

# Best practice online crisis management

## Reputation Online Live

Eddie Bensilum, Regester Larkin  
Georgina Wald, Domino's Pizza

5 February 2010

# Today

## 1. The changing landscape



## 2. Managing crises in the new reality



## 4. Case study: Domino's Pizza



## 4. Golden Rules



# 1. The changing landscape



## Reputation matters

***“What the people who matter***

***think about you ...***

***and how that affects***

***their attitude and behaviour to you”***

# What is crisis management

Simply the process by which you

- *Do the right thing ... operationally*
- And are *seen* to do so – through effective communication
- Effective crisis management prevents *shock* turning to *anger* and protects reputation

## The fundamentals

- Effective **leadership**...
- Within a clearly defined **structure**...
- Of trained and **competent professionals**...
- Implementing agreed **process**...
- With user-friendly **tools** ...

# The new landscape in which crises are managed

The world is freer

The world is smaller

It is a world of opinion  
and information

Individuals are  
empowered

NGOs are empowered

Media continue to  
diversify

No such thing as a little  
local difficulty

Everyone is an expert  
and a publisher

Managing a crisis is  
more complex

## Twitter

Twitter is a 'connector' that has a short lifespan but high viral power

Your mum or the bloke in the pub probably won't care about it

But journalists and bloggers do - they are on there and listening in

**David Bowen, FT**  
October 2009

More MPs Tweet than Blog (esp PPCs) making Twitter the social media of choice for pollsters

**Tweetminster Feb 2010**

Gritter Twitter directed residents to sources of information on their cold weather action plan!

**Kirklees Council Jan 2010**

## In a nutshell, social media...

- can be the trigger
- can escalate a crisis
- unstructured, so can complicate crisis management
- creates new circles of trust and credibility
- requires up-skilling and different resources
- can be an asset

### But...

- principles of good crisis management still apply
- should not distract from overall strategy and objectives
- still think audience first – message & medium second
- credibility is still important (but the rules are different)
- social media connects, but news media still has power to disseminate to masses

### 3. Managing crises in the new reality



## Handle social media with CARE...

- **C**onsidered
- **A**ppropriate
- **R**ealistic
- **E**ngagement

# What do we need to reconsider?



## Crisis planning and preparedness

- Establish competencies
- Understand & prioritise appropriate channels
- Find your organisation's social media 'tone of voice'
- Establish monitoring
- Update crisis communication procedures
- Crisis preparedness training

## Live crisis management

- Understand problem before acting
- Consider effects of social media on the team
- Consider the effects on the brand/identity
- Use monitoring wisely – a barometer; a tool
- In your post crisis audit, consider the role social media played and how audiences responded

## 4. Case study: Domino's Pizza



People Do Stupid Things



## First 24 Hours...

- Distributed still shots nationwide
- Identified team members & franchisee
- Contacted Police, Health Department
- Worked to get video off YouTube
- Dialogue with web sites
- Communicated internally



MYTHOUGHTS

# DAVE BRANDON



04/22/2009

## After YouTube

I was traveling last week when we received a frightening and painful lesson about the power of social media. Two former team members of a Pizza store in a small town in North Carolina did something with our food, filmed their actions and decided to post the video what they called a "prank," they tampered and defaced food in the video as food that was going to be delivered to unsuspecting customers. The media storm that followed... we experienced embarrassment, humiliation, and in the process, we learned a lot of lessons

Now that a little time has passed... I wanted to comment on what this should mean to our entire organization. It should be a reminder that every store counts. Not just large franchisees... not just large higher-volume stores... ALL STORES!! If one franchisee makes a bad decision... or allows the wrong people access to our brand environment... it can affect our brand and entire worldwide organization in a significant way.

Last week our team at the World Resource Center kicked off a campaign that worked with the media, concerned customers and law enforcement around the clock. We removed the team members from the store (on felony offenses)... we spoke to customers in person, through blog posts. I'd like to thank Patrick Doyle for quickly posting

CALENDAR

« April 2009 »

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4

## Patrick's Blog

04/16/2009

### A Tough Week - Lessons Learned

This week was a challenging one. We've been in the middle of a media storm after the unfortunate acts of two former team members. I don't understand what they were thinking and I'm not going to try to understand. We only know that these two people decided it would be a funny "hoax" to record their actions as they tampered with our food. Their YouTube video was picked up by one site and it spread like wildfire. This story appeared on the Today show, The NY Times, USA Today, many news sites, local radio and TV.

