



# **Social Media from Peace to War: how to manage online attacks to your Brand**

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Competence Communication**

**[www.competencecommunication.com](http://www.competencecommunication.com)**

**Davos, 09 March 2016**





# Buongiorno Davos from Milan...

- Graduated with a first class honours degree in Political Science from **LUISS University** in Rome and went on to become a freelance **journalist**.
- Began his career in 1995 managing internal communications and media relations for the **Airports of Rome** Communications Office.
- 10 years as Account Director in three key International PR agencies in Italy: **Burson-Marsteller, Ketchum and Cohn & Wolfe**, working with clients like Coca-Cola, Visa, European Commission and INA Insurance (Generali Group).
- Head of Media Relations in **Borsa Italiana** (Italian Stock Exchange).
- In 2006 founded his own PR & Digital Agency **Competence Communication**.
- Managed **TripAdvisor** PR kick-off in Italy & was its spokesperson for 5 years.
- Digital & Com **teacher** at **Sole24ore** Biz School, **LUISS** University and **IED**.
- Expert in strategic plans, media relations, social media & crisis management
- Juventus fan and proud daddy (2 little rascals)



# What is a reputational crisis?

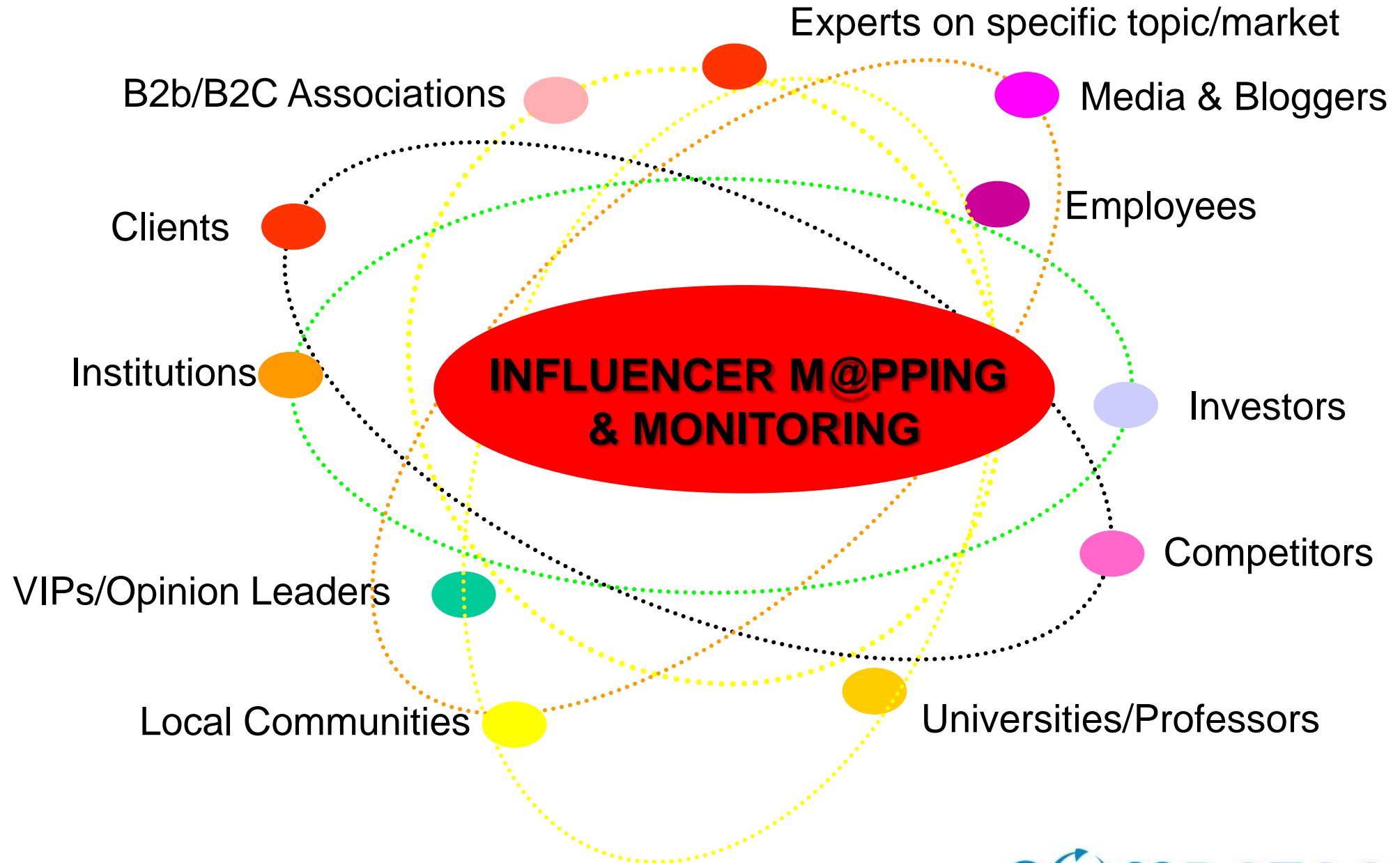
**"It takes 20 years to build a reputation, and 5 minutes to ruin it" - Warren Buffet**

