

A.S. Watson Group

SOCIAL MEDIA CRISIS MANAGEMENT GUIDELINES



We all aim to prevent and avoid crises, but when they occur, effective crisis management can make a difference...

Table of Contents

I. INTRODUCTION	3
1. Purpose of the Guideline	3
2. Is it a Crisis?.....	3
3. Related Policies	3
II. POTENTIAL VULNERABILITY	4
1. Unclear Ownership of Social Media.....	4
2. Weak Law and Order.....	4
3. Lack of Social Listening and Alerting Protocol.....	4
4. Absence of Key Opinion Leader (KOL) Due Diligence Assessment.....	4
5. Identity Theft / Hijack	5
III. PRINCIPLES FOR SOCIAL MEDIA CRISIS MANAGEMENT	6
IV. CRISIS MANAGEMENT PROCESS TO-DO	7
1. When the Crisis is initiated.....	7
2. When the Crisis is closed	9
V. FACTS GATHERING CHECKLIST	10
1. Facts Finding.....	10
2. Assessment	10
3. Social Sentiment and Reaction Chart	10
VI. COMMUNICATIONS FLOWCHART	11
VII. CRISIS RESPONSE & MEDIA STATEMENT	12
1. Crisis Response on Social Media	12
2. Media Statement / Party Line for Media Enquiry.....	12
VIII. ROLES OF THE CRISIS MANAGEMENT TEAM (CMT)	13
1. Purpose	13
CMT Responsibilities – Quick reference - CHAIRMAN	14
CMT Responsibilities – Quick reference - CRISIS COORDINATOR	15
CMT Responsibilities – Quick reference - COMMUNICATIONS	16
CMT Responsibilities – Quick reference - GROUP PR	17
CMT Responsibilities – Quick reference - LEGAL	18
CMT Responsibilities – Quick reference – Human Resources.....	19
APPENDIX 1 – Social Listening Guides.....	20
APPENDIX 2 – House Rules Sample.....	23
APPENDIX 3 – Initial Response to Media / Party Line Sample	24
APPENDIX 4 – Media Statement Sample	25
APPENDIX 5 – Points to Note when Organizing Media Briefing	26
APPENDIX 6 – Crisis Management Team Contact List	27
.....	28
APPENDIX 8 – Guideline Version Amendments	30

I. INTRODUCTION

1. Purpose of the Guideline

This guideline should be used by Business Unit ('Initiating country') when there is social media incident, and it is supplementary to the Business Continuity Plan of each Business Unit and serves as a quick reference to help deal with an issue or a crisis.

2. Is it a Crisis?

Key dimensions to evaluate if the incident is a crisis:

- Scale : Involving a large number of followers/ customers
- Sensitivity : Offending comments considered sensitive in a market (e.g. politics/ racism/ religion...) Emotional Volatility of subject could make issue a crisis
- Attention : Media interest that could result in negative publicity; news velocity is key for social media- If a matter is shared many times in short time (high velocity), social media platforms will make it even more viral
- Regulation : Generating interest and concern from government authorities or industry groups
- Financial : It could incur financial loss for the company
- Reputation : Involving brands across group portfolio

If ANY ONE or more of the above applies, the incident can potentially turn into a crisis.

3. Related Policies

You are encouraged to review and familiarise yourself with relevant policies from Group Policy Portal for the complete understanding of the requirements and best practice regarding social media. <http://policy.aswatson.net/>

- [Policy for Use of Online Social Media](#)
- [Policy on Public Relations and Public Engagement](#)

II. POTENTIAL VULNERABILITY

1. Unclear Ownership of Social Media

Delayed response and inappropriate contents could result in crisis. Depending on the nature of activity and engagement, subsidiary should decide which department or function to take up the responsibility of content development and response to enquiry.

2. Weak Law and Order

- Ignoring Internal Social Media Guideline
Subsidiary should remind all colleagues the social media guideline, explaining the code of conduct which the company expects every employee to follow. Please refer to [Related Policies](#) for more details.
- Absence of House Rules
Without proper house rules on social media, it would make the removal of comments illegitimate and arouse negative emotion, thus increase the risk of crisis. Sample house rule is provided in the appendix
- Failure to Keep Service Standard
Angry complainants could turn into hater and making the brand more prone to crisis. Below is the ASW service standard in replying enquiries:

Week days

- Within 3 hours
- 3 rounds per day at 9am/ 2pm / 5pm

Week days after working hours

- Check once at 9pm
- Depending on urgency, reply within the night if posted before 9pm or the next day before 1pm if post after 9pm. If urgent will reply within 1 hour

Public holidays

- Check 2 times per day (around 2pm / 10pm)
- Depending on the urgency, if not urgent, reply the next day before 1pm

3. Lack of Social Listening and Alerting Protocol

Without visibility of social mentioning, brands do not even know if there's negativity growing on social media. It is a risk without a proper alert and escalation procedure in place. More guidance is available in the [appendix](#).

4. Absence of Key Opinion Leader (KOL) Due Diligence Assessment

"As long as there is love, there will be hate" – there's a reason for the KOL's / influencer's/ ambassador's impressive fan base, subsidiary should conduct due diligence to ensure that the KOL will not attract haters in a campaign.

