Crisis Communication via Google

Validation Study & Deduction of a Crisis Communication Model

Tim Oesterlau | tim.oesterlau@yougov.de | **+49 221 42061 486**

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YouGov Psychonomics

What the world thinks

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Objective

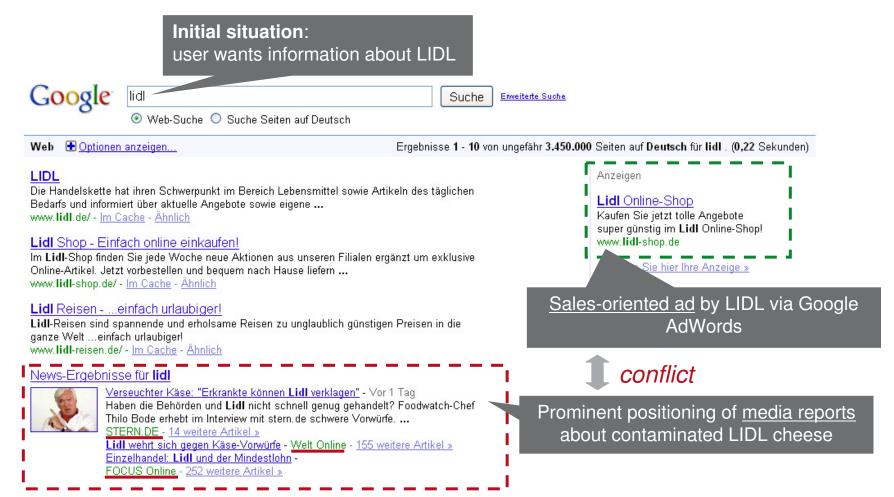# The role of the internet in crisis communication

- Companies experiencing a crisis often use traditional media for communication. The discounter 'LIDL' may serve as an example here: After it had become public in Spring 2008 that the company was spying on its employees, LIDL had placed very expensive, partly full-page apologies in those print media with the highest circulation in Germany.

- Of course, the internet is also used for crisis communication. Yet, there is hardly any active crisis communication to be found that exceeds usual PR or the use of the web presence, like e.g. the systematic placing of ads.

- Crisis communication thus appears to be very traditional in most cases; the internet is often neglected, particularly in consideration of its numerous possibilities.

- Nevertheless, the internet is predestinated for this issue: Print media do not have the ability to systematically address those people who really want to be informed about it at the right point in time – but those persons can get information on the internet in the sense of the respective company exactly when they are about to inform themselves about this company and/or the relevant events.

- In the following, this key idea is visualized on the basis of a Google search request.

Informing about the crisis is often left to traditional media

Results of a Google search request for "LIDL" on Feb 24, 2010

Initial situation:
user wants information about LIDL

Sales-oriented ad by LIDL via Google AdWords

conflict

Prominent positioning of media reports about contaminated LIDL cheese

▶▶ **Regarding the crisis, LIDL does not directly communicate with the users looking for information via Google. Direct communication is solely sales-oriented (ad placing).**

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Brand relevance of search requests, model development

Objective and structure of the study

- This study uses the already mentioned neglect of the internet in crisis communication as a starting point.

- It is an objective of this study to prove that data about **search requests present brand-relevant information** by contrasting the data made available by Google Insights for Search (GI4S) with developments to be observed in the brand monitor YouGov BrandIndex. Different case studies from Germany, the USA and the UK are analyzed. Here, not only crises are highlighted, but other events happening with respect to an individual brand are observed as well. Furthermore, other interrelations between the data are explored, e.g. regional differences and long-term trends that cannot be explained by single events.

- Another goal of this study is to show that **search engine marketing** is **an appropriate means for crisis communication**. Based on the findings of the study, an explorative model for crisis communication is developed.

- In the following chapter, the instruments used are explained in detail.

2 **Data Sources & Methodology**

YouGov BrandIndex: general information

- Via a daily online survey, the YouGov BrandIndex surveyed the essential aspects of brand perception – in Germany, 500 brands are analyzed every day.

