

The management strategy of cyber crisis Communication:

Bad buzz as a case of study

استراتيجية إدارة تواصل الأزمات الاتصالية

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Abstract:

Since 2009, the number of bad buzz doesn't stop to decrease that touches the company more and more. This phenomenon is harmful for the company as we are going to see. However, although it is even largely misunderstood by the company, it can return to their profit in due to create a positive buzz. So the bad buzz can occur very quickly on social media, I am going to present here an info graphic that offers a checklist to follow to manage the bad buzz. In this paper research, I will define the bad buzz and its history, and then what is the web 2.0 crisis management? In addition, how does the cyber crisis or bad buzz present on the internet, so at the end I will explain how to manage bad buzz on social media, with giving some recent examples about bad buzz during 2017/2018.

Keywords: management strategy; cyber crisis communication ; bad buzz; company; social media.

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ملخص:

عرفت مختلف المؤسسات العالمية منذ عام 2009، تزايداً مطرداً لظاهرة الضجة السيئة التي أدت بها إلى أزمات كبيرة. أضرت بها كما سيتبين في هذا البحث، إذ على الرغم من سوء استيعاب المؤسسات لهذه الظاهرة إلى حد كبير وكيفية التعامل معها، إلا أنها يمكن أن تؤثر إيجاباً على زيادة أرباحها ورقم أعمالها بتحويلها إلى ضجة إيجابية. ويمكن أن تحدث الضجة السيئة بسرعة كبيرة على وسائل التواصل الاجتماعي، لذا يكشف هذا البحث عن مخطط يقدم خطوات مرجعية يجب اتباعها لتسيير الضجة السيئة. كما سيتناول البحث، - إلى جانب تحديد مفهوم الضجة السيئة وتاريخها، - المقصود بتسيير الأزمة على الإنترنت؟ وكيف تظهر الأزمة الإلكترونية أو الضجة السيئة على الإنترنت، وسيقدم البحث في الأخير تفصيلاً في كيفية تسيير الضجة السيئة على وسائل التواصل الاجتماعي مقترنة ببعض الأمثلة الحديثة خلال الفترة 2017/2018 لأهم مؤسسات الأعمال العالمية.

كلمات مفتاحية: استراتيجية التسيير، اتصال الأزمة السيبرانية، الضجة السيئة، مؤسسة أعمال، وسائل التواصل الاجتماعي.

Résumé :

Depuis 2009, le nombre de Bad Buzz qui touche les entreprises ne cesse de diminuer de plus en plus. Ce phénomène est néfaste pour l'entreprise comme nous allons le voir. Cependant, même s'il est largement incompris par l'entreprise, il peut revenir à leur profit en raison de créer un Buzz positif. En fait, le Bad Buzz peut arriver très vite sur les réseaux sociaux. Cet article présente une infographie qui propose une checklist à suivre pour gérer le Bad Buzz. Cette recherche commence par définir le Bad Buzz, présenter son histoire, puis répondre

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à la question suivante: qu'est-ce que le management de crise 2.0 ? De plus, comment se présente une cyber crise où Bad Buzz sur internet? En conclusion l'article expliquera comment gérer le Bad Buzz sur les réseaux sociaux, en donnant quelques exemples récents de l'année 2017/2018.

Mots-clés : gestion stratégique ; cybercrises communication; le Bad Buzz; entreprise; médias sociaux.

1. INTRODUCTION

Thanks to the advent internet, users have tens of ways to express themselves and give their opinions about a service or product, crises are becoming more frequent on the web. Crisis management on the internet and social media has become, in few years, a major element to take into account in the digital strategies of companies that operates on the internet, to the point that some companies must opt for special training in order to prepare for new internal or external crises.

In another way, the rise of social media has brought an increasingly opened and transparent environment, where everyone can share thoughts and opinions with other people. This new transparent world creates new challenges in many fields. One of these is in the field of crisis management. The question is how companies should handle a crisis in social media?

It is important for companies to monitor social media, to be quick in replying in social media and to reply in a human, non-corporate, voice. It is as well important to have a crisis plan, a crisis response team and a main responsible for crisis management in social media. We have seen that it seems like larger companies generally are more prepared for

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crisis management in social media and that they consequently are better in handling a crisis in social media.