5. Identity Theft / Hijack

It costs little to make fake accounts or websites, but such attack to a brand on social media is common and it could bring serious damage on reputation. Customers may even pass their personal information to the fake social media channel and result in complaint and loss of confidence to the brand.

Subsidiaries should :

- Prevent identity threat by listing the channels in official website – so that people can check if there is doubt (with registered page name to make it clear).
- Turn on Two-Factor Authentication (2FA) as much as possible to increase security level
- Get the identity validation badge (e.g. the blue tick for facebook verified page) to indicate customers that the page is authentic
- Know who to report to when there's hijack/ fake account when there's no crisis

III. PRINCIPLES FOR SOCIAL MEDIA CRISIS MANAGEMENT

Rule 1) Speed Matters

Social Listening helps quickly & pre-emptively identify crisis, see [appendix](#) for details.

Rule 2) Contain the Issue in the Same Channel

Always respond first in the channel where the crisis first broke, then respond in other channels that have picked up.

Rule 3) Know When and How to Take it Offline

- Remember the rule of 3 - Never send a third reply - It is perceived as an argument, not an answer. On the third reply, best to take it offline.
- Acknowledge - Always show that the enquiry is well-taken by a message.
- Consider CRM database - Consider using customer contact information in CRM system to provide immediate feedback if it's deemed suitable and necessary.

Rule 4) Don't Over-react, but Don't Under-estimate.

Always think "Would our response fuel up more conversation/ speculation?"
In an emotionally-charged situation, sometimes it is better not to react.

Rule 5) Apologise if it's necessary

- Be honest & thoughtful when you apologise.
- Copy and paste press release will not work - it is a 2-way communication on social media and the traditional 1-way media message would make you look indifferent.
- Be human & Avoid legalistic response - which could arouse negative emotion.

Rule 6) Create a Crisis FAQ

Individuals or even KOLs express their opinion at crisis, and often there are inaccurate information about us. An official response is useful to defend ourselves.

Rule 7) Consider the Wider Implications

- Spill-over effect - If there's chance of spreading to other subsidiaries, inform GPR immediately
- Rethink upcoming online campaigns – Negative comments are expected during crisis situation, and campaign effectiveness will be reduced. Postpone is an option to consider.

Rule 8) Neutralise Negativity

- Refocus Discussion Wisely : Consider to refocus the discussion in a favourable direction.
- Diluting Negativity – Having some positive or neutral posts can help neutralise.

IV. CRISIS MANAGEMENT PROCESS TO-DO

The following checklist serves as a quick reference and reminder for the Crisis Management Team Chairman to decide the necessary actions. As each scenario varies in nature, not every step listed is applicable. Contact GPR if there's any question.

1. When the Crisis is initiated

Priority	Action
1	Initial Assessment Determine if it is : <ul style="list-style-type: none"> • An Issue or Crisis • A Local issue or involving other BUs
2	Inform Head Office - The country MD / Marketing in-charge should inform GPR Office as soon as possible of the issue or crisis situation, summarise the facts – Channel, Possible causes, investigation status, initial assessment of damages and media interest. - For crisis which involves more than 1 BU, include representatives from marketing and PR with other country teams via E-mail to country MD and designated alternate.
3	Activate the crisis Process & Assemble the CMT - After it is identified as a crisis, CMT chairman activates the process, and assemble the CMT.
4	Facts Finding & Assess Severity - The first meeting should focus on: <ul style="list-style-type: none"> o finding all relevant facts o assessing the root of the problem - Produce a strategy and action plan for the next 24 hours, to include responses in the areas of digital channels communication, operation, legal, media
5	Almost at the same time as action #4, consider the wider implications & anticipate the worst scenario <ul style="list-style-type: none"> o Consider the impact on customers, stores, employees. o Could this cause panic? o Could this result in poor publicity for the company? o Could there be legal / financial implications? o Is there potential impact on other BU (or Group) or confined to local?
6	Keep Incident Log - Keep log from the very beginning, even before the situation is declared a crisis.

Priority	Action
7	<p>Prepare Standby Media Statement and Q&A</p> <p>- If there's considerable media interest, work with your PR and GPR teams to develop and agree on party line as reactive response to media.</p>
8	<p>Instruct Main Reception / Customer Hotline</p> <p>- Direct all incoming calls from the media, public and/or customers to the person designated (External Communications Coordinator / Customer Service) by the crisis team.</p>
9	<p>Monitor Media Interest</p> <ul style="list-style-type: none"> o Social Media (consider increasing the frequency of report) o TV o Radio o Print o Online
10	<p>Seek Professional Input</p> <p>- Legal, public affairs/public relations consultants and / or social media agency should be brought in at an early stage to give professional assessment and recommendations to manage the situation.</p>
11	<p>Media Relations</p> <p>Always contain the crisis in the channel which it was first broke.</p> <p>Prepare an initial media statement, update the media or organise a briefing</p> <ul style="list-style-type: none"> - A media statement is to be issued <u>ONLY</u> if media interest builds up. - A media briefing should only be held when the company is confident with the key facts and messages to communicate; and/or when the issue is too complicated to communicate over a media statement. - Ensure spokesperson is fully briefed and appropriate to speak on the topic.
12	<p>Monitor Progress - Continue to Gather Facts</p> <p>- The crisis team should continue to gather facts and have update and review meetings regularly to determine next steps.</p>
13	<p>Inform Employees</p> <p>- Employees should not know about the crisis only from the media. Inform all employees through email or circular about the crisis and what the company is doing to alleviate the situation. The key point is to reiterate continued commitment.</p>
14	<p>Review Upcoming Promotion Campaigns – Not only Social Media, but also Advertising</p> <p>- During a crisis, public confidence is low and could affect campaign effectiveness. BU should assess whether major campaigns should be postponed.</p>

