

Social Media Crisis Management



Why Social Media?

For National Grid

- Claim the space *
- Own our media
- Reach out to Influencers
- Informing and leading opinion
- Fostering debate
- Help our search strategy
- Improve customer service

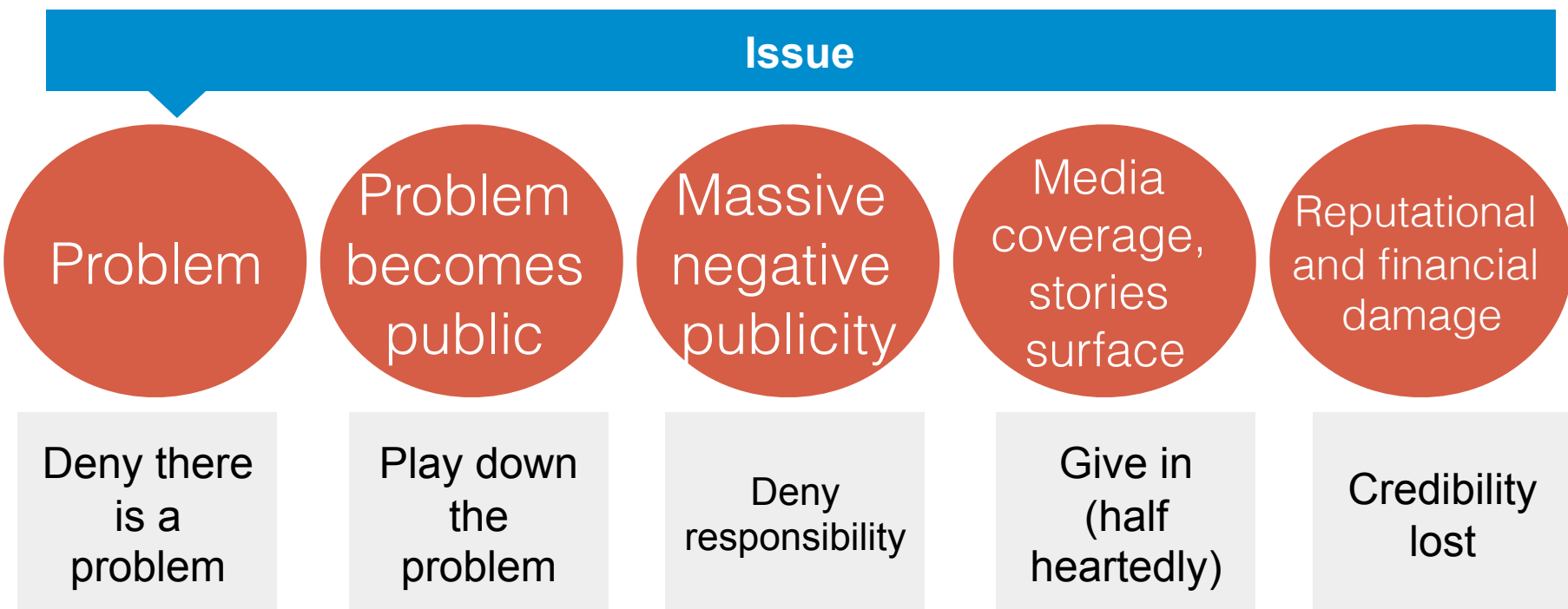
For Customers

- Channel easy to find
- Easy to access
- Expected
- Rapid Response
- Vent publicly
- Involved in debate
- Increasingly mobile

Objective

Protect our brand and reputation!

Crisis Response Road to Disaster



Example

“The Gulf of Mexico is a very big ocean. The amount of oil and dispersant we are putting into it is tiny in relation to the total water volume” Tony Hayward CEO, BP

“BP Transocean, Halliburton blame each other in gulf spill” Business Week

“I want my life back” Tony Hayward CEO, BP

“We will make BP pay for the damage their company has caused” Barack Obama

Crisis Communication - Road to Recovery

It's much better to...