- The YouGov BrandIndex is an international market research tool, currently conducting surveys in the following countries, for instance:

  - **Germany**
  - **USA**
  - **UK**
  - **Sweden**
  - **Denmark**
  - **Norway**
  - **Middle East**
  - **Chile**

Figure. Image for two brands (Screenshot)

- The daily survey makes it possible to show chronological image trends for every brand included. This way, the influence of e.g. headlines, product launches and advertising campaigns on the perception of brands can be analyzed. Additionally, long-term trends regarding both brands and sectors as well as competitive effects can be identified.

YouGov BrandIndex: survey & dimensions

- The YouGov BrandIndex Germany is realized by online surveying 1.000 persons per day. The respondents are recruited from the YouGov Panel Germany (100.000 panellists; status of March 2010). This procedure is identical for every country.

- The following **9 dimensions per brand** are measured / deduced:

dimension	description
1. **Attention**	How much is currently talked about a brand?
2. **Buzz**	What's the tonality of talk about the brand?
3. **Impression**	What's the general impression of a brand?
4. **Quality**	How is the quality of a brand perceived?
5. **Value**	How is the brand's value for money perceived?
6. **Satisfaction**	Is / would the customer be satisfied with the brand?
7. **Recommendation**	Would the respondent recommend the brand to others?
8. **Reputation**	Would the respondent like to work for the company?
9. **BrandIndex**	brand health/image (index compiled of dimensions 3 to 8)

- The values are surveyed via a questionnaire which allows the respondents to evaluate numerous brands in a quick and clearly arranged manner (cp. next page).

YouGov BrandIndex: questionnaire & calculation

Questionnaire design: example "Buzz"– analogous design for all dimensions

In the first step the respondents are asked to click on all brands they rate **positive** regarding the respective dimension (e.g. quality) / they heard something positive about (= Buzz).

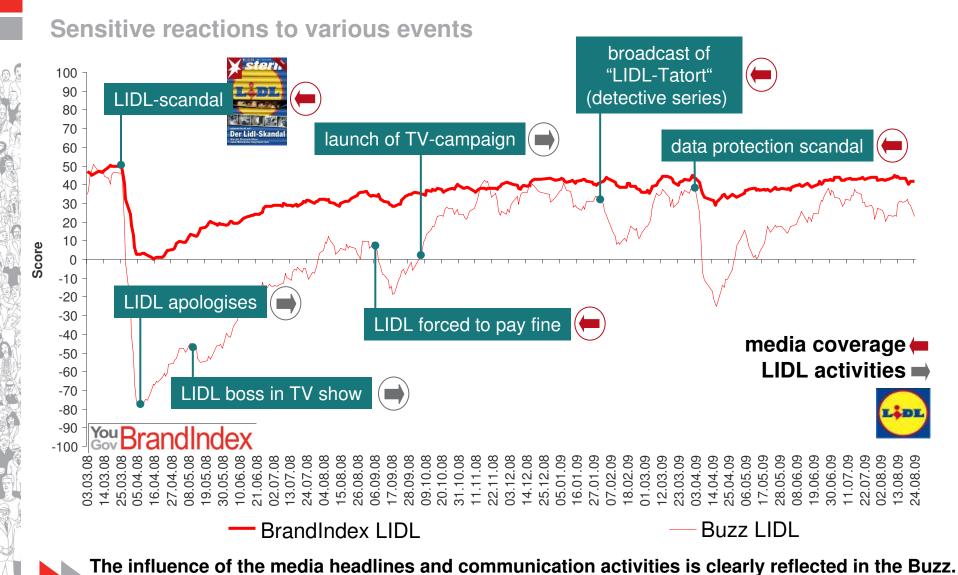In the **next step,** the respondents click on all brands they evaluate **negatively** regarding the respective dimension.

calculation of the scores

score per brand = percentage of positive evaluations – percentage of negative evaluations

YouGov BrandIndex: example LIDL

Sensitive reactions to various events

The influence of the media headlines and communication activities is clearly reflected in the Buzz. The BrandIndex (= brand health, image) shows that the brand was partly severely afflicted.