2. When the Crisis is closed

Priority	Action
1	Wrapping Up & Evaluation <ul style="list-style-type: none">- When the crisis is over, wrap it up in a positive way. Put out an email or circular to the CMT members and relevant staff about the incident, key learning and how the company is taking it forward.- Reiterate the company's commitment on social media, and thank all those who have given the company support during the crisis is also possible actions to assist crisis recovery.- Always review and improve procedures when the incident is over.
2	Documentation for future reference

V. FACTS GATHERING CHECKLIST

1. Facts Finding

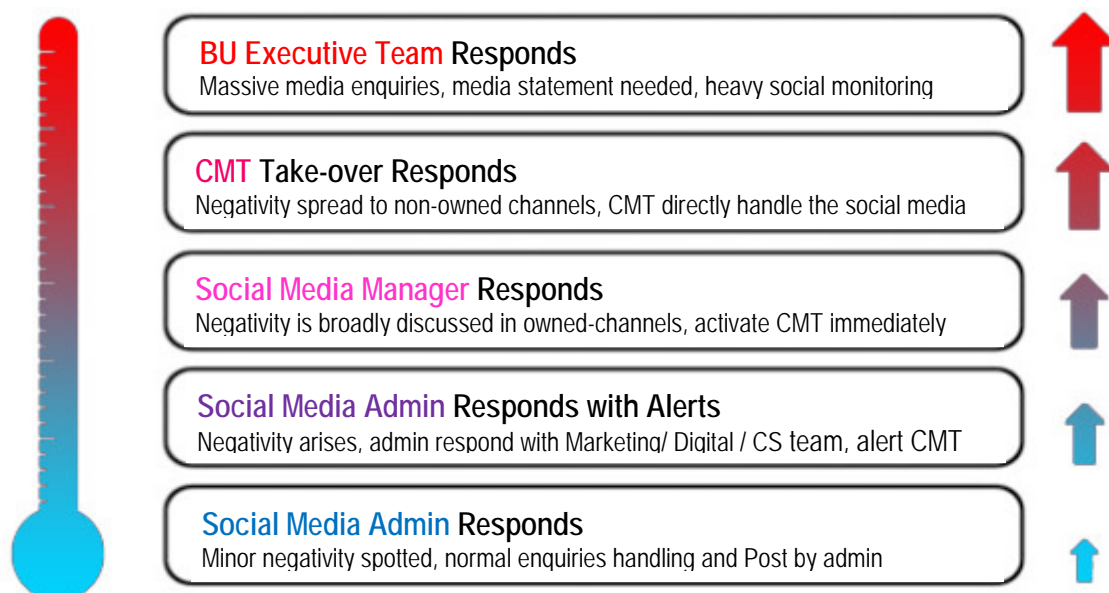
1. What is known at the present time (When, Why, Who, What, How)?
2. What is unknown? What is being done to find out?
3. What is the source of this information? Is it verified?
4. Any online KOL / influencer involved?
5. Any sensitive political/ racist/ religious message involved?