- Negative 'technical factors'
- Personnel relations
- Incorrect official communications
- Inability to respond in a timely manner





# Friend or Foe...?





# Unexpected or Predictable?

**CRISIS MANAGEMENT** – Unforeseable events

**ISSUE MANAGEMENT** – «latent» vulnerabilities

**BE PREPARED**



# Which Strategies will help to defend your OLR?

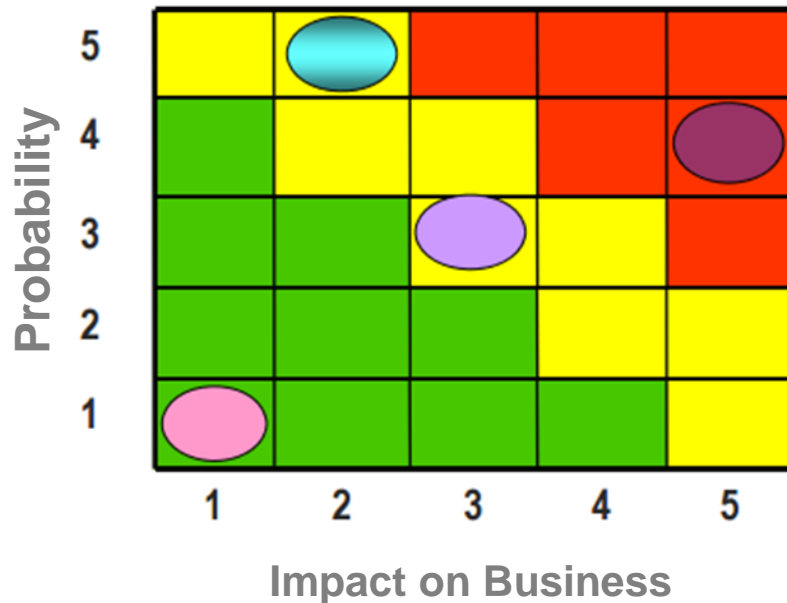
- **Decide on a web relations plan:**
  - “Look but Don’t Touch”
  - “Look and Defend”
  - “Look and Attack”
- **Define Key Messages**
- **Define Nasty Questions**





