

Financial institutions
Energy
Infrastructure, mining and commodities
Transport
Technology and innovation
Life sciences and healthcare

 NORTON ROSE FULBRIGHT

Crisis Management in a Digital World

Renu Bakshi (Renu Bakshi Communications Inc.)

Taryn Mackie (Norton Rose Fulbright)

*motion*2018
discussing what matters

Join the Conversation



Tweet using **#NLawMotion** and connect with **@NLawGlobal** and **@RenuBakshi**



Connect with us on LinkedIn:
[linkedin.com/company/nortonrosefulbright](https://www.linkedin.com/company/nortonrosefulbright)

Speakers

Taryn Mackie



Partner
Norton Rose Fulbright
Vancouver

Taryn Mackie is a lawyer and partner who advises clients on all aspects of workplace law in unionized and non-unionized environments.

Taryn's broad practice includes such areas as labour relations, collective bargaining, human rights, wrongful dismissals, and workplace investigations.

In 2018, Taryn was ranked as 'Up and coming' by *Chambers and Partners* for Employment and labour law in British Columbia.

Renu Bakshi



Senior Crisis Strategist
Renu Bakshi Communications
Vancouver

Following 21 years as an award-winning journalist, former CTV reporter and anchor Renu Bakshi has become a leading media trainer and crisis strategist, working with some of Canada's most notable companies, executives and lawyers.

Renu is a frequent public speaker focusing on crisis management and the court of public opinion, and she is a guest columnist for *Business in Vancouver* newspaper.

In 2008, the *Vancouver Sun* named Renu one of B.C.'s Most Influential People.

Survey Says...

Raise your hand if you have a social media presence



(Facebook, Instagram, LinkedIn, Twitter, YouTube, Snapchat, etc.)

Canadians are Social

- 64% of Canadians have an account on a major social media network (Facebook, Twitter, LinkedIn, YouTube, and Instagram) – *Statistics Canada*
- Two-thirds of them use their accounts every day – *Media Technology Monitor*
- On average, Canadians spend 40 minutes a day on Facebook – *Statistics Canada*


What Does this Mean?

- Businesses and employers face new challenges in a digital world
- Managing a crisis immediately has become more crucial than ever because of the court of public opinion
- So, what's on today's agenda?

Agenda

- The Good, the Bad, and the Ugly: Real Crisis Cases
- A New World: Crisis Management in the Age of #MeToo
- Dodging a Bullet: Crisis Avoidance
- Planning is Everything: Crisis Communication Protocol
- Q & A Period

The Good



KitchenAid
@KitchenAidUSA

Obamas gma even knew it was going 2 b bad! 'She died 3 days b4 he became president'. #nbcpolitics



KitchenAid @KitchenAidUSA 1h
It was carelessly sent in error by a member of our Twitter team who, needless to say, won't be tweeting for us anymore.
Expand



KitchenAid @KitchenAidUSA 1h
I would like to personally apologize to President @BarackObama, his family and everyone on Twitter for the offensive tweet sent earlier.
Expand



KitchenAid @KitchenAidUSA 1h
Hello, everyone. My name is Cynthia Soledad, and I am the head of the KitchenAid brand.
Expand [← Reply](#) [↻ Retweet](#) [★ Favorite](#)



KitchenAid @KitchenAidUSA 3h
Deepest apologies for an irresponsible tweet that is in no way a representation of the brand's opinion. #nbcpolitics
Expand

The Good (cont'd)

The Crisis Manager

- Mess up, dress up, fess up
 - Johnson & Johnson
 - Maple Leaf Foods
 - Starbucks
- Immediacy

The Lawyer

- Corrective action taken, but employee privacy protected

The Bad



The Bad (cont'd)

| | |
|--------------------|--|
| The Crisis Manager | <ul style="list-style-type: none">• Who is in charge? - Brand management |
| The Lawyer | <ul style="list-style-type: none">• Handle with care - Termination tips |

The Ugly



The image shows a screenshot of a tweet from United Airlines (@united). The tweet text reads: "United CEO response to United Express Flight 3411." Below the text is a quote from Oscar Munoz, CEO of United Airlines, which is enclosed in a light gray box. The quote is: "This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation." Below the quote, it says "- Oscar Munoz, CEO, United Airlines". At the bottom of the tweet, it shows the time "9:27 AM - 10 Apr 2017 from Houston, TX" and engagement metrics: "20,277 Retweets 7,445 Likes". There are also several small circular profile pictures of users who interacted with the tweet.

United Airlines @united [Follow](#)

United CEO response to United Express Flight 3411.

This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation.

- Oscar Munoz, CEO, United Airlines

9:27 AM - 10 Apr 2017 from [Houston, TX](#)

20,277 Retweets 7,445 Likes

The Ugly (cont'd)

The Crisis Manager

- The crisis vulnerability audit
 - United Airlines
 - Facebook and Cambridge Analytica

The Lawyer

- You're still responsible

A New World: Crisis Management in the Age of #MeToo

| | |
|--------------------|---|
| The Crisis Manager | <ul style="list-style-type: none">• The court of public opinion |
| The Lawyer | <ul style="list-style-type: none">• The duty to investigate<ul style="list-style-type: none">- Elgert v Home Hardware (Alberta) |

Dodging a Bullet: Crisis Avoidance

| | |
|--------------------|--|
| Case Examples | <ul style="list-style-type: none">• CBC and Jian Ghomeshi• NBC and Matt Lauer |
| The Crisis Manager | <ul style="list-style-type: none">• When the plan is no plan at all |
| The Lawyer | <ul style="list-style-type: none">• Everything is <i>not</i> fine |

Survey Says...

Raise your hand if you have a crisis communication protocol



Planning is Everything: Crisis Communication Protocol

The Crisis Manager

- Elements of an effective crisis communication protocol:
 - Crisis communications flow chart for employees
 - Issues matrix with key messaging, holding statements, fact sheets, team roles, points of contact, stakeholders list
 - Don't forget social media monitoring and response

The Lawyer

- Tips for effective enforcement of that protocol:
 - Read, sign, repeat
 - Warn
 - Retain
 - Respond



Questions & Answers

Contact



Taryn Mackie

Partner

Norton Rose Fulbright

taryn.mackie@nortonrosefulbright.com

Renu Bakshi

Senior Communications Strategist

Renu Bakshi Communications Inc.

renu@renubakshi.com

*motion*2018
discussing what matters

 **NORTON ROSE FULBRIGHT**