2. Assessment

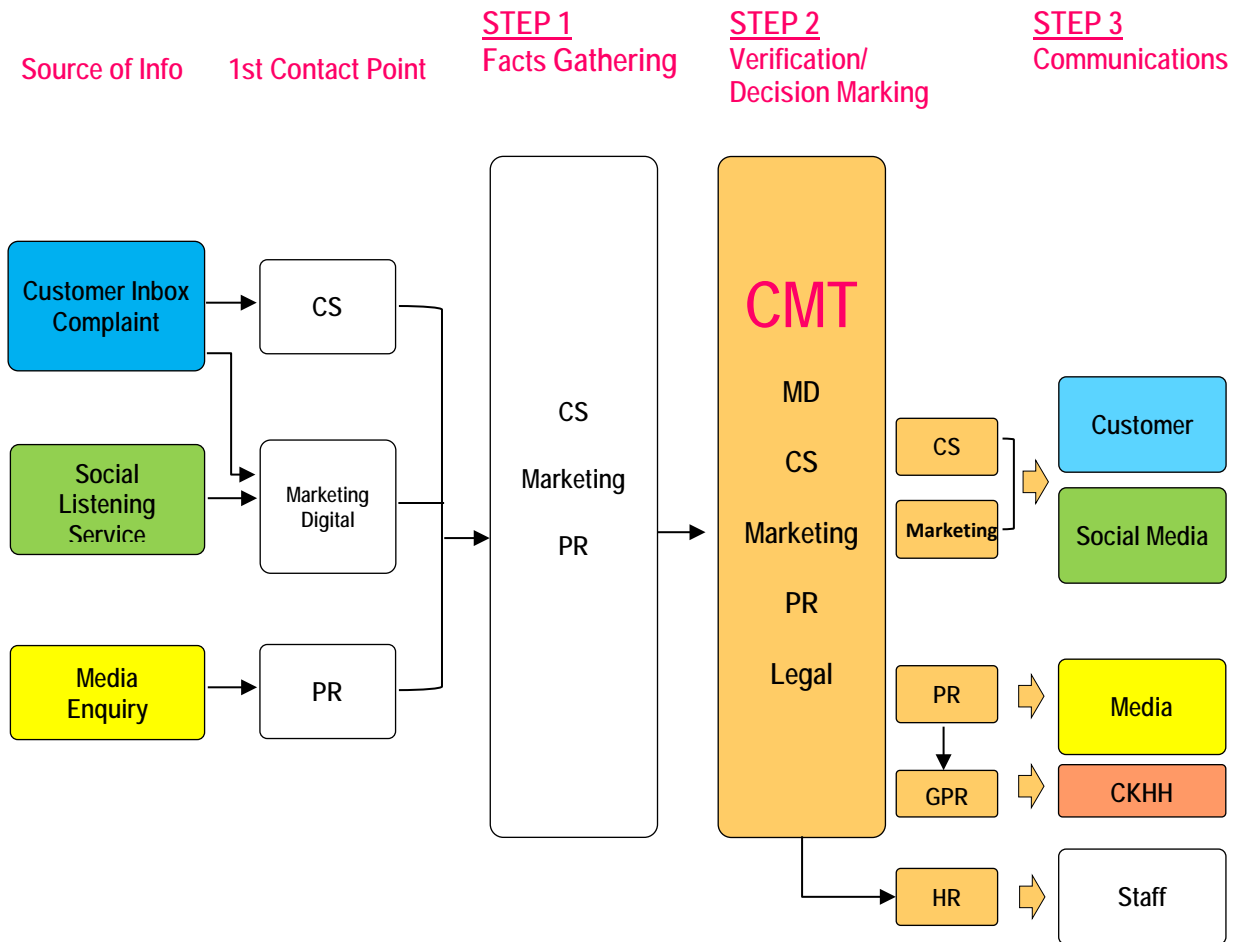
1. Is the issue discussed only in brand-owned channel, or already wide-spread?
2. What is likely to be the next negative development in this situation? How soon?
3. What would be the level of media interest and attention?
4. What would be the extent of business interruption?
5. What would be the implications on staff morale?
6. What would be the impact on public interest?
7. What would be the response of the relevant government departments/ industry groups?
8. What would be the potential financial implications?
9. Is it necessary to appoint an external PR agency to help?

3. Social Sentiment and Reaction Chart

The chart below explains the general conditions of reactions needed under different situations. BU should closely monitor and activate CMT if it is deemed necessary.



VI. COMMUNICATIONS FLOWCHART



VII. CRISIS RESPONSE & MEDIA STATEMENT

1. Crisis Response on Social Media

Structure of response on social media is prepared below as the basic framework of crisis communication message.

CMT should always evaluate their situation to give the best response.
Always be human, honest and avoid sounding legalistic and bureaucratic.
Talk in your brand's tone of voice and apologise if it's necessary.

1. Acknowledgement of the crisis
2. Details about the occurrence
3. Photos or videos, if available
4. How the company found out
5. Who was alerted, when, and how
6. Specific actions taken in response
7. Real or potential effects
8. Steps taken to prevent future occurrence
9. Contact information (CS hotline)

2. Media Statement / Party Line for Media Enquiry

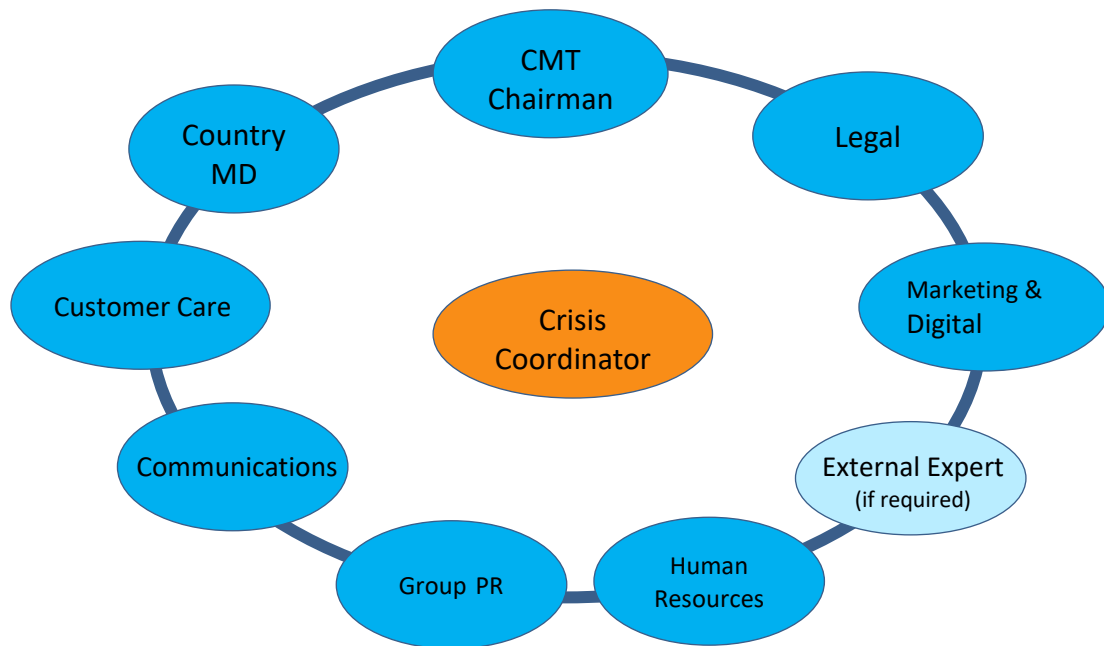
In case there is media enquiry when the matter is still under investigation and there is not sufficient information to share, you may develop a party line based on the sample in [appendix](#).