Since 2009, the number of bad buzz doesn't stop to increase that touches the company more and more. This phenomenon is harmful for the company as we are going to see. However, although it is even largely misunderstood by the company, it can return to their profit in due to create a positive buzz.(Jacques Lendrevie et autres, 2008,p63)

The bad buzz can occur very quickly on social media, I am going to present here an info graphic that offers a checklist to follow in order to manage the bad buzz. You will also find below a list of the most recent bad buzz of 2017/2018.

In this research paper, I will define the bad buzz and its history, and then what is the internet management crisis? In addition, how does the cyber crisis or bad buzz present on the internet and at the end I will explain how to manage bad buzz on social media, with giving some recent examples about bad buzz during 2017/2018.

2. What is a Bad Buzz?

We talk about bad buzz when a brand (or an institution, a person, a product...) is violently attacked on the web by Internet users and that the phenomenon that negatively affects the brand's image. When poorly managed, a bad buzz can strongly deteriorate the overall brand reputation and thus affect the brand's attractiveness and its commercial activity in long run. (Adary, Libaert et autres, 2015,p 423)

Bad buzz is therefore a very bad advertising blow, which negatively affects the reputation of a company. It is often difficult to identify its origin, let alone stop it once it is launched. That is why it is important

to learn about crisis management on the web, to know how to react when a bad buzz appears.

3. The buzz: good buzz and bad buzz

The term "buzz" is basically an Anglicism for a buzz. This term is first used in the marketing field to refer to the fact of making noise around a product or event through word of mouth.

Since the rise of social media, the term "buzz" is also used in the field of digital communication to qualify information or content with high virality, that is to say, shared by a very large number of people on the Web.

The buzz is a means of communication stormed by companies for several years. Many companies have tried for example a lip-dub⁷ or a flashmob⁸ to afford a shot of advertising at a lower cost. As soon as a buzz takes hold of the canvas, it is common to see many brands seize it to try to obtain viral content.

The buzz refers to a photo, a video, a text or any other content enjoying a significant virality. This phenomenon has become so important in the digital universe that the term "buzz" made its entry in the Larousse dictionary in 2010. It is thus possible to say that a real culture of buzz was born in recent years and that brands are constantly trying to find the new fashionable format on the web to use this 2.0 communication medium.

The bad buzz, meanwhile, refers to a negative buzz, that is to say a word of mouth that serves a person or a company. The bad buzz is therefore identical to the buzz except that it is not usually desired. This phenomenon is one of the reasons that makes brands reluctant to use

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social networks. A bad buzz can indeed arise from a bad communication of a brand on a social network as a publication or a response to a poorly worded comment. That said, a bad buzz can also emerge because of an action of the brand and especially following an attempt to create the buzz. (Caroline Castro ,2013,p45)

This is for example the case of the Decathlon store of Saint Dié des Vosges that published on December 14, 2012 a lip-dub on YouTube. The video featuring Carly Rae Jepsen's hit song "Call Me Maybe" was a hit of the year 2012, showing employees dancing while singing lyrics to promote the store's end-of-the-year items. The video is then shared many times on Twitter in tweets9 with mockery. The Decathlon brand has tried to create the buzz but it was not received as expected by Internet users. This is how some brands find themselves at the origin of a bad buzz.

4. Types of bad buzz:

At the beginning, we should know that there are several types of bad buzz: (Raymond, Grégory, 2013)

a. The reputation bad buzz: calls into question the image of the company and the trust of customers.

b. The "bad buzz controversy: " triggers a controversy because of offensive, provocative, discriminatory content disclosed by the company.

c. The "bad buzz" anti-change: Consumer refusal of a major change in the company (logo, color, slogan)

d. The "bad buzz" activist: opposition to certain practices conducted by society. Often protest by NGOs or associations (eg anti-ecological)

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f. The "bad buzz" false rumor: deceptive message containing falsified information and spread to the whole blogosphere.

h. The internal "bad buzz": comes from employees, negative or unflattering confidential information that can harm the image of the company.

5. Why A bad buzz?

- a) When a brand wants to attract the attention of its targets, it must create original and different content.
- b) Who says originality says increased risk taking.
- c) Consumers are unpredictable and this characteristic is accentuated when the originality of the contents increases.

6. Some examples about a recent a bad buzz:

1st example: Italy brand Dolce & Gabbana

A Dolce Gabanna ad does not please the Chinese at all. The Italian brand has released videos in the tutorial mode. We see a young Chinese in front of a huge dish of spaghetti bolognese, but also in front of a pizza, typical Italian dishes. The voiceover explains how to eat these Italian specialties with chopsticks and it does not happen at all in China. Already the girl videos chuckles and smiles stupidly. In addition, the Chinese see in these videos a submissive young Chinese to whom one imposes the western culture.