# Do an analysis on Areas of Vulnerability

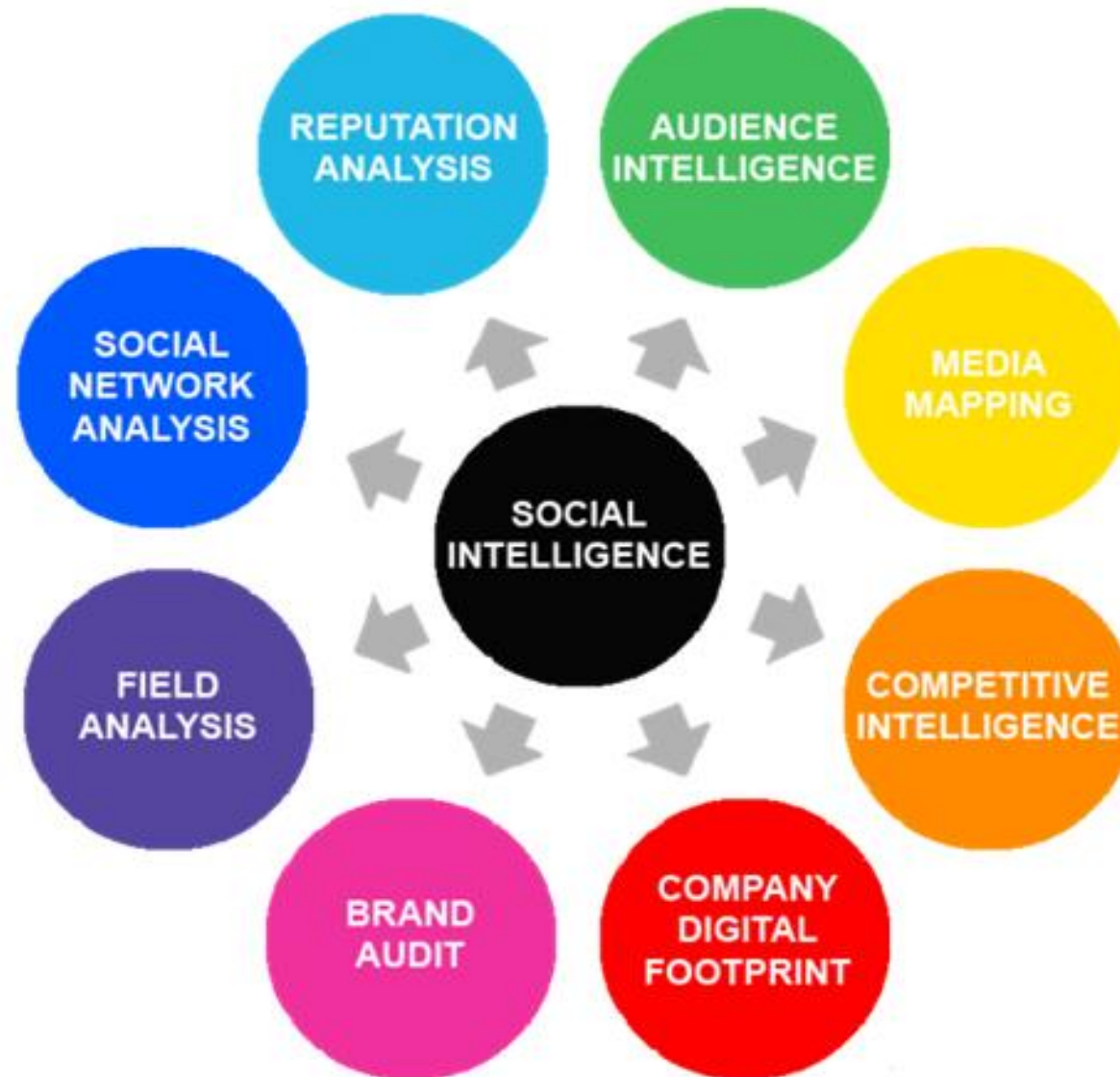
Periodic study on the possible «latent» internal and external critical situations:



- *Products/Processes*
- *Corporate/Managers*
- *Negative reactions*
- *Campaigns*
- *Industrial Relations*
- *Discrimination*
- *Legislative aspects*
- *Security (IT/at work)*
- *Environment/Sustainability*
- *Relations with other bodies*

- The results of this Analysis are useful to:
  - Analyse external perception and gaps
  - Locate possible fonts of crisis
  - Define involved voices
  - Prefigure management system in moments of crisis
  - Elaborate the scenario