Source: YouGov BrandIndex Germany

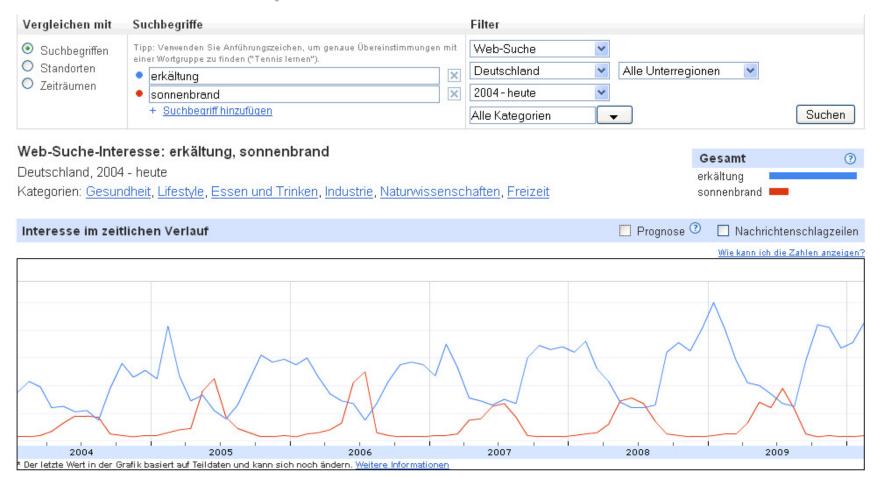# Google Insights for Search: general information

- With Google Insights for Search (short: GI4S), Google provides a data base application for analyzing the frequency with which certain terms are searched for.

- The **search volumes** are represented **in chronological sequence**. Depending on the absolute search volume, the data can even be shown on a daily basis (example, cp. the following chart)

- Due to the Google search engine's widespread popularity among internet users, the search volumes allow to deduce which **issues become more or less relevant in the course of time**. Additional to this observation of volumes, e.g. associated search terms are also shown.

- Here, the following **options** (e.g.) can be set up:

  - regional options: worldwide vs. observation of individual countries

  - source: web search, Google News, images & products

  - periods: starting with 2004, any time period can be chosen

  - category: limiting the data to specific categories, e.g. retail trade

- The results can even be broken down into single cities. This allows to analyze the relevance of events, resp. the people's information needs not only in the course of time, but also in regional comparison.

Google Insights for Search: exemplary data

How to measure the importance of current issues
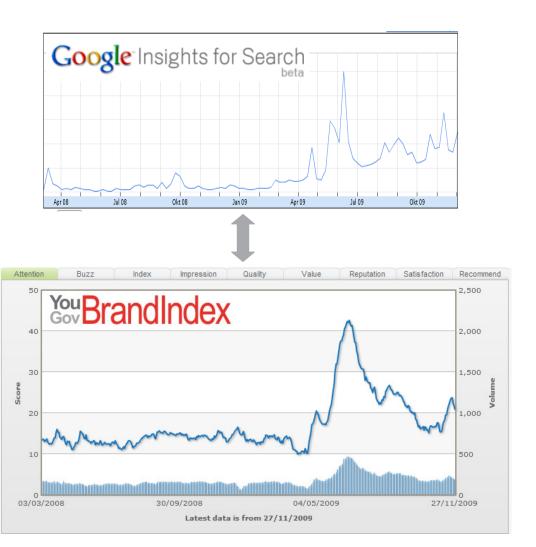
In the search requests for "cold" and "sunburn" a plausible seasonality can be seen. Analogously, brand- or event-related search requests can also be analyzed this way.

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Methodology: combining both sources of information

- Both GI4S and the YouGov BrandIndex provide daily data. It is thus convenient to contrast these data to point out conformities but also deviations.

- This way, it is possible to detect correlations between search request volumes and brand evaluations, which again allows for drawing a plausible conclusion regarding external causes.

- On the right side, please find screenshots visualizing the data of both tools (same brand, resp. related search term in the same period of time).