Media statement is needed only when there is overwhelming media demand.
Please refer to the [appendix](#) for structural guideline on media statement.

VIII. ROLES OF THE CRISIS MANAGEMENT TEAM (CMT)

1. Purpose

- Identify the root causes of the crisis
- Control and contain the crisis
- Control activities and deploy resources of relevant divisions to manage the crisis event¹
- Communicate effectively to internal and external audiences to minimize the unnecessary adverse impact of the crisis
- Manage and coordinate the crisis recovery process
- Review of lessons learnt from the crisis



¹ Subsidiary should update their CMT contact at least annually. Sample of contact sheet is available at [appendix](#)

CMT Responsibilities – Quick reference - CHAIRMAN

Primary : Country Managing Director

Alternate : BU COO / Operations Director

Responsibilities

1. Chairs the Crisis Management Team (CMT).
2. Activates or approves the activation of the CMT.
3. Coordinates CMT deliberations.
4. Decides whether to augment CMT membership.
5. Approves all internal and external communications materials
6. Review situations and formulates operational and support objectives
7. Makes strategic decisions in responding to a crisis
8. Necessity – Is it necessary?
9. Risk effectiveness – Is it risk effective?
10. Acceptability – Is it an acceptable risk?
11. Acts as company spokesperson

CMT Responsibilities – Quick reference - CRISIS COORDINATOR

Primary : BU PR in-charge

Alternate : BU Marketing in-charge

Responsibilities

1. In the Chairman's absence, leads the CMT meetings.
2. Assists the Chairman in responding and assessing the crisis situation.
3. Inform ASW Group office (Security, PR, Legal).
4. Gathers facts and information the CMT needs (assessment reports, photos, situation status, etc).
5. Investigate the situation with suppliers, including financial liability.
6. Coordinates with Crisis Operations Coordinator to mobilise necessary resources to execute the crisis management activities.
7. Coordinates the day-to-day crisis management activities of members of the CMT.
8. Analyses and disseminates current and valid intelligence data to the CMT.
9. Coordinates with HR the dissemination of any necessary information to staff.
10. Coordinates with Crisis Communications Coordinator the dissemination of any necessary information to media and/or other external agencies.
11. Oversees or directly establish contacts with key stakeholders, including government/regulatory bodies, customers, and interest groups
12. Maintain a Crisis Activity Log to record all events, decisions, and actions throughout the crisis for review by management.
13. After acute phase, set up task force to analyse and remedy root causes of the crisis
14. Maintain crisis contact list to ensure efficient communications with CMT members and relevant personnel during non-business hours, when travelling, and on vacation.

CMT Responsibilities – Quick reference - COMMUNICATIONS

Primary : BU PR in-charge

Alternate : BU PR Marketing Manager

Responsibilities

1. Reports to the Crisis Chairman and Coordinator.
2. Coordinates the external communications aspects of the crisis management such as print ads, call centre scripts, website
3. Liaison with ASW/CKHH Group PR office
4. Assesses the level of media interest and advise the CMT on the appropriate level of media communications
5. Develops key messages, statements, Q&As and other communications materials as necessary; and brief the CMT members.
6. Activate and run Media Hotline as necessary
7. Brief receptionist / switchboard operator to transfer inquiries to the appropriate personnel or dedicated telephone lines as necessary
8. Activates Media Centre should media briefing becomes necessary
9. Monitors media reports
10. Activates outsourced support for social listening, PR support, media monitoring, telemarketing, etc., consider increasing the frequency of reporting
11. Prepares press releases regarding the crisis situation and coordinates the content and time of such a release with the CMT Chairman, and in consultation with Legal Counsel.
12. Maintain crisis contact list to ensure efficient communications with CMT members and relevant personnel during non-business hours, when travelling, and on vacation.