Acknowledge the problem

While starting to collect further information

Show concern for those affected

While avoiding statements that could be legally premature

Address the problem

While proactively communicating what you do

Keep stakeholders informed about progress

While continuing to collect further details

Fix problem and close crisis

And communicate learnings

Crisis Communications Process

Overview

- The Team
- Monitoring in real time
- Going Public
- Updating Staff
- Getting Visibility and Reaching out
- Showing a Human Side



Crisis Communication Process

The Team

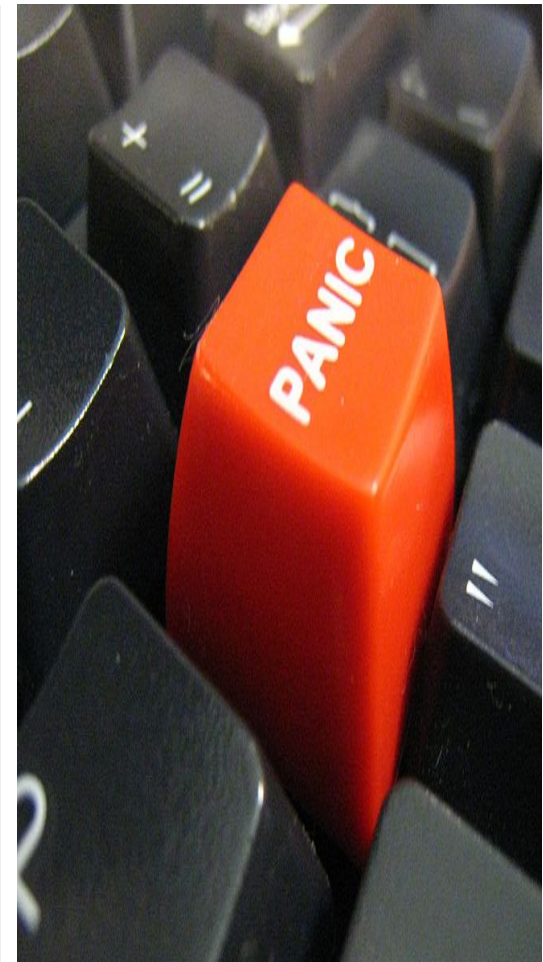
- Scramble rapid response crisis communications team, and alert senior management to the crisis that is unfolding
- Ensure everyone is present and knows what they need to do



Crisis Communications Process

Monitoring in real time

- Make sure Hootsuite/Radian 6 and other toolsets are set up to monitor the situation
- Before responding use data to understand how and why people are responding to the situation and what is being said



Crisis Communication Process

Going Public

- Go public as soon as possible by making our incident webpage visible with latest information, update and instruction nationalgrid.com/incident
- Make incident page more visible on website
- Acknowledge the emotional dimension of the situation “We understand this is confusing/ frustrating..”
- Update the incident page at regular intervals - hrly
- Link to reputable third party sites that are covering the issue



Crisis Communication Process

Updating Staff

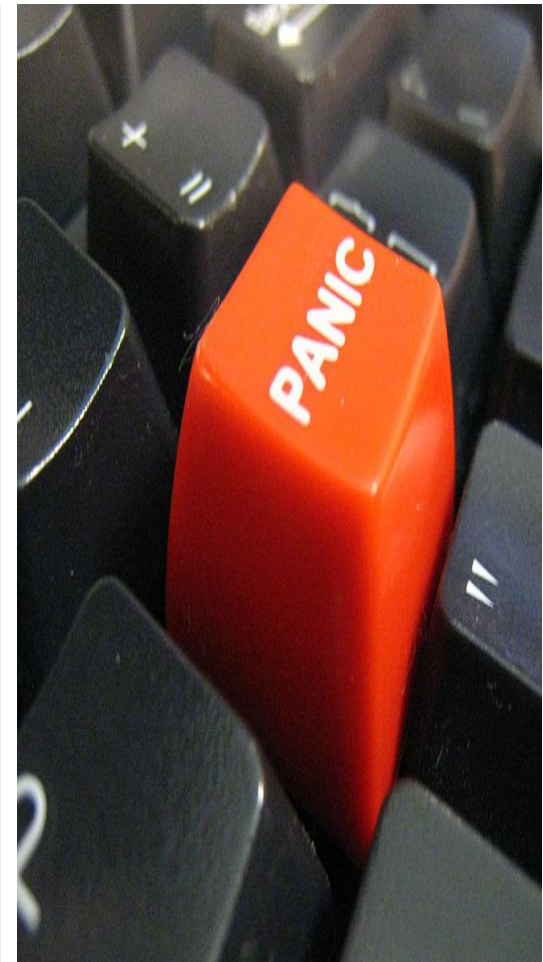
- Update staff on the situation and on any changes to traditional and social media communications during the crisis
- Social media and PR blackout during the crisis



Crisis Communications Process

Getting Visibility

- Seed our message on various applicable social networks
- Reach out to key social media contacts (bloggers/journalists) with a personal message and link to the incident page
- Respond to their queries as a matter of priority
- Link to any favorable coverage as a result of outreach



