

# Regaining Trust Amidst a Crisis

BP Oil Spill:  
Messaging & Reputation Management

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#BPprLessons

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- I. Research driven
- II. Results oriented
- III. Experience/Plan
- IV. Continuous Communication
- V. Integration and Collaboration

# How We Did It

# Research included:

- Executive interviews
- Strategic planning meeting
- Focus groups
- Past event, audience, market analyses
- Segmented target audiences
- Set campaign baselines, benchmarks
- Best practice analysis
- Anecdotal reports
- Communication Audits
- Competitive Analysis
- Surveys
- Qualitative, quantitative data
- Internet
- Media audits, content analysis
- National and Regional Perception surveys
- Tourism forecasts
- Oil and environmental condition reports

**Research  
Driven**

# Research: Impact on Tourism

**87%** of nationwide leisure travelers are familiar and **are following the oil spill story.**

**79%** of nationwide travelers believe the oil spill will affect Louisiana for **at least 5 years.**

**25% believe** and **30% are unsure** that restaurants the use Louisiana seafood are **putting their customers at risk.**

Oxford Economics projected the spill could cost the Gulf Coast **\$22.7 billion** in tourism revenue **over the next three years.**

# Research: Impact on Tourism

- **28%** of respondents indicated they would be more likely to visit “Louisiana if the coast was not contaminated by oil.”
- **25%** said they would be more likely to visit if the Louisiana seafood were not contaminated with oil.
- Prior to the spill, **23%** claim they had plans to visit, but since the spill **one-quarter** of those trips have been postponed or cancelled.