CMT Responsibilities – Quick reference - GROUP PR

Primary : Hanks Lee (GPR)

Alternate : Queennie Fung (GPR)

Responsibilities

1. Advises the Chairman on potential media interest and suggested media communications strategy.
2. Examines all media communications materials developed by the CMT are appropriate for the situation and approved by Legal.
3. Act as communication bridge between BU and ASW or CKHH Group Office whichever appropriate depending on the severity of the problem.
4. Provides investigative support when necessary for corporate crises.
5. Assist Communications Coordinator in engaging outside PR agencies as necessary.

CMT Responsibilities – Quick reference - LEGAL

Primary : Legal Counsel (if no local Legal Counsel, confer with Group Legal as above)

Responsibilities

1. Advises the Chairman and the ASW Group office on potential aspects of legal liability and determines corporate legal responsibilities.
2. Ensures that all decisions and actions taken by the CMT are in compliance with all international, country, and local laws and statutes.
3. Examines all public statements and press releases to be issued by the Crisis Communications Coordinator to the media for liability issues prior to release.
4. Ensures all legal requirements and procedures are met regarding CMT documentation.
5. Provides investigative support when necessary for corporate crises.
6. Assist Crisis Leader in liaising with local law enforcement and government authorities for jurisdictional coordination.
7. Assists with post-incident critique of a crisis.
8. Maintain crisis contact list to ensure efficient communications with CMT members and relevant personnel during non-business hours, when travelling, and on vacation.

CMT Responsibilities – Quick reference – Human Resources

Primary : BU People Director

Responsibilities

1. When there is no crisis, remind colleagues about the proper code of conduct for using social media, to protect employees and our brands
2. When crisis occurs:
 - Advise CMT chairman on HR implications of decisions
 - Reiterate the key points for social media usage to all colleagues as a reminder
 - Disseminate necessary information to fellow colleagues about the crisis
 - Carry out necessary actions for staff misconduct on social media
3. Maintain crisis contact list if there is any change in personnel

APPENDIX 1 – Social Listening Guides

User-generated contents constitute a large proportion of social media contents and it would be very difficult to manage social media presence if there is no vision on what people are saying about us in their own channel.

It's impossible to efficiently monitor social media by human – there are a number of presences on various platforms and there are too many posts to read, very likely a large number of comments are made in channels which are not subsidiary-owned (e.g. KOL channels).

Social listening is useful not only at crisis time to spot and alleviate negative sentiment, it could be also useful for subsidiaries to understand the performance and improve effectiveness of social media marketing campaigns. Below is a list of steps to initiate social listening.

1. Identify Objectives - Marketing and PR Needs on Social Listening

The objectives of marketing and crisis management PR on social listening could be very different.

Marketing (Campaign)	PR (Crisis Management)
Evaluate online marketing campaign effectiveness	Spot trend of negative sentiment
Analyse competitor performance	Speed up handling of complaint
Help develop engaging social contents	Identify haters to neutralise negativity quickly
Optimise search engine keywords	

Subsidiaries should identify their advocates (not only KOL/ Ambassadors, but also those who could be individuals/ fanpages which talk about your brand often) and monitor their mentions about your brand. So that when crisis hits it is easier and quicker to address to negative comments.

2. Find the Right Tools

BU should identify the right social listening vendor according to its needs.

Social listening service quality depends very much on the following factors:

- **Data Volume & Channel Coverage:** Amount of data tracked dictates the visibility of social mentioning. Subsidiary needs to identify the most suitable service in your market by requesting trial account to test if the vendor's system is capturing the necessary data for analysis. Free tools (e.g. Google Alert/ Social Mention) may only provide public data or limited social channel coverage, subsidiary needs to consider the needs and objectives of social listening to select the best option.

- Analytics Model: It is not possible to read all posts to understand public sentiment. Social listening vendors often provide computer algorithms to give indicator of emotion of posts, to quickly give an overall picture of public emotion, so that subsidiary can make the right judgement for communications.
- Reporting Service: Timely alert (for crisis) or performance summary (for campaigns) needs to be given in order to formulate response or provide insight for future campaigns.
- Follow up & Neutralisation: Some vendors provide one-stop solution to take follow up action by neutralising negative comments in owned or non-owned channels.

3. Set a Listening & Alert Protocol

A proper, active alert protocol helps subsidiary to get updated from social listening vendor about crisis. Subsidiary should designate right members from the team to be alerted, so that this person can inform Chairman of Crisis Management Team to consider activating crisis committee. Key elements of the protocol is listed :

- Anticipate Adverse Situation
- Setup Relevant Alert & Escalation Procedure
- Set Trigger Keywords / Topics : E.g. Food Poisoning/ Skin Allergy/ Consumer Council/ CKHH/ ASW...