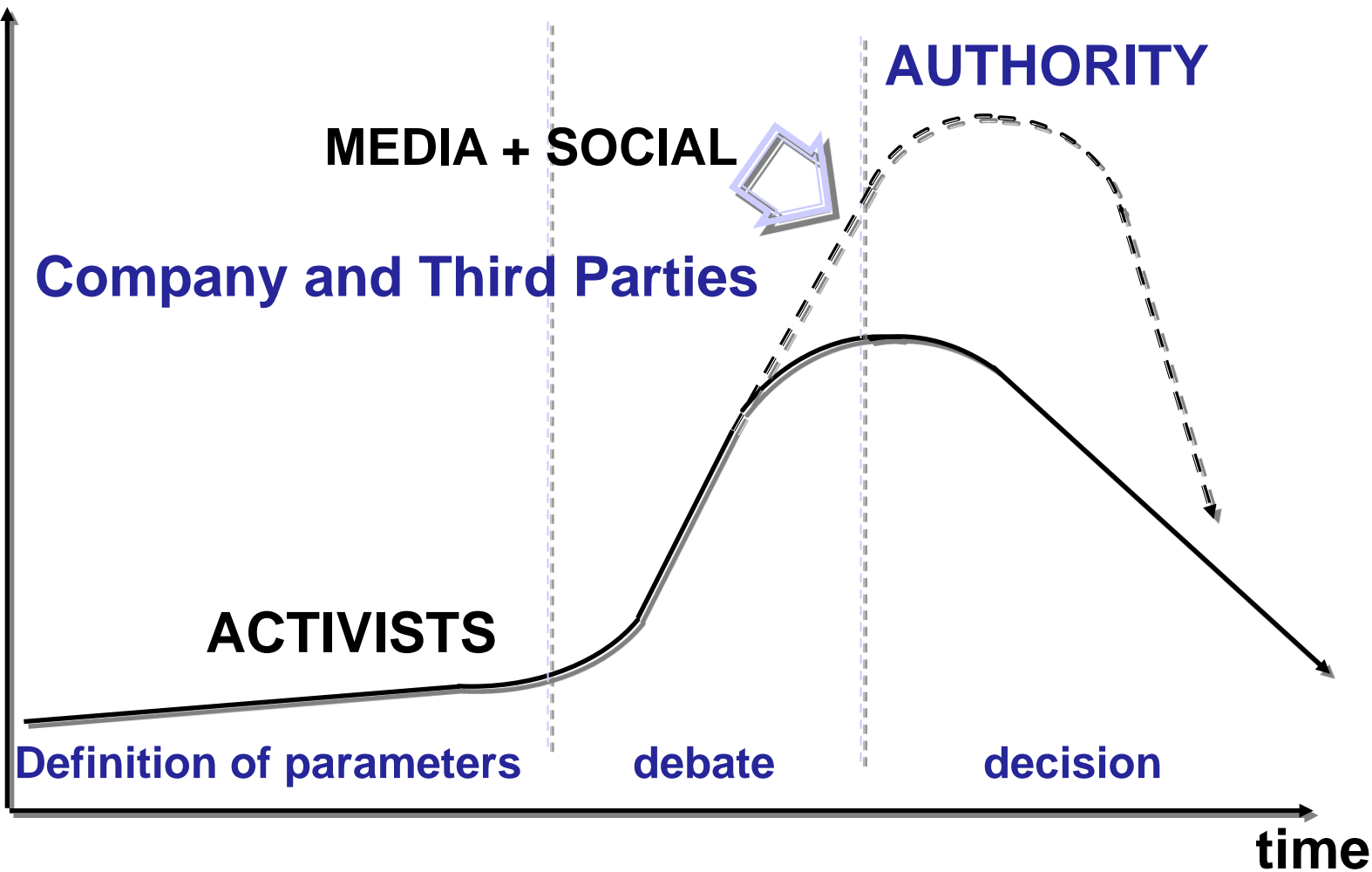
Many professional Monitoring and Online Intelligence services exist





