

CONTENTS

List of figures and table xii

Foreword xiii

PART ONE Understanding how consumer behaviour has changed 1

Introduction 3

01 Kick a brand when it's down: Why we love to hate our favourite brands 5

Passion brands and betrayal 5

Emotional ownership 7

From passion to hate 8

What triggers us to act when we're angry? 10

What are the things a brand might do to trigger negative
behaviour? 11

Haters and trolls 13

Sometimes, it's not the brand we hate, it's the person behind it 13

David and Goliath: Social media is the new slingshot 14

Summary of actions: Understand potential triggers
for customers 15

Notes 15

02 The issue of declining trust in the spread of fake news 17

The rise of fake news 18

Why we share fake news 19

Declining trust in media 21

Fake news and brands in crisis 22

Summary of actions: Expect to tackle fake news in a crisis 23

Notes 24

03 Who do I trust? The rise of individual influencers versus declining traditional media 27

Influencers and trust issues 27

Media and trust 34

Summary of actions: Understanding influence in a crisis 37

Notes 37

04 It's outrageous! Understanding the new response to outrage and bad news, and the role of social media 39

Outrage and viral content 40

The dangers of outrage and fringe groups 42

Anger begets anger 43

Outrage for good 45

The outrage cycle 45

Summary of actions: Dealing with the new challenges 46

Notes 47

05 I want it now: Managing consumer expectation for instant information 49

The human instinct for instant gratification 49

The importance of trust in delaying gratification 50

Social media is driving our expectation of instant information 51

Dealing with volume, at speed 53

Don't sacrifice truth for speed 53

Summary of actions: Think customers first during a crisis 54

Notes 55

06 Profile of a troll: Understanding and dealing with trolling behaviour 57

What trolling is, what motivates trolling behaviour, and how to deal with it 57

Trolling as sport 59

Trolling as a group activity 62

Summary of actions: Tips on deterring trolls and fostering healthy communities 64

Notes 65

07 The conscious consumer: The question complex and pressures of brand transparency 65

The age of the conscious consumer 69

Getting it wrong 71

The issue of funding hate 71

Summary of actions: Taking a stand 74

Notes 75

PART TWO The role of changing consumer behaviour in crisis management and response 77

08 The new challenges: Understanding the impact of changing consumer behaviour on crisis management strategies 79

Impact one: Information overload 80

Impact two: Changing values 82

Impact three: Doing the right thing (and being seen to be doing it) 82

Impact four: The speed at which brands have to work in a crisis has changed. 83

Impact five: The critical need for clarification and verified facts 84

Summary of actions 85

Note 86

09 What is acceptable in a crisis? How to differentiate business as usual versus crisis management 87

What is a crisis? 87

What is an issue, rather than a crisis? 88

How do you know if you are in crisis? 89

What is the right balance between business as usual and the focus on the crisis? 91

What does success look like in a crisis? 91

When can you resume business as usual? 92

Summary of actions: Getting back to business as normal 94

Notes 94

- 10 The social media Hydra: Principles of transparency versus suppression of information in crisis mitigation 97**
- Free reporting, privacy and superinjunctions 97
 - The thorny issue of deleting content 98
 - Be careful who you take on 99
 - Intent is key 100
 - Dealing with fake content 101
 - Dealing with abusive content on your communities and social media pages 101
 - Dealing with abusive content on other people's communities and social media pages 102
 - Transparency is your end goal 103
 - Summary of actions: Being transparent in communications 103
 - Notes 103
- 11 Crises in action: Lessons learned from crisis responses from five major brands 105**
- United Airlines Flight 3411 105
 - Uber and #DeleteUber 109
 - TalkTalk's cyber attack 111
 - Wells Fargo, fraud and the whistleblowers 114
 - TSB and IT chaos 115
 - Patterns in behaviour during a crisis 116
 - Notes 119
- 12 The importance of telling the truth and its role in crisis and reputation management 123**
- Lies and deception: Good and bad 123
 - Telling the truth 127
 - Summary of actions: Telling the truth during a crisis 130
 - Notes 131
- 13 Withstanding the attack: The importance of resilience in your communications teams 133**
- Learning about resilience from the armed forces 133
 - Planning resilience 137
 - Summary of actions: Building resilience 142
 - Notes 142

PART THREE Building your crisis communication strategy and response 143

- 14 The brain's response to a crisis and training your team to cope 145**
 The brain's response to a crisis 146
 Preparing your team 149
 Summary of actions: Equipping your team to cope 155
 Notes 156
- 15 Insights from crisis communication influencers on managing the threats facing brands 157**
 Insight interview one: Duncan Gallagher, Head of Issues and Crisis EMEA, Edelman 157
 Insight interview two: James Dunny, Director and EMEA Head of Crisis and Issues Management, Fleishmanhillard 161
 Insight interview three: Adrian Wheeler, author of the PRCA'S practice guide 'Crisis communications management' 164
- 16 The role of leadership in a crisis and preparing your crisis team 167**
 Setting the strategic intent 167
 Acting on strategic intent 168
 Making decisions in a crisis 170
 Learning to cope with the pressure 171
 Listening, empathy and action 172
 A crisis will reinforce the values of leadership 174
 Summary of actions: Leadership in a crisis 176
 Notes 176
- 17 Showing humanity and empathy in a crisis: When it counts and when it's empty 177**
 What is empathy? 177
 Developing empathy 178
 Expressing empathy and behaving with compassion 180
 Being human 181
 Being imperfect and saying sorry 183
 Summary of actions: Developing empathy and being human 185
 Notes 186

18 What do I do first? Getting your priorities right in a crisis 187

The critical first hour 187

Assemble your team 188

Get to the facts 189

Assess the severity of the crisis 189

Define or re-approve the strategic intent for the crisis 191

Pause and think 192

Activate your communications response 193

Take action 194

Remember your employees 194

Review all your planned marketing activities 195

Behave according to your company values 195

Summary of actions: The golden hour 196

Notes 196

19 Harnessing the crowd: Using influencers and advocates to calm the crisis: An interview with Scott Guthrie 197

How can brands work with influencers in a crisis situation? 198

When are influencers useful and when are they a hindrance during a crisis? 199

How should brands communicate in a crisis situation via their influencers? Should they only use those they already have a relationship with, or is there a role for new influencers in a crisis situation? 200

How important is it for brands to keep their influencers informed about the crisis, as part of the crisis plan? 201

Can and should a brand try to control what an influencer says in a crisis situation? Is there any consequence to that? 201

How can brands build trust by working with influencers during the crisis, and after the crisis as part of a recovery plan? 202

Is there a difference in how you communicate during a crisis via influencers and brand advocates (and should there be)? 203

Summary of actions: Working with influencers during the crisis 204

20	The role of technology in crisis management: Using predictive analysis, social listening, search data and insights	205
	Predicting a crisis	205
	During the crisis: Understanding the public response	209
	Summary of actions: Using technology in crisis management	211
	Notes	211
21	Practical steps to prepare, execute and analyse a crisis response (and avoid common pitfalls)	213
	1. Pre-crisis planning	214
	2. The prodromal stage	221
	3. Full crisis mode: Damage limitation	222
	4. The recovery stage	224
	Notes	225
	<i>Further reading</i>	227
	<i>Index</i>	229