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Dolce Gabanna advertising video

Source: facebook.com, Nov23,2018

In total, these videos generated more than 120 million comments on social networks. Moreover, the controversy does not stop there. Three influencers have posted screenshots on Instagram of conversations they had with one of the brand's creators, Stefano Gabbana who made racist remarks.

"From now on, I will say in all the foreign interviews that I will make China a shitty country ... China, a mafia of idiots who smell bad."

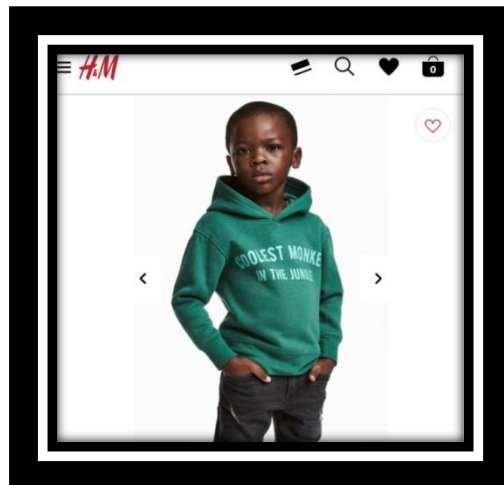
The brand drew the famous excuse of "we got hacked", they also apologized. Result: Dolce & Gabbana suppressed the videos and the Chinese authorities canceled the parade that was to take place yesterday in Shanghai. Most of the models and influencers who were invited decided to boycott the show, like Vogue China for example.

2nd example the Swedish brand H&M

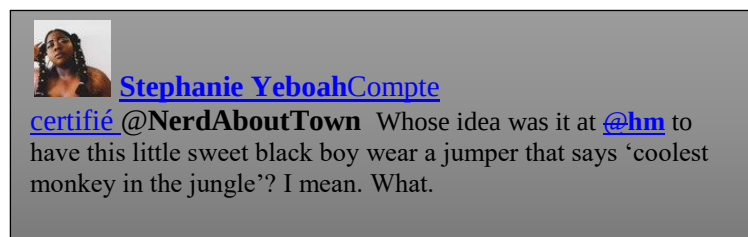
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For the launch of its new collection for young boys, the brand H & M has posted online, on its website in the United Kingdom, a photo of a little black boy wearing sweatshirt with a message .

The Problem, the message says: "**Coolest monkey in the jungle**". The users have seen a form of ordinary racism and have widely criticized the brand for this lack of vigilance.



Source: youtube.com, Jan8,2018



In just 5 days, the brand has attracted the wrath of users 2, 3 million messages were mischief, racism ... everyone judges the action as he sees fit on social networks. However, all agree to say one thing; in 2018, this

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kind of bad buzz should have been avoided. Then we can summarize the bad consequences of that bad buzz as the following:

- **H & M crisis: the stars boycott the brand.**
- **H & M's late response only fuels hatred of users**
- **Serious consequences for the H & M brand: from the boycott to the vandalism.**

3rd example the British brand United Airlines

The story: On April 9, a passenger on a United Airlines plane (United Flight 3411 taking off from Chicago O'Hare Airport) is violently evicted by the security services. The passenger, chosen by lot to leave the overbooked plane, refuses to comply. However, the scene is filmed and photographed by several passengers who publish it immediately on social networks. There is a man screaming as security guards pull him out of his seat. One of the videos shows the man on the ground, bleeding in the mouth, being pulled by the hands in the hallway. The plane will finally take off 3 hours late, without the passenger in question.



American company united airline 

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Source: [www.businessinsider.com](http://www.businessinsider.com/united-airlines-worst) › united-airlines-worst,
Mar16,2018

Result: users are massively indignant and the volume of reactions is very important. More than 1.7 million messages on social media (including 85% on Twitter) is 32 times the usual volume of mentions on the company: it's out of the ordinary, never a bad buzz that degenerates into a crisis has generated so much reaction in recent years. The United Airlines action loses 4% on April 11 as photos and videos continue to tour social networks around the world.