Crisis Communications Process

Showing a Human Side

- Ask board members to address visitors to incident pages
- Generate an interview by blog post or video



Case Study - Gas Cloud



- On Jan 22nd Gas Leak in France caused concerns over Gas safety
- Public assumed it was National Grid

Case Study - Gas Cloud

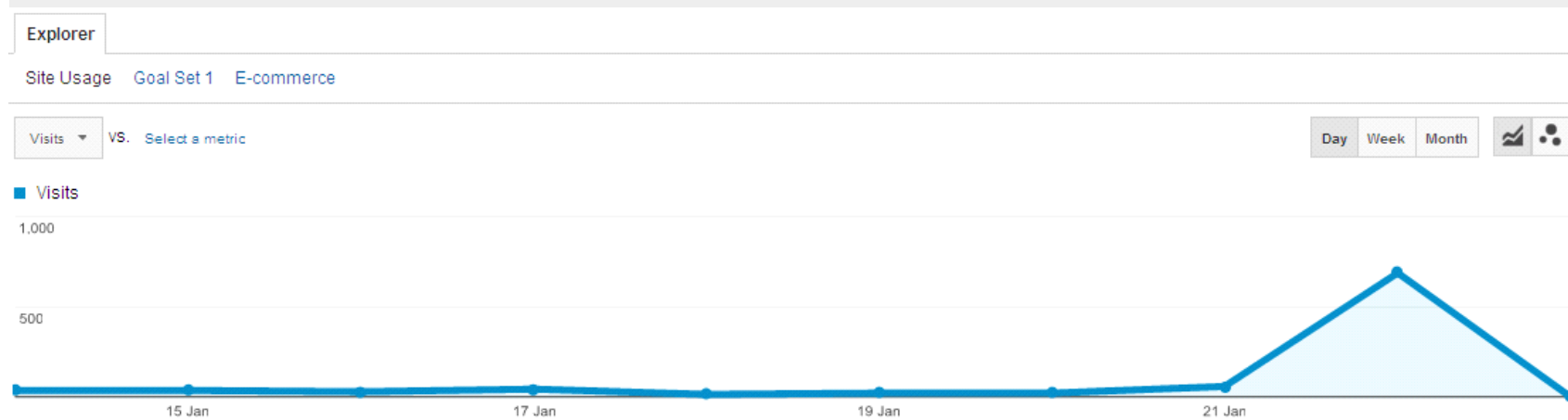
What we did

- Followed Crisis Communication process
- Posted information on the Gas Cloud correcting false information
- Responded to messages quickly
- Update Twitter/Facebook and incident page simultaneously
- Connected with local councils
- Reached out to local news

Case Study - Gas Cloud

This Results

Unsurprisingly terms such as 'gas smell' jumped over 1000%



Top search terms driving organic traffic (through search engines) were dominated by gas related searches. This replaces the norm of a mixture of brand, career and investor related searches.

Case Study - Gas Cloud

This Results

The UK Gas page and emergency page received more visits than the incident page because they are ranked higher than the incident page for the search terms people were using.

The emergency and incident page were the most engaging with average time on page over 3mins 30 secs compares to a site average of 1min 24 for that day.

<input type="checkbox"/>	Page	P
<input type="checkbox"/>	1. /uk/gas/	
<input type="checkbox"/>	2. /uk/gas/safety/emergency/	
<input type="checkbox"/>	3. /	
<input type="checkbox"/>	4. /uk	
<input type="checkbox"/>	5. /uk/media+centre/incidents/	
<input type="checkbox"/>	6. /corporate/about+us/contact+us/	
<input type="checkbox"/>	7. /uk/	

Case Study - Gas Cloud

This Results

- **“I think I can smell gas video”**




It received 318 views for Jan 21 and Jan 22

- **It had less than 700 in total for the previous month**
- **Attention span was good with 65% of viewers making it 75% through the video**

Case Study - Gas Cloud

This Results

This shows how much traffic was driven by social channels compared to the previous day. Obviously Twitter & Facebook were the main channels.

Social Network	Visits	% Visits
1. Facebook		
22-Jan-2013 - 22-Jan-2013	625	 51.06%
21-Jan-2013 - 21-Jan-2013	11	 25.00%
% Change	5,581.82%	104.25%
2. Twitter		
22-Jan-2013 - 22-Jan-2013	573	 46.81%
21-Jan-2013 - 21-Jan-2013	13	 29.55%
% Change	4,307.69%	58.45%

Case Study - Gas Cloud – post event

This Results

- The majority of Facebook traffic came from a mobile device – highlighting the shift from desktops and laptops.