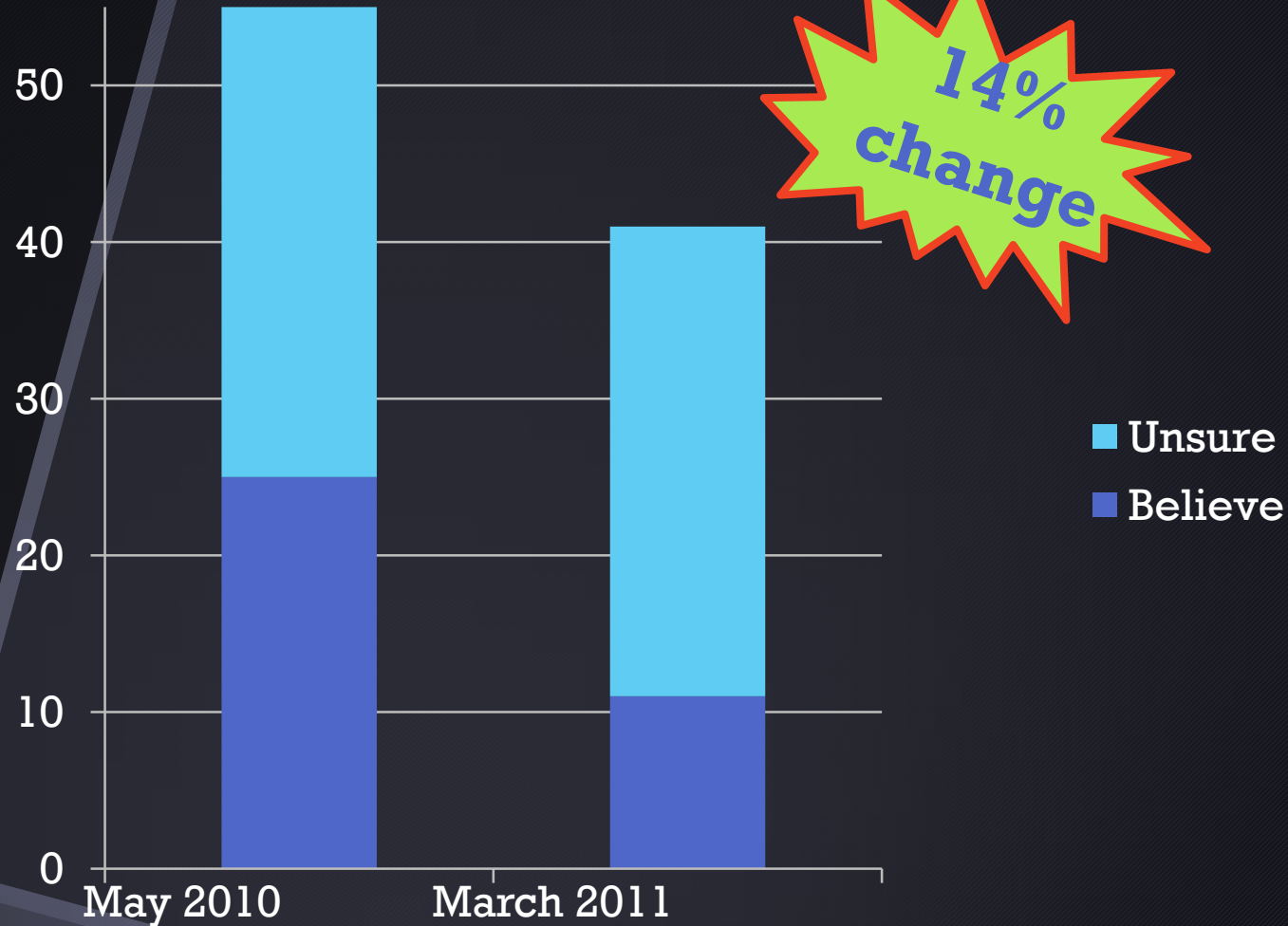
# Results Oriented

- Change misperceptions
- Place/persuade positive reality
- Diminish economic impact
- Measure against “comparable” campaigns



# Perception Changes

Perceptions of  
Louisiana seafood  
contamination



# Perception Changes

Louisiana affected  
by the oil spill for at  
least 5 years





- Perceptions that Louisiana would be **significantly affected** by the oil spill for at least **five years** declined 19% from June 2010.
- Regionally, perception regarding the **extent of the devastation** is less than previously perceived.
- Concerns regarding oyster **contamination**, and false seafood impressions generally, have improved.
- **Hotels** boasted nearly a 13% increase in occupancy in 2010 compared with 2009, and today New Orleans has the 8th highest hotel occupancy rate among the top 25 markets.
- **Tourism numbers are trending up**—projected to surpass pre-Katrina numbers in number of visitors and visitor spending by 2013, both benchmarks of a healthy economy.

# Results

# Planning

- Exxon Valdez, TN Floods, Vegas, Orlando 9/11
- Experience:
  - 9/11, Katrina, Recession
- 360 degree and immersive approach
- Hurricane and Oil Spill Crisis plan

# Planning

**Our response strategy included:**

Planning, Monitoring, Research and Reporting

Messaging Strategy

Partnerships and Alliances

Media Relations

Community Relations

Social Media and Internet Marketing

- Primary failure from Katrina
- Our direction:

- Do

- Help

- Get out of the way

- Secure a proactive and reactive control position

# Clear Command

## Messaging & Reputation Management

# 4 [K]s of Crisis Communication™

- Quick
- Candid
- Context
- Consistent



- Tourism not the focus of the story
- Limited access to spokespeople
- Misperceptions
- Politics
- Uncertainty of situation or future
- Timing
- Fickle media attention, competing interests and coverage fatigue

# Communication Challenges

# Messaging Strategy

- Proactive Messaging Strategy
- One-Voice Strategy
- Rapid Response System
- Strategic Partner Network
- Revised frequently, distributed daily:
  - Talking Points
  - Issue Updates
  - Media Coverage Reports

# MEDIA MONITORING



- Monitored state and oil coverage
- Analyzed coverage, perception
- Analysis adjusted approach and messaging
- Results shared with over 1,100 stakeholders daily
- Over 4,600 clips captured, analyzed and reported