Here's what has happened in the days following the posting of the video: the team members were immediately fired by the franchise owner of the Conover, NC-based store; they were arrested and now face felony charges; the store was closed while it was scrubbed from top to bottom; and lastly, the franchisee worked with the local health department to ensure customer safety. Team members at the World Resource Center worked to get the video pulled off the web and addressed the growing media requests. A large group of team members volunteered to help out, and are working with our customer care department to respond and reach out to the thousands of customers contacting us. I recorded an apology message for YouTube. Now, when potential customers search for "disgusting Domino's video," my response appears instead! Somehow, I'm not proud to be associated with "disgusting Domino's", but I know it's best they see me!!!

We learned a lot from this incident. We will focus on a more proactive approach to following our stories on the web. You can help too - if you see any questionable behavior on the Internet featuring Domino's team members, please notify us immediately and we will work to resolve the issue. We will also continue to, as has been done in this case, go after anyone who attempts to damage our brand in this way... and present to

- ARCHIVES
- April 2009
  - March 2009
  - January 2009
  - November 2008
  - October 2008
  - September 2008
  - August 2008
  - July 2008
  - May 2008
  - April 2008
  - February 2008

- SEARCH
- 
- USEFUL LINKS
- Daily News
  - Home

Domino's Online navigation bar with search, login, and menu items.

Search:  GO

DOMINO'S ONLINE

Brand | Supply Chain | International | News/Events | Product | Stores | Team Members

## NEWS/EVENTS/NEWS/NEWS RELEASES

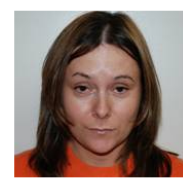
- News Releases**
- April 16, 2009 [Update: Online Video](#)
  - April 5, 2009 [WorldWide Rally Expenses in Concur](#)
  - March 1, 2009 [Tribute to Franchisee Tom "TJ" Johnson](#)
  - February 13, 2009 [Memphis BBO Chicken is favorite of Drive-Thru Gourmet](#)
  - January 30, 2009 [First Data FAQs and Directory](#)
  - January 23, 2009 [Automated Telephone Calling Vendor Recommendations](#)
  - October 8, 2008 [Brian Baldwin is Domino's fastest Oven Baked Sandwich maker](#)
  - October 6, 2008 [Domino's New Oven Baked Sandwiches Crush Subway Sandwiches in Local Taste Test](#)

**Update: Online Video**  
by Jesse Page - April 16, 2009

A recent video of team members posting repulsive content in stores caused great havoc on the web... and has spread to radio and local TV throughout the U.S. and in several other countries. We're working diligently with the media to prevent additional damage to our brand, but you may experience the effects of this as this "storm" spreads. The main video was pulled from YouTube on Wednesday. We've posted a [video response from Patrick Doyle on YouTube](#), and we're responding to customers via twitter [@dpzinfo](#).

If you receive customer inquiries, feel free to tell them that this was an isolated incident in North Carolina; that the franchise team members have been dismissed; and arrested under a felony warrant. You may also feel free to express your concern that the actions of these two individuals have made people question the integrity of the people who work for your store, your franchise and our brand.

Below you'll find the booking photos of the two individuals in question:



Kristy Lynn Hammonds



Michael Anthony Setzer

We will not tolerate this behavior, and that we won't let individuals stand in the way of our ability to build our customers' trust.

Patrick Doyle commented on this week's events [in his latest blog](#). Remember Patrick's blog is accessible by franchisees only. You may expect that media may visit your store...

# Messages

- Domino's didn't do this – it was done to us
- “Two idiots with a video camera...
- and a bad idea”
- They've been found, fired...facing charges
- They don't represent the rest of us
- Nothing is more sacred than our customers' trust

# The Next 24 Hours...

- Posted public response on web site
- Launched Twitter account early
- Updated Facebook page

# Disgusting Dominos People - Domino's Responds

Annotations Editor



Patrick Doyle  
President, Domino's U.S.A.



★★★★★ 3,154 ratings

538,527 views

Favorite Share Playlists Flag

Send video

MySpace

Facebook

(more share options)

Statistics & Data

Video Responses (1)

Text Comments (5,844) Options

Post a Text Comment

TheBSNP (20 minutes ago)

Even if I hadn't eaten in a couple weeks, I would pass on booger bread, thank you very much...

Reply | Spam

(Remove) | Block User



dominosvids

April 15, 2008

(more info)

Subscribe

Patrick Doyle, President, Domino's U.S.A., responds to video of (now former) Domino's team members. Follow us at <http://twitter.com/dpinfo>

URL: <http://www.youtube.com/watch?v=T15ALJ48>

Embed: `<script src="http://www.youtube.com/iframe_api">`

### Video Owner Options

Edit Video

Insight

Full Annotations Audio Swap Captions and Subtitles

Invite others to add annotations

More From: dominosvids

### Spotlight Videos



FMD Films - Parkour Kids!