Users call massively boycott through hashtags #boycottunited, #unitedagainstunited, #flythefriendliskies, #dontflyunited or #boycottunitedairlines. In addition, emojis "angry" or dismay dominate widely within messages. Another emoji present: laughter to tears. Why? Because the misappropriations that mock the company are numerous and much resumed. If we consider, beyond the number of negative mentions, the number of "humorous" messages evoking the crisis as another important KPI, we see that this crisis United Airlines marks the spirits.

7. The rules to be followed to mitigate the crisis:

Concretely, crisis management on the internet and social networks are several points:(Vincent bossas, 2016)

7.1. be responsive:

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The immediate circulation of information on the internet makes it essential for a brand to react quickly when a bad buzz occurs. We must act quickly, as soon as the bad buzz begins, hence the importance of having previously formed a crisis cell. A quick response from the brand will reduce the risk of bad buzz development. A bad buzz must therefore be immediately taken care of and the brand does not remain silent, which could only amplify the crisis. According to David Reguer, founder and director of RCA, a communications and digital marketing agency, "Social networks increasingly integrated into the media system are no longer giving the brand choice, pushing them to speak out and take action to avoid runaway. However, this speech must be measured."

However, reactivity should not be confused with precipitation. An inappropriate response to a bad buzz will only amplify it. According to Ronan Boussicaud, "Precipitation is probably the most frequently observed error. Many crises are correlated to a first public release in a hurry that will finally set the canvas and create a reverse effect than the one sought. "A first simple message must be communicated to indicate to Internet users that they have been heard and that the brand does not turn a deaf ear.

This first message should be used to guide further crisis communication. The bad buzz will not be solved by a single message, it will however be a first approach to begin the dialogue with Internet users. The brand should not rush while acting quickly, which is often difficult to do. Brands that react without analyzing the extent of the bad buzz in advance take the risk of aggravating the situation.

7.2. Opting for transparency:

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The fact that information circulates instantly on the web also makes transparency mandatory in communication following a bad buzz. All ends up knowing on the web and a lack of transparency during a bad buzz will lose the brand's credibility in its future speeches. If the diffusion of a content is at the origin of the bad buzz of a mark, its suppression will not solve the crisis but on the contrary will accentuate it. This phenomenon is named "The Streisand Effect" in reference to Barbara Streisand who had sued the broadcaster of a photograph of his private estate to prevent it from spreading on the web. The echo of this legal procedure has resulted in making the image popular with US Internet users. By requesting the deletion of this photograph, its diffusion has been multiplied.

The deletion of content is very poorly received by Internet users. Transparent communication is usually more effective than deleting a publication, which may only grow bad buzz. Transparency can win the trust of Internet users. In times of bad buzz, transparency will be rewarded, more than a suppression of the content at the root of the crisis, the censorship of comments or the fact of not speaking, which gives free rein to comments to the controversy. According to Ronan Boussicaud, "Unjustified moderation or silence, are answers to avoid because they represent a tacit admission of facts."

The bad buzz can indeed become uncontrollable and continue. The moderation of the comments of Internet users is perceived as an affront to their freedom of expression, which makes the comments even more virulent. Moderation can occur as an automatic prevention of posting comments or can be done manually. In the case where the moderation is automated, users will go to other virtual spaces to express themselves. If done manually, the moderation is regulated by the working hours of

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the community manager and cannot be eternal. Ignoring users, censoring them, not considering them are reactions that amplify the bad buzz. Transparency and reactive communication after a bad buzz are to be preferred.

7.3. Recognize your wrongs:

During a bad buzz, the most appropriate reaction for a brand is to recognize its mistake if it has committed one. In an interview, Stéphane Puchois, co-founder of the consulting firm The Persuaders, expresses the following idea about bad buzz: "We must assume, if it is a mistake of the brand it will grow out if it is explained or apologize, if it is an exogenous cause and / or it is not because of the brand, it is useful to make it known and to assume its positions.» Internet users expect a response from the brand and the dialogue and transparency can reduce the effect of bad buzz.

The Nutella brand has succeeded perfectly this exercise following the controversy surrounding the use of palm oil. On November 7, 2012, the Senate passed an amendment to increase the tax on palm oil by about 300%. Palm oil is denounced because the development of oil palms disrupts biodiversity in Indonesia and Malaysia, and contributes to deforestation. Ferrero's famous Nutella spread, containing palm oil, is put on the front of the stage and taken as its main target. Ferrero will then be very responsive following this amendment. A dedicated website called "Nutella Let's talk about it" as well as a Twitter thread to interact with Internet users and to answer their questions are put in place.