# Media Relations

- 39% believe that the media's portrayal of the oil spill is accurate, while 38% believed it is being downplayed.
- Target specific media
- Research
- Spokespeople

# Media Relations

- Triage and Response
- Proactive media outreach
- Media centers
- Continuous media audits
- Events
- Op-Ed/Letters to the Editor
- Media Familiarization Tours



Four satellite media tours, including two for Lieutenant Governor Jay Dardenne that delivered 58 interviews, secured top national and international media, elevating and repairing Louisiana's image.



TODAY'S KITCHEN  
NEW ORLEANS COOKING



TODAYSHOW.COM

An aggressive media relation campaign placed compelling stories that advanced our messaging strategy—updated with a daily media audit for more than 1,100 industry partners and stakeholders.

In New Orleans, New Life by the River



[TWITTER](#) | [SIGN IN TO E-MAIL](#) | [SHARE](#)

LTEs placed in New York Times, The Palm Beach Post, The Seattle Times, Cincinnati Enquirer and The Fresno Bee. This targeted placement in print, radio, television and online media achieved more than **667.3 Million** impressions in our target audience.



**Media familiarization tours: “Louisiana: 101,” “From Catch to Plate,” “From Farm to the Table” and “Mardi Gras 2011”.**  
**Produced coverage in Chicago Sun-Times, Martha Stewart Living Blog, The Atlantic and SeriousEats.com.**

# Social Media & Credibility

- Online vs. Offline:  
Much remains to be explained, explored and understood

- No significant difference in credibility between user-generated vs. expert-generated sites\*

- Greater subject-matter involvement impacts credibility: subjects of greater gravity, focus or interest

- \*"Using social metrics to evaluate the impact of online healthcare communications" by Jay Krall in Volume 2, Number 4 (2009) of Journal of Communication in Healthcare pgs. 387-394

- \*"Perceptions of Credibility: A Comparison of User-generated and Expert-generated Websites" by Thanomwon Poorisat, Benjamin H. Detenber, Vani Viswanathan, and Helen Nofrina (2008) Conference Papers: International Communication Association

# Reel Louisiana

submit photos and videos or find your favorites.

SUBMIT NOW

using

facebook

SUBMIT NOW

using

You Tube



## Most Popular On You Tube

Videos sorted by popularity. **VOTE NOW!**



## As Seen On facebook

Like and share on Facebook. **VOTE NOW!**





# TOP 100

## reasons to visit Louisiana

The Louisiana Office of Tourism asked residents and visitors to tweet and post favorite Louisiana experiences. Here are the 100 experiences they shared. (in alphabetical order)

1. Acadiana Symphony Orchestra
2. Alexandria Zoological Park
3. Atchafalaya Basin
4. Avery Island
5. Baton Rouge River Center
6. Bayou Teche
7. Natchitoches Meat Pies
8. Beignets at Café Du Monde
9. Bird Watching and exploring on the Creole Nature Trail
10. Birds roosting at Lake Martin; gators and the bourbon pecans
11. Breaux Bridge

- Tourism not the focus
- Concurrent campaigns
  - New Orleans; Lower Coastal Parishes; State Tourism
- Everybody had a dog in this hunt
  - Seafood industry, Governments, Candidates, Private businesses
- Coordination of:
  - 1,100 industry partners
  - 86 experts
  - Web content
  - Media, messaging
  - Social media

# Integration and Collaboration

# Roles of Organizational Communicators in Responding and Managing a Crisis

- Be open/honest about the situation
- Keep messaging on point
- Keep your staff, clients and vendors informed
- Utilize outside PR consultants
  - distance, perspective, message strategy and expertise
- Communicate w/ internal audience first
  - Distribute messages and talking points throughout organization
- Acknowledge situation and immediately offer a remedy
- Strategy must be managed on all your online channels

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