Example of social listening & alert protocol:

Tracked Activity	Keywords	Alert (who and how)	Service Standard
Complaint via inbox	Consumer council, no reply, complain, CEO name...	CS Team Head by 1) email, 2) phone	Within 2 hours from message received
Threatening to Media in comment/ post	Key media name, ASW/ CKHH	PR Manager by phone	
Activist / Hater	Industry issues (e.g. Animal testing, plastic microbeads, palm oil...)	Digital Marketing & PR Manager by 1) email, 2) phone	
Sudden increase of "Angry" reaction on fanpage	<i>(Social Listening service detection)</i>	Digital Marketing in-charge & CMT chairman by phone	<input type="checkbox"/> Within 2 hours from message spotted <input type="checkbox"/> Increased social patrolling report from daily to every 2 hours

4. Identify Crisis Partner

Even if a subsidiary doesn't deploy social listening service from a vendor for day-to-day monitoring, the subsidiary should still identify a solution provider and understand their capability when there's no crisis, so that the vendor can quickly become the firefighter to provide the needed assistance at crisis time. Here's the core skillsets of the vendors to be identified:

- Social Listening / Monitoring/ Patrolling
- Neutralisation of negative posts
- Media handling / Press conference

5. Limitations of Social Listening

Instant Messaging apps (e.g. whatsapp, wechat, line) are important channels for digital communication yet due to user privacy policy it is not possible to deploy social listening solution to monitor instant messaging softwares.

Despite the deployment of automated social monitoring service, manual patrolling is still an important part to cover what the machines could not scan.

APPENDIX 2 – House Rules Sample

Deleting comment, banning and blocking accounts are normally considered inappropriate as it is deemed violating the freedom of expression; but there are exceptions when people do not respect our rules. 'House Rules' should be made public when there is no crisis (to avoid the impression of censorship), clearly state the purpose of social channel and identify inappropriate content that can (and probably should) be removed.

However it is also important to reiterate the respect to freedom of speech and we are tolerant of critics – Despite the fact that the brand removes inappropriate behaviour, negative feedback is still received to foster honest exchange of ideas. Sample of house rules:

SAMPLE HOUSE RULES – KEY ELEMENTS

- Offensive or violent language
- Hateful or discriminatory comments regarding race, ethnicity, religion, gender, disability, sexual orientation or political beliefs
- Links or comments containing sexually explicit content material
- Violations of copyright or intellectual property rights
- Spam, link baiting or files containing viruses that could damage the operation of other people's computers or mobile devices
- Attacks on specific groups or any comments meant to harass, threaten or abuse an individual
- Commercial solicitations or the promotion of a third-party

APPENDIX 3 – Initial Response to Media / Party Line Sample

EXAMPLE OF INITIAL RESPONSE TO INQUIRIES AT MEDIA HOTLINE

“Thank you for your enquiry. We are aware that recently there has been _____ (nature of issue – e.g. massive comments/ heated debate) on _____ (social media channel, avoid naming the fanpage) about our brand. At this point we do not have any further details, but will update you as soon as we have additional verified information. Please bear with us in the meantime. Thanks for your consideration.”

If you are asked additional questions, the following statement can be made:

That is ALL I can confirm at the present time. I am sure you understand we all very busy trying to deal with this situation, and we'll need your patience for a few hours. As soon as we have more information that has been confirmed, it will be disclosed to the public via news media.

Please bear with us in the meantime. Thanks very much.

APPENDIX 4 – Media Statement Sample

SAMPLE MEDIA STATEMENT – QUICK REFERENCE

Media statement is needed only when there is media demand.

The following outlines information that should be included in a media statement.

1. Social Media, Market, Date [e.g.. Facebook, Hong Kong, 10 October]

State the facts as you know them. Briefly describe the incident including the time it happened and its channel.

2. Give an overview of what BU is doing to master the situation

Elements to include:

- Social media followers, consumers, employees, community
- Apologise if necessary, steps done to stop the situation getting worse, avoid happening in the future

*Avoid the name of particular consumer/ spokesperson / fanpage

[BU name] is aware of the recent comments and reaction on Facebook, we have launched an immediate investigation on the incident... [state the findings]

At [BU name] we pride ourselves on the highest levels of customer service and would like to apologise unreservedly if on this occasion we have failed to meet our high standards. We have apologised to the customer and she has already accepted our sincere apologies. The operations and customer service departments have been thoroughly briefed about the correct procedure and we have arranged further trainings to ensure that it will not happen again...

3. Conclude and Rebuild Trust

Elements to include:

- Reconfirm and reassure brand value
- Show sincerity and efforts made to regain trust

We want to reiterate that at [BU Name], customer service is our utmost priority and we have learned from this incident. We are committed to, and will continuously improve our service to bring the best health and beauty experience to our customers...

APPENDIX 5 – Points to Note when Organizing Media Briefing

If the decision is to conduct a briefing, remember the media's biggest concerns will be the facts, internal procedures in relation to the incident, and any action to be taken by the company. It is therefore important that these are available before conducting a media briefing.

The ideal combination for a briefing is to have the company spokesperson accompanied by a secondary spokesperson. This secondary person could be the Head of Human Resources, Head of Operations or Division Head, who is able to provide supporting information of relevance to the incident on the head table.

It is also important for the moderator of the Briefing, preferably the Public Relations Manager, to facilitate the rundown of the media briefing:

- Start by introducing the head table, their positions and thank the media for responding so quickly;
- Then set the time limit for the briefing;
- Should help the spokesperson to spot the questioners from the crowd; and
- Must keep the announced time

Notes of media questions and response given by the spokesperson should be taken. It is also necessary that the media briefing be taped for transcription.