8. Principals for Anticipating and Managing Crisis Communication on Social Media:

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By its diffusion power, the social web can be an exceptional propagation engine for a companion viral communication, but also a formidable megaphone to anyone who does not know the main wheels. In other words, in recent years brands have seen bad buzz and crisis communication on social media accelerate. a situation that requires the communication directorates to be even more reactive, agile and digital.

Here are some good practices to take action when the brand, by mistake clumsiness or companion instigated by the detractors (disgruntled customers, NGOs, employees revolted etc.), finds himself in vulnerable position on social media: (Adary, libaert et autres,2015,p436)

8.1. Decode with attention the comments and criticism of users:

Week signals are those first noises that a social media team can perceive online (comment on an article, negative blog posts, customer tweets, etc.) these signals should alert you to an abnormal and explosive situation.

School case: In the case of bad buzz between KitKat and Greenpeace, one year before the crisis the brand could have avoided the disaster. Especially by listening more to opinions of users left on the forums about its unethical use of palm oil in its products.

8.2. Consider with great interest the digital watch around your brand:

The digital watch has become a domain of competence that the community manager must put in place. He must be listening to his audiences beyond the limits of his animated pages (blog, facebook page, twitter account). This benevolence of the presence of the brand

knew the web, by the team in charge of the social media can pass by small tools like (mention, google alerts, talkwalker alerts ...) or powerful online monitoring tools like (radarly , synthesio, radian6, etc.). The interest is to be constantly aware of conversations around the brand and its digital ecosystem.

8.3. In the heart of bad buzz, be reactive and constructive in your answers:

The bad buzz is very often dazzling in its speed of propagation and the number of daily messages increased in a few minutes. It requires responsiveness and precision. In the heated exchanges on the web with your community, be careful never to panic and measure the weight of your speeches. The answer of the brand is systematically very expected and decrypted by the Net surfers, in sum, take care not to aggravate the situation and measure each of your remarks.

8.4. Do not think of the social web as an impermeable sphere:

Thanks to the proactivity of bloggers and journalists (who are sometimes the same bloggers) on a social network like twitter, and by the ever-increasing digitalization of the media, a controversy that swirls around a brand on social media can in a few hours to meet in the media.

School case: the bad buzz Madame Figaro, this teacher blogger (named "madam class Figaro") to whom the newspaper had summoned to rename his blog, is a beautiful illustration. Following the publication of the small blog by the big media group, the reaction of the public on the social media has taken a considerable scale, before making the front page of the media of 20 minutes or the Huffington post.

8.5. Do not think without your community manager in a crisis situation:

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it is common to see the community management and its team excluded from crisis cells, and sometimes even when the crisis appeared on the web do not forget to integrate these teams who are very often your eyes and ears in the digital field and able to bring unique points of view.

8.6. Turn a bad buzz into a communication opportunity:

A seasoned and experienced community manager is able to bring constructive leads in case of bad buzz. Associated with a creative team and some specialists in digital crisis communication, the community manager can turn a bad buzz into a real opportunity for the brand. Confidence in the expertise of your teams remains the best weapon against the bad buzz.

Tanguy Moillard, social media manager of Bouygues telecom had taken the floor when the users were inflated with block by the arrival of free on the market of the operators. The representative of the brand had been able to use a fin and light humor in climate where the competition dare not even communicate (here opposite). A favorable outcome for the release of crisis communication on social media and the reinstatement of a dialogue.

8.7 Be careful, bad buzz is not an advertising medium:

Leon Zitron used to say, “we talk about me for a good or bad, it does not matter, the key is to talk about me!” an adage that is losing meaning in social media time! With the difference that today on the social media, the negative traces remain and are often corrosive and harmful to the e-reputation of the brand.

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According to the study by TNS Sofres 2014, 33% of SME managers are aware that it is better to avoid having a bad e-reputation and according to study by freshfields bruckhaus Deringer 53% of companies hit by a bad buzz continue to suffer a year later. Numbers that should deter brand from playing with their online presence and reputation.

9. CONCLUSION

To conclude, negative buzz has tremendous erosion, which puts a lot of pressure on a company to figure out. This example shows that it is possible for brands to successfully manage a bad buzz and turn it into an opportunity. Even if there is no golden rule to handle a bad buzz, every situation can be solved with transparency, creativity and reactiveness. The goal is not to stifle negative messages but to regulate them in order to minimize negative impacts.

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