175,095 views

From 2:10:17



The Day a New Demon Was Born(Eng Dub)

75,414 views

DandaEntertainment



I, Darris, Take This Witch Samantha

63,522 views

Crash



The Cosmic Comet

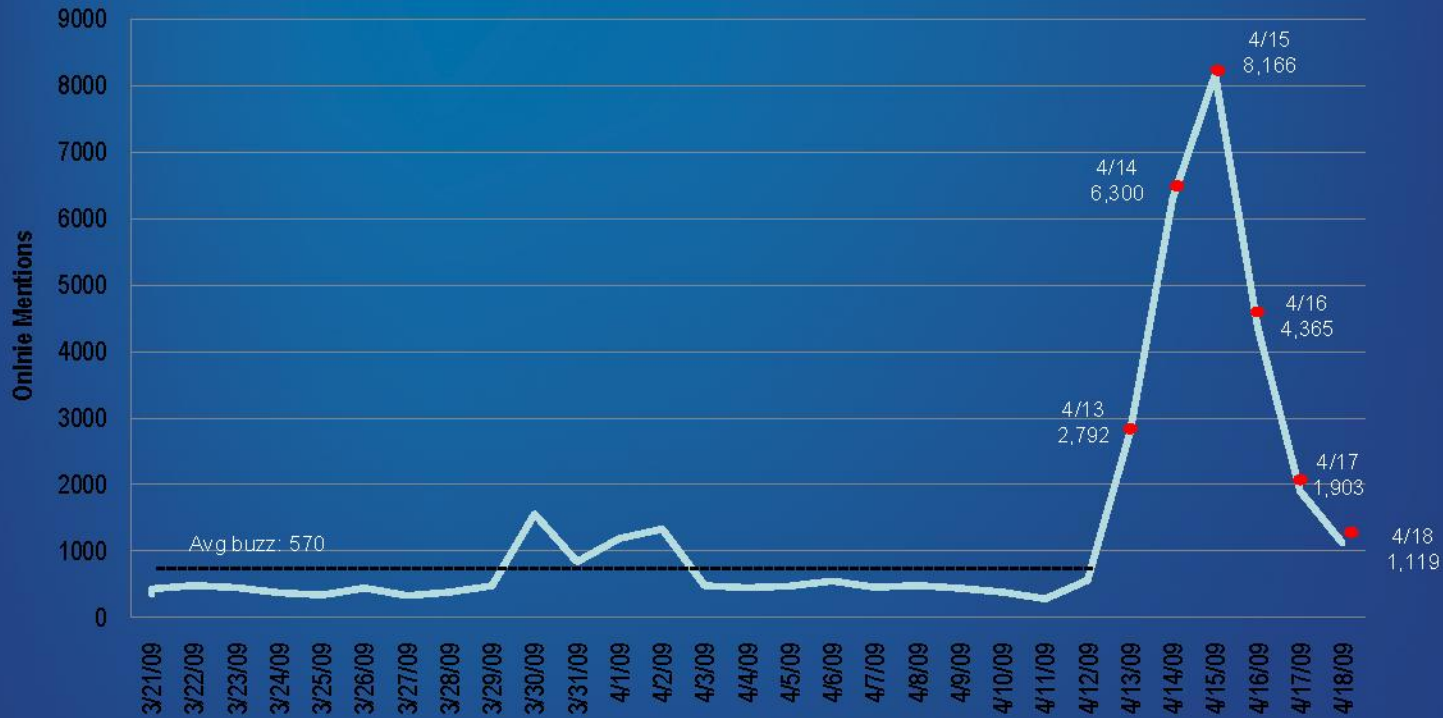
78,725 views

Hattan

# Discussion Peaked on Wednesday, April 15

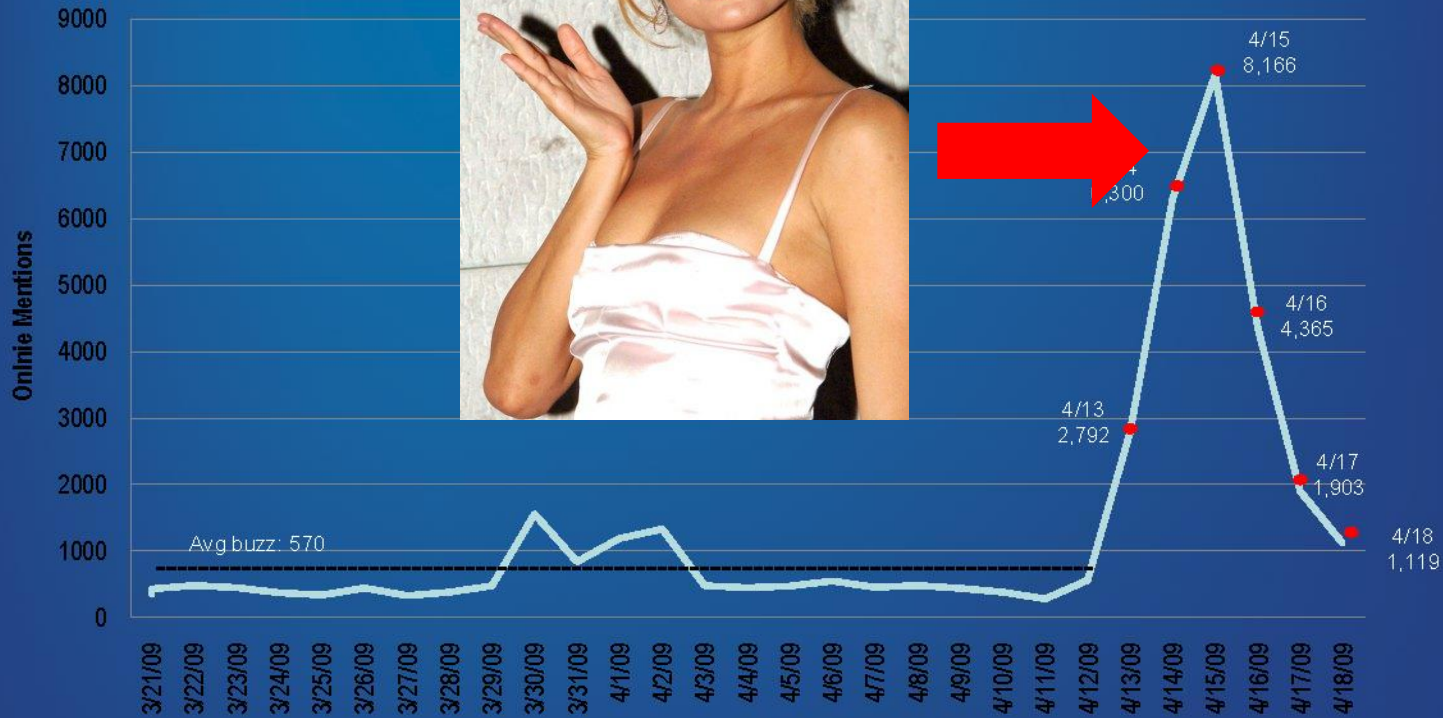
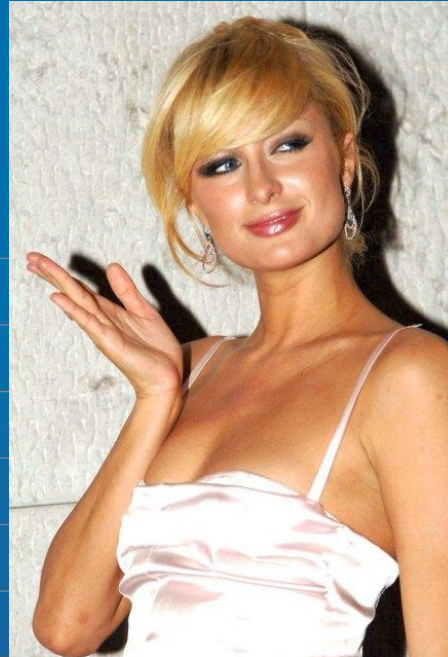


Domino's  
Online Mentions Past 30 Days



Source: Radian6 Tracking, 3/21/09 – 4/19/09. Mentions include all Blogs, Microblogs (Twitter), News, Forums and Replies, Comments, Videos and Images. The more recent the data the less stable it is as the spiders continue to search the web.

# Discussion Peaked on Wednesday, April 15



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# The Aftermath...



Them:  
Fired.  
Humiliated.  
Facing felony charges.









Us:

Consecutive quarters of positive sales  
Consistent growth in our share price  
#1 on American Customer Satisfaction Index

## 4. Golden Rules



## 'Golden Rules'

1. Don't be too clever
2. Retain perspective
3. Plan in peacetime
4. Use appropriate language and style
5. Engage with the appropriate level of seniority
6. Be committed
7. Engage wisely
8. Don't be an outlaw
9. Have a direct line of sight to your strategic objectives
10. Listen

Remember that your  
response impacts your  
reputation more than the  
incident itself

Thank you!

**Eddie Bensilum**  
**[ebensilum@regesterlarkin.com](mailto:ebensilum@regesterlarkin.com)**  
**[www.regesterlarkin.com](http://www.regesterlarkin.com)**

**Georgina Wald**  
**[Georgina.Wald@dominos.co.uk](mailto:Georgina.Wald@dominos.co.uk)**  
**[www.dominos.uk.com](http://www.dominos.uk.com)**