3 **Brand Relevance in Search Requests**

Objective: Why are correlations important?

- If Google AdWords are to be actively used for crisis communication, the basic assumption needs to be proved that data on search requests can explain changes in the perception of brands.

- For this purpose, the data of the YouGov BrandIndex on selected brands are contrasted with related GI4S-data in the following.

- Additional to the focus "brands in crisis", the following topics are dealt with:
  - political interventions
  - regional differences
  - seasonal variations
  - long-term trends

- It shall eventually be proved that search requests actually provide brand-relevant information and Google thus provides the possibility to systematically address those persons interested in a brand – as it is those persons who eventually co-determine the brand image, whether by their own evaluation or by transferring this information in the sense of word-of-mouth advertising.

Used indicators of the YouGov BrandIndex
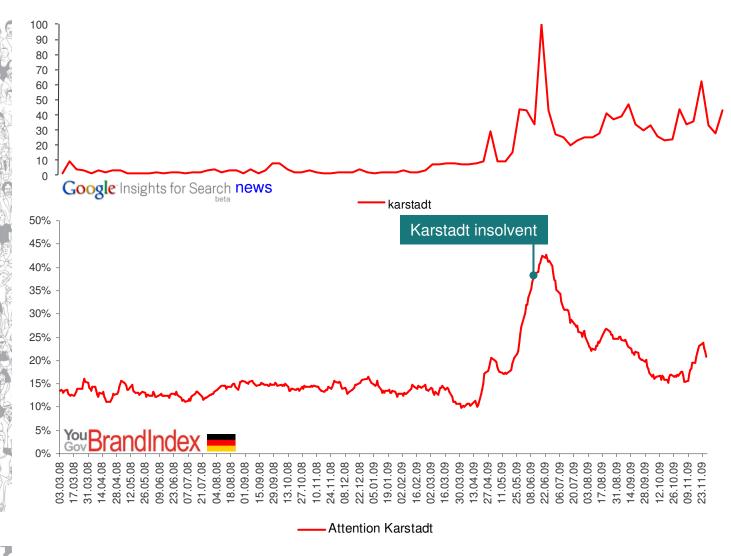
- In the following analyses, three indicators of the YouGov BrandIndex are contrasted with the GI4S-data:

    - **Attention** shows the proportion of respondents stating to have heard anything – be it positive or negative – about a certain brand. This value rises if a brand gets public attention. So, this indicator is an observation of volumes, showing a conceptual similarity to the GI4S-data.

    - In the **Buzz**, the information is included if and in to what extent any news about the respective brand are evaluated positively or negatively. If the value decreases, this means that there is increasing negative talk about the brand.

    - The **BrandIndex** however is a more stable value consisting of diverse indicators and reflecting the image of the brand (cp. page 9). Like the Buzz, the value is calculated from the balance of positive and negative brand evaluations (cp. page 10).

- In the following, different examples for every indicator used can be seen.

YouGov Psychonomics

Attention: Karstadt bankruptcy

Search request volumes vs. Attention

Google Insights for Search _beta_ **news**

—— karstadt

Karstadt insolvent

—— Attention Karstadt

YouGov **BrandIndex**

Summary
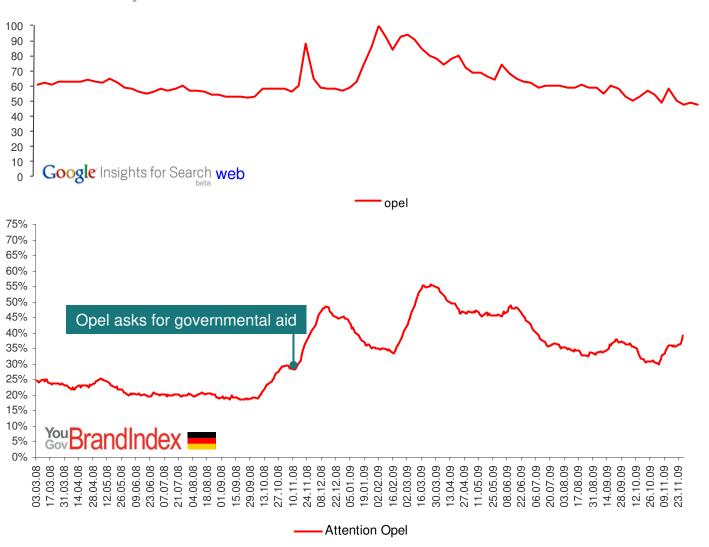
- The number of search requests in Google News highly correlates with the frequency of brand evaluations in the YouGov BrandIndex.

