR NO, NO NOT COOL! #SandySales

30 Oct 12

Reply Retweet Favorite

FACTORYPR

FACTORY PR @FACTORYPR

30 Oct 12

How do we feel about companies advertising #sandy sales?



“the letter fails to mention what would happen if employees didn't see the email due to the fact they didn't have power or Internet.”

“We recognize that many employees are impacted by the transportation issues as well as a lack of power, and that some are even dealing with personal damage and health issues. In the event that you need to make the personal decision that you are unable to come to work, you will need to notify your supervisor and take a personal or vacation day to cover the time off.”



ComfortablySmug

@ComfortablySmug

 Follow

BREAKING: Confirmed flooding on NYSE.
The trading floor is flooded under more than
3 feet of water.

 Reply  Retweet  Favorite  Buffer

631

RETWEETS

34

FAVORITES



6:04 PM - 29 Oct 12 - Embed this Tweet

The Man Behind @ComfortablySmug, Hurricane Sandy's Worst Twitter Villain



ComfortablySmug
@ComfortablySmug



Follow

I wish to offer the people of New York a sincere, humble and unconditional apology.

pic.twitter.com/kIRDqgFR

Reply Retweet Favorite Buffer

I wish to offer the people of New York a sincere, humble and unconditional apology.

During a natural disaster that threatened the entire city, I made a series of irresponsible and inaccurate tweets.

While some would use the anonymity and instant feedback of social media as an excuse, I take full responsibility for my actions. I deeply regret any distress or harm they may have caused.

I have resigned from the congressional campaign of Christopher Wight, effective immediately. Wight is a candidate with the ideas, philosophy and leadership skills to make New York a better place and who will be an outstanding advocate for the people of the 12th Congressional District. It is my sincere hope that the voters of New York will see him based on his merits alone, and not my actions of the last 24 hours.

Again, I offer my sincere apologies.

431

RETWEETS

104

FAVORITES



Major outlets including CNN and The Weather Channel had already reported the tweet as a fact.

The congressional campaign manager who confessed to spreading falsehoods on Twitter during Hurricane Sandy has resigned from Christopher Wright's New York City congressional campaign.

Shashank Tripathi, under the guise of his Twitter handle @ComfortablySmug, sent out several pieces of misinformation during the worst of the storm Monday.

He is being blamed for spreading the now-widely debunked rumor that the New York Stock Exchange trading floor had been flooded with 3 feet of standing water. The rumor was eventually picked up by CNN and New York Magazine until NYSE officials shot it down.

In a message on his Twitter account late Tuesday, Tripathi apologized and offered his resignation on Wright's House campaign for the 12th congressional district.

Tripathi was first [outed by BuzzFeed](#).

"I wish to offer the people of New York a sincere, humble and unconditional apology," Tripathi wrote. "During a natural disaster that threatened the entire city, I made a series of irresponsible and inaccurate tweets."

Other rumors included a false report that power would be shut down in all of Manhattan and that the New York subway would be closed for the entire week.

Tripathi has written for a finance blog for the Stone Street Advisors hedge fund under the same pseudonym, "ComfortablySmug."

Tripathi has been paid thousands of dollars as a consultant to the Wright campaign, according to BuzzFeed.

Wright's campaign said in a statement that Tripathi's resignation was accepted and the chief of staff, Nick Mackey, will replace him as campaign manager.



With #Sandy it has become clear that everybody is now a reporter but we need journalists to curate and fact check what's real or fake.



Xavier Damman

8 days ago

TRENDS AFFECTING REPUTATION MANAGEMENT

- ✓ **Transparency:** 150 mm bloggers– thousands of forensic accountants and social watchdogs watching your company. Don't assume you can hide information. It will be found.
- ✓ **Crises Go Viral:** Companies need plans in place to respond. No time to create AFTER something happens.
- ✓ **One Way Conversations Don't Cut it:** Conversations need to go both ways.
- ✓ **Brand Detractors:** leverage Social Media. You need to as well.
- ✓ **Brand Fans:** these people like you. They may infringe on your IP. Learn how to deal with it.