REMINDER FOR SPOKESPERSON

Remind the spokesperson of the fast rules before the Briefing:

- Don't rush - Don't feel you have to rush into responding to a question. Once you said it, it is out in the air immediately for the electronic and the Internet media, and of course would be recorded by the print media. Take your time, the media will wait.
- Again, don't rush – the public needs to get the impression through the media coverage that everything is under control.
- Buy time - Make it a must to repeat every question you are asked. This ensures you do not misunderstand what the journalist was asking from an audible voice in the crowd, and also allows you a bit more time to think of your response.
- Repeat yourself - Always try to stick to the key messages pre-agreed before the briefing.
- Don't speculate - Only give the confirmed facts. If you are not absolutely certain of the answer, don't try to guess. Simply smile and indicate that you don't have the facts to respond to that question, and you are not going to speculate. You can indicate what is being done to find out.

APPENDIX 6 – Crisis Management Team Contact List

Subsidiary should assign local CMT members and maintain the contact list.

Team Responsibility	Level	Name & Email	Office No.	Mobile No.
CMT Chairman	Primary			
	Alternate			
Marketing/ Digital	Primary			
	Alternate			
Crisis Coordinator	Primary			
	Alternate			
Legal	Primary			
	Alternate			
Communications	Primary			
	Alternate			
Human Resources	Primary			
	Alternate			

Key Group contacts are listed below.

Team Responsibility	Level	Name & Email	Office No.	Mobile No.
Group Legal	Primary	Tracey Turner TraceyT@aswatson.com	+852 3521 6687	+852 6332 9772
	Alternate	Shaun Rixon Shaun.Rixon@aswatson.com	+852 3521 6364	
Group PR	Primary	Hanks Lee Hanksl@aswatson.com	+852 35216306	+852 6153 3829
	Alternate	Queennie Fung QueennieF@aswatson.com	+852 36977802	+852 9743 8344
Group HR	Primary	Parkson Tseung Parkson.Tseung@aswatson.com	+852 2606 8988	+852 9676 4456
	Alternate	Bocco Chen Bocco.Chen@aswatson.com	+852 2606 8677	+852 9191 6300

APPENDIX 7 – Sample Email to Staff about Crisis

Like any crisis, internal communication is important since employee is a key stakeholder - Corporate crises cause immense pressure and uncertainty for any affected company and its employees. Proper internal communication can avoid false information and unfounded allegations within the organisation.

Comments made by employees on social media could fuel up crisis too.

There are many cases that private comments could be screen-captured by friends and reposted in a public context. Cyber mobs could quickly dig out details about any individual and the company, which makes the crisis spread viral.

Objective of a memo to employee is to:

- Inform employee about the crisis to avoid misinformation
- Remind key points about proper use of social media to protect employee and the brand
- Suggest a channel of communications to PR team if there's anything unclear, or if media approaches, both online and offline

Subject : RESPONSIBLE USE OF ONLINE SOCIAL MEDIA

Dear Colleagues,

[BU name] is aware of the recent reactions on social media, resulting from incident of [summarise the crisis, state the actions done / in progress]

At [BU Name], we respect the freedom of expression on social media for fellow colleagues and the wider public; and if it's used responsibly, social media is a valuable and effective tool to interact with our customers.

The lines between public and private, personal and professional, are blurred in social media and therefore you should ensure that your profile and any content you post are consistent with the professional image you present to customers, suppliers and colleagues.

The company wants to remind you a few key principles extracted from the Policy on the Use of Social Media:

Protecting the Group's business reputation and your own

- (1) Do not post disparaging or defamatory statements about:
 - the Group, or its affiliates and stakeholders;
 - other employees;
 - customers;
 - suppliers;
 - any other business partners; or
 - competitors
- (2) Unless specifically authorised to represent [BU Name] on social media platforms, you should make it clear that you are speaking on your own behalf. Write in the first person and use a personal e-mail address.
- (3) If you disclose your affiliation as an employee of [BU Name], you must also state that your views do not represent those of your employer. For example, you could state, "the views in this posting are my own and do not represent the views of my employer". The only exception to this is for BU-

initiated communications, such as a marketing campaign where staff share news on promotions via their own social media identity.

- (4) If you see content in social media that disparages or reflects poorly on [BU Name], its subsidiaries or our stakeholders, you should report it to your Public Relations (PR) Department. All employees are responsible for protecting our business reputation, but any responses to negative online comments should be channelled through the designated PR representative.
- (5) You must never disclose or use proprietary and confidential information of [BU Name] in any social media platform.

Please refer to Group's Policy on Use of Social Media for reference. If there is anything in doubt, or media enquiry (online or offline), always contact PR team as soon as possible. You may contact [state PR department email and hotline] and we will offer assistance in handling the enquiries.

In case you see content in social media that disparages or reflects poorly on ASW or its stakeholders, please also report it to PR Department. Thank you.

Regards,

CMT Chairman
MD of BU

APPENDIX 8 – Guideline Version Amendments

Version	Amendments
August 2016	First draft
August 2022	Revised content on hijack prevention & crisis contact

For any enquiries, please contact:

- Hanks Lee (General Manager- Corporate Communications & Watsons Brand Marketing)
Tel : +852 3521 6306