# When? Please Intervene **IMMEDIATELY**

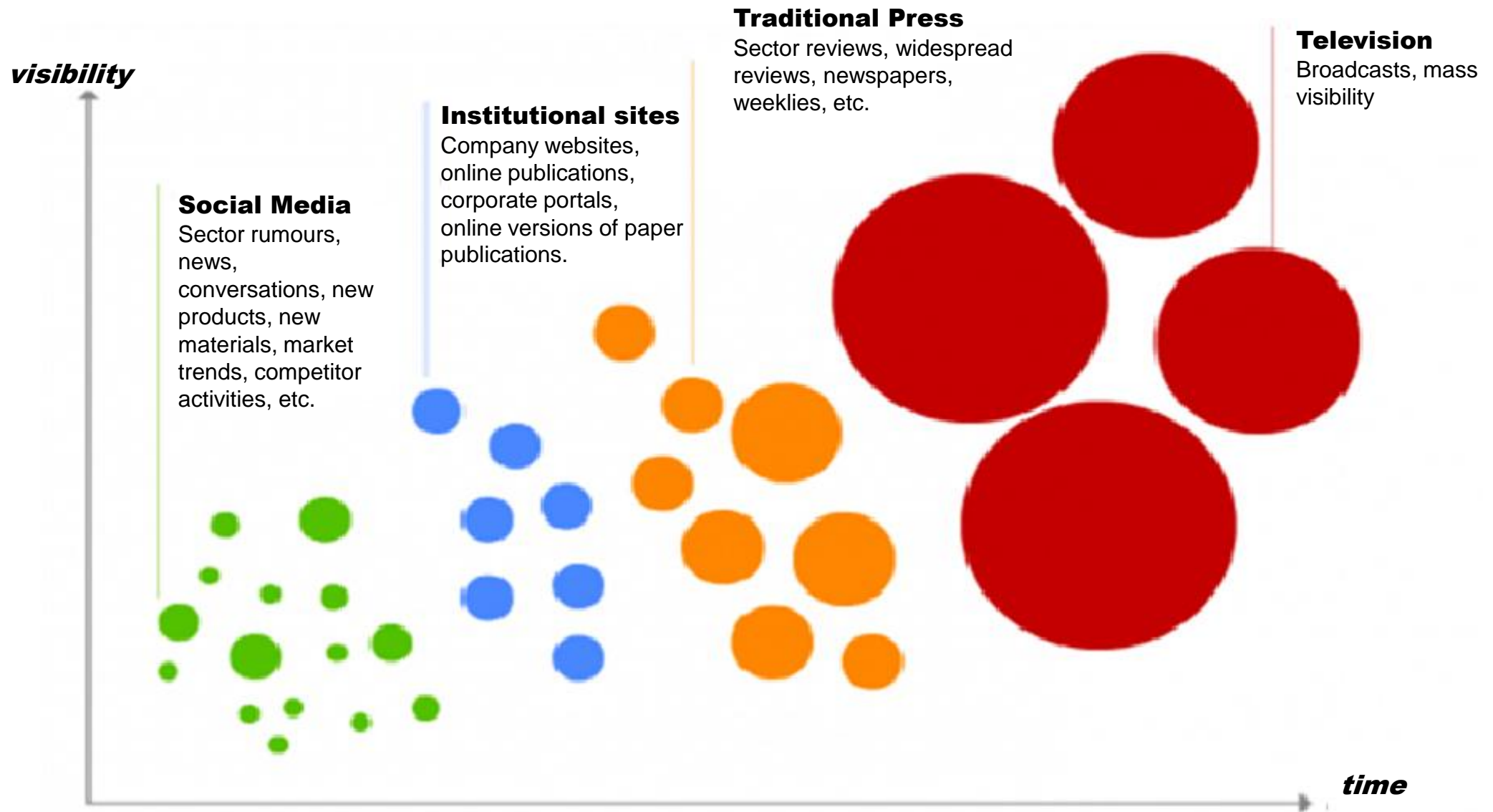
intensity



## **PUBLIC OPINION**

- Who is influencing?
- What information?
- Worry or Attract?
- Spokespeople?

# Social Media «revs the engine» of the crisis



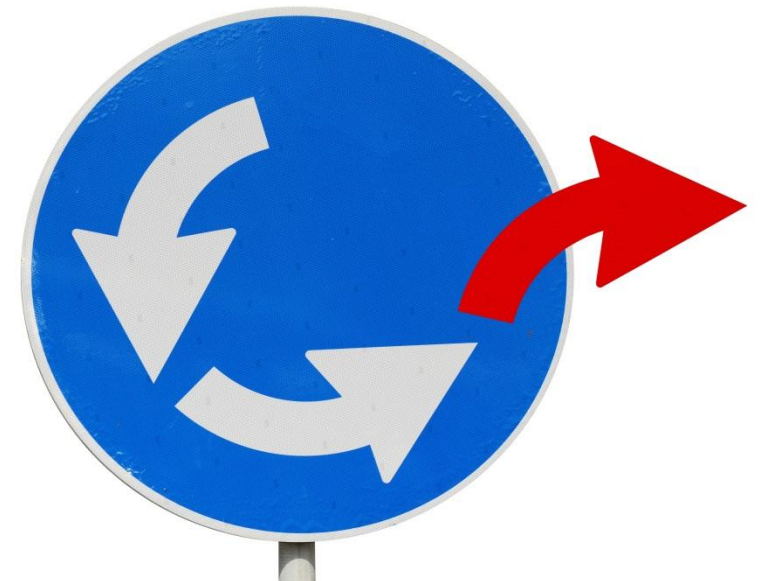
***Quality can be better than Quantity...***

## **5 CRISIS EXIT STRATEGIES**



**From Crisis Prevention to Management**

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# **1.«Drown» the focus of the Crisis** **(GAME OVER)**



# **2.Respond to the emotional factor** **(SMILE MARKETING)**





**3. Crisis: who's in the same position?**  
(ZOOM OUT)



**4. Build internal support & understanding**  
(I WANT YOU)

**5. Underline the benefits in «their» vision**  
(WHAT'S IN IT FOR THEM?)



# FROM THEORY TO PRACTICE

## GREENPEACE VS VOLKSWAGEN

### Europe vs CO<sub>2</sub>

Activate your politician to beat car CO<sub>2</sub> emissions!