SOCIAL MEDIA CHANGES THE WAY YOU COMMUNICATE TO EMPLOYEES

And Employees About *YOU*

**More Than 75 % of Businesses Use Social Media.
Nearly Half Do Not Have Social Networking Policies**

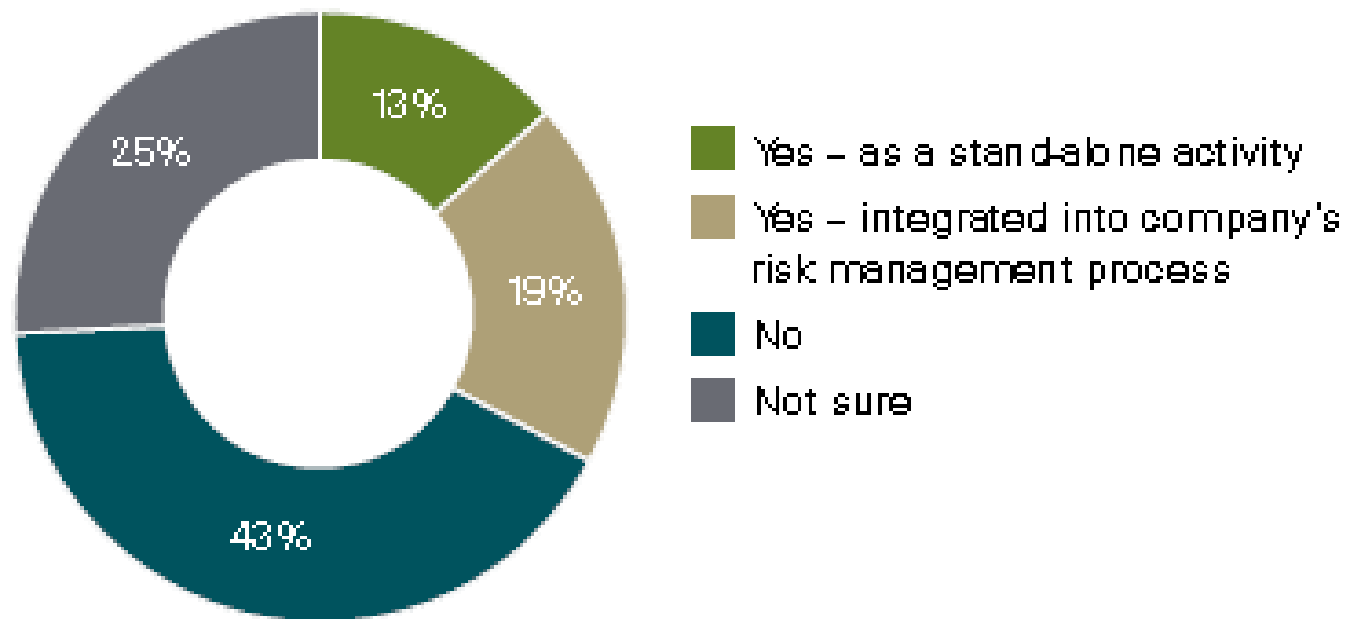
**In addition, 43 % of the respondents have reported
employee misuse of social networks.**

Source: Proskauer's International Labor & Employment Group



KPMG SURVEY

Q24. Does your company have an external social media monitoring program in place to identify emerging risks in the marketplace?



MONITORING

- **Gazopt.** It is the act of having your reputation, your brand, your message, your identity, or a confidential communication co-opted by an unauthorized person or by one who is violating a confidence or trust.
- It is no longer enough to think of social media as solely another medium to market your business.
- In fact, the failure to monitor social media may mean the end of your firm.
- Companies that have adopted social media without a clear monitoring plan are not truly using social media.



MONITORING

- Discover the sentiment and opinions of people
- Discover what people think of your brand or products
- Identify emerging issues/ threats
- Identify opportunities to develop message maps
- Reinforce corporate messages
- View the main influencers of your brand
- View trends over days, weeks, months and years



FIRESTORM *CRISIS INDEX*TM

- The Firestorm *CRISIS INDEX*TM quantitatively and qualitatively rates crises on reach, context, and acceleration.
- Understanding a developing crisis and its public perspectives becomes the foundation to optimize crisis outcomes.
- The Firestorm *CRISIS INDEX*TM provides a uniform evaluation to compare crises and evaluate appropriate actions and communications needed.



FIRESTORM *CRISIS INDEX*TM

- The Firestorm *CRISIS INDEX*TM algorithm addresses quantitatively:
 - **REACH** - volume, tone, and source of communications
 - **CONTEXT** – significance, magnitude, and extent of impact
 - **ACCELERATION** – rate of change in volume
- The Firestorm *CRISIS INDEX*TM will be released within the first hour, first day, and first week of selected crises



CRISIS MANAGEMENT

What are the metrics to assure that your management team, would be ready?

How do you know? Are you sure?

DISRUPTION OR DISASTER?

PREDICT. PLAN. PERFORM.®


GAZOPTED!

SOCIAL MEDIA

CONTROLLING THE MESSAGE

PREDICT. PLAN. PERFORM.®

- ✓ Listen to what's being said
- ✓ Evaluate who and why
- ✓ Engage as appropriate
- ✓ Understand Who's Listening to You
- ✓ Monitor and Measure