<input type="checkbox"/>	9. m.facebook.com		
	22-Jan-2013 - 22-Jan-2013		373
	21-Jan-2013 - 21-Jan-2013		3
	% Change		12,333.33%
<input type="checkbox"/>	10. nationalgridcareers.com		
	22-Jan-2013 - 22-Jan-2013		353
	21-Jan-2013 - 21-Jan-2013		321
	% Change		9.97%
<input type="checkbox"/>	11. facebook.com		
	22-Jan-2013 - 22-Jan-2013		252
	21-Jan-2013 - 21-Jan-2013		8

Case Study - Gas Cloud

This Results

- The most popular link was bitly.com/uR1pMK to the Kent Fire Service page.
- This was the first link that was posted socially and received 253 clicks. Stats for the link can be seen here: <http://bitly.com/uR1pMK+>
- The second and third most popular tweet were as follows:
 - @[southendbc](#) Please make people aware of the gas incident originating in France **125 clicks**
 - We are experiencing a high volume of calls. If you have a gas emergency please keep trying to get through **122 clicks**

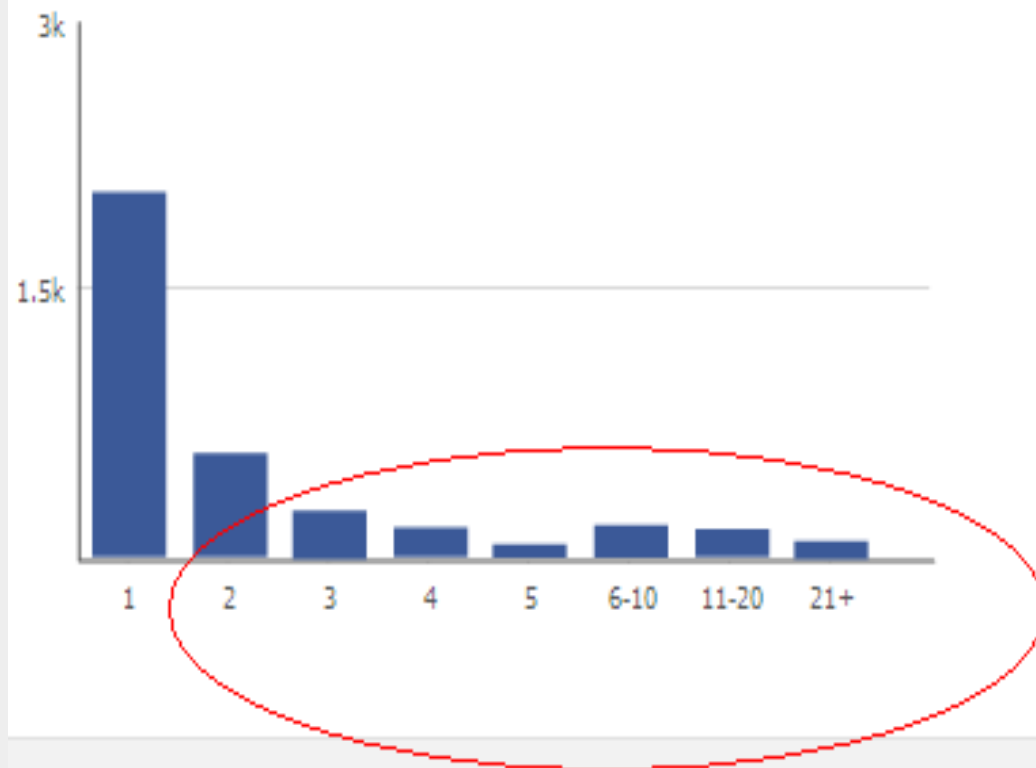
Case Study - Gas Cloud

This Results

- On Facebook each UK Update was viewed by almost 3000 people. One update had 'virility' of over 4%. To put this in context our emotional message about Hurricane Sandy achieved 5%.

- Updates are important on Facebook.

The following table displays user frequency, demonstrating people kept coming back to Facebook for updates.



Case Study - Gas Cloud

Learnings

- Consider the use of targeted online ads to direct people to the information they need faster
- Integrated all comms activity into one page e.g. embed twitter feed so people know where we are posting
- Provide a landline number for people to call. People did not want to call an 0800 number from their mobile

Employee Guidelines

How should you conduct yourself online?

- If you participate online regarding information that relates to National Grid disclose your position
- Do not disclose any confidential or financial information
- If you are not sure, don't interact