- Corresponding to the increase of search requests, significantly more respondents state in the YouGov BrandIndex to have heard something about Karstadt.

Source: Google Insights for Search (news, Germany) & YouGov BrandIndex Germany

YouGov **Psychonomics**

Attention: Opel crisis

Search request volumes vs. Attention

Google Insights for Search beta web

opel

Opel asks for governmental aid

You Gov BrandIndex

Attention Opel

Summary
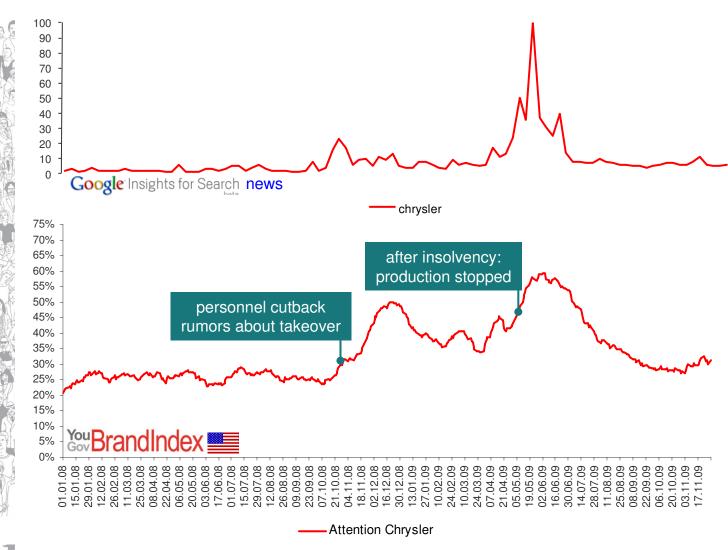
- A clear correlation between the GI4S-data and the Attention-value can also be observed for Opel.

- The numerous headlines Opel made are reflected in a similar sequence, but with a slight time-shift.

- It is noticeable that at the end of 2009, the Attention-score is still increased while the search requests are already back on their initial level.

Source: Google Insights for Search (web, Germany) & YouGov BrandIndex Germany

You Gov Psychonomics

Attention: Chrysler crisis

Search request volumes vs. Attention

Google Insights for Search news

—— chrysler

personnel cutback
rumors about takeover

after insolvency:
production stopped

You Gov BrandIndex

—— Attention Chrysler

Summary

- In the YouGov BrandIndex USA, comparable reactions regarding Attention can also be observed, as can be seen in the example of Chrysler.

- Compared to the comparably low increase in search requests, the Attention-value significantly and sustainably rises in October 2008.

Source: Google Insights for Search (news, USA) & YouGov BrandIndex USA

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Attention: conclusion

- A clear correlation between the search request volumes and Attention-values can be observed, but it should also be mentioned that more differentiated effects can be detected as well, e.g. the different amplitudes or the tendency of the Attention-values to react more slowly.
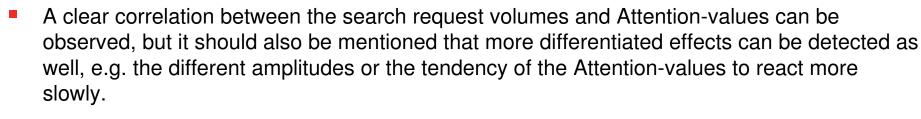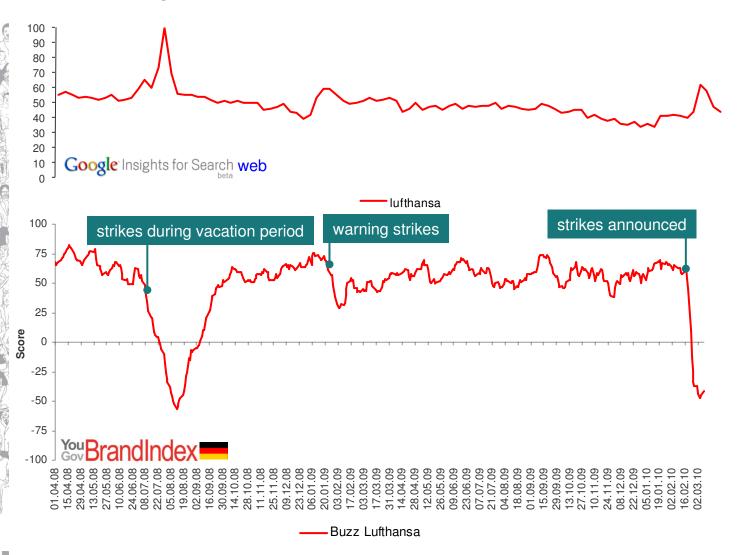
- Events or headlines are reflected in both data sources:
  - **GI4S:** What information demand among the people do the events spark?
  - **YouGov BrandIndex:** To what extent are the headlines explicitly assigned to the brand?

- This correlation was to be expected, but it is important for two reasons:
  - The correlation observed proves the **validity of both data sources**.
  - Because of the temporal correspondence with real events, plausible **causal conclusions** can be drawn.

- We now want to go one step further and draw on another information provided by the YouGov BrandIndex: the information about tonality, i.e. if and to what extent the brand perception worsens or improves. This information is included in the indicator Buzz, which will be examined in the following (details, cp. page 17).

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Buzz: strikes at Lufthansa

Search request volumes vs. Buzz

Google Insights for Search web beta

lufthansa

strikes during vacation period

warning strikes

strikes announced

YouGov BrandIndex

Buzz Lufthansa

Score

100 90 80 70 60 50 40 30 20 10 0

100 75 50 25 0 -25 -50 -75 -100

01.04.08 15.04.08 29.04.08 13.05.08 27.05.08 10.06.08 24.06.08 08.07.08 22.07.08 05.08.08 19.08.08 02.09.08 16.09.08 30.09.08 14.10.08 28.10.08 11.11.08 25.11.08 09.12.08 23.12.08 06.01.09 20.01.09 03.02.09 17.02.09 03.03.09 17.03.09 31.03.09 14.04.09 28.04.09 12.05.09 26.05.09 09.06.09 23.06.09 07.07.09 21.07.09 04.08.09 18.08.09 01.09.09 15.09.09 29.09.09 13.10.09 27.10.09 10.11.09 24.11.09 08.12.09 22.12.09 05.01.10 19.01.10 02.02.10 16.02.10 02.03.10

Summary

- The strikes have an extremely negative effect on the Buzz.

- The peak in the search requests at the end of February 2010 is not as high as the quick and heavy break in the Buzz suggested.

- The period till the Buzz recovered is also interesting: While the search requests already got back to normal in mid-August, the Buzz only reached its initial level at the beginning of October.

Source: Google Insights for Search (web, Germany) & YouGov BrandIndex Germany

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Buzz: Porsche in financial difficulties

Search request volumes vs. Buzz

Google Insights for Search beta news

— porsche

Porsche gains control of VW

decline in sales

Porsche needs credit in billions again

Porsche becomes a VW brand

You Gov BrandIndex

— Buzz Porsche

Summary

- Obvious, negative correlation of the values.

- Planned VW-takeover results in a deterioration of Porsche's Buzz-values.

- The negative effect of the failed acquisition is less surprising: the Buzz completely nosedives and stays on a negative level for months.

- The Buzz finally recovers but, compared to the initial situation, stabilizes on a lower level.

Source: Google Insights for Search (news, Germany) & YouGov BrandIndex Germany