Target: 100,000 Signatures  
87,872 Signatures

Yes! I want cleaner cars.

Sign the petition to join the thousands who believe in cutting new car pollution.

We want European politicians to vote in the coming weeks to reduce pollution from new cars by:

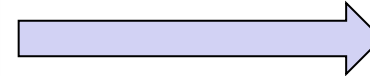
- Supporting car efficiency targets of at least 95g CO<sub>2</sub>/km by 2020 without any loopholes like super-credits or time delays
- Supporting challenging 2025 car efficiency targets that ensure carmakers mass produce the ultra-low carbon vehicles we need

First Name  Surname

Email

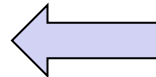
Country  Post Code

Phone



<http://www.euvsco2.org/>

JOIN THE REBELLION ...SINCE 2011  
<https://youtu.be/uQBE2OQRt2I>  
BRIAN TRILOGY – STARTRUPPEN WORKER  
<https://youtu.be/qzAp4PU4fjA>



VW The Dark Side - greenpeace attacks Volkswagen



# VOLKSWAGEN: 'We're so sorry...'

**We're working to make things right.**



Over the past several weeks, we've apologized to you, our loyal customers, about the 2.0L VW diesel emissions issue.

As we work tirelessly to develop a remedy, we ask for your continued patience.

In the meantime, we're providing affected TDI® owners with a \$500 Volkswagen Visa® Prepaid Loyalty Card, a \$500 Volkswagen Dealership Card, and no-charge, 24-hour Roadside Assistance for three years\*. We sincerely hope you see this as a first step toward restoring your invaluable trust.

To learn if your vehicle is affected by the 2.0L TDI emissions issue, as well as how to receive this goodwill package, please visit [vwdieselinfo.com](http://vwdieselinfo.com) and enter your VIN number.

Thank You and Best Regards,

Michael Horn  
President and CEO, Volkswagen Group of America

**#wirsindVW**

## EXIT STRATEGY CHECKLIST

- Drown it with apparent transparency and sincerity: Letter/Videos/Goodwill Package (mixed success. Lack of clarity re the goodwill package which doesn't include everyone)
- Solid actions; Resignations (relatively successful/public appeased)
- Smile Marketing; #VWCares (successful. Good response from users. Should have expanded the # campaign globally)
- Zoom out/drown it: Focus on Safety (unsuccessful. Not enough research done on the market (e.g. leaving kids in a car alone))
- Build Internal Support/Understanding: #wirsindVW (unfortunately mostly limited to Germany. Could have been better exploited)

Michael Horn (US CEO) delivers opening remarks at Congressional hearing

[https://www.youtube.com/watch?v=YdJAfgo6\\_s0](https://www.youtube.com/watch?v=YdJAfgo6_s0)

VW Video Apology in US (Michael Horn)

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

**#VWCares**



# More info & cases on Greenpeace attacks

- **Greenpeace Victories**

[http://www.tiki-toki.com/timeline/embed/594418/1707364907/#vars!date=2046-08-17\\_11:53:39](http://www.tiki-toki.com/timeline/embed/594418/1707364907/#vars!date=2046-08-17_11:53:39)

- **Greenpeace attacks Zara (Detox Our Fashion - 2012)**

[http://www.youtube.com/watch?v=jWhLN0Ag\\_Dg](http://www.youtube.com/watch?v=jWhLN0Ag_Dg)

<http://www.greenpeace.org/italy/it/News1/news/detox-zara/>

<http://www.youtube.com/watch?v=46bXp0EugWY>

<http://www.youtube.com/watch?v=OfOMQ8ymHBM>

- **Greenpeace attacks Kit Kat brand (Nestlé Killer - 2010)**

<https://www.youtube.com/watch?v=1BCA8dQfGi0>



<http://www.telegraph.co.uk/news/earth/earthvideo/7464768/Orangutan-Greenpeace-protest-at-Kit-Kat-maker-Nestle.html>

<http://www.greenpeace.org/international/en/campaigns/climate-change/kitkat/>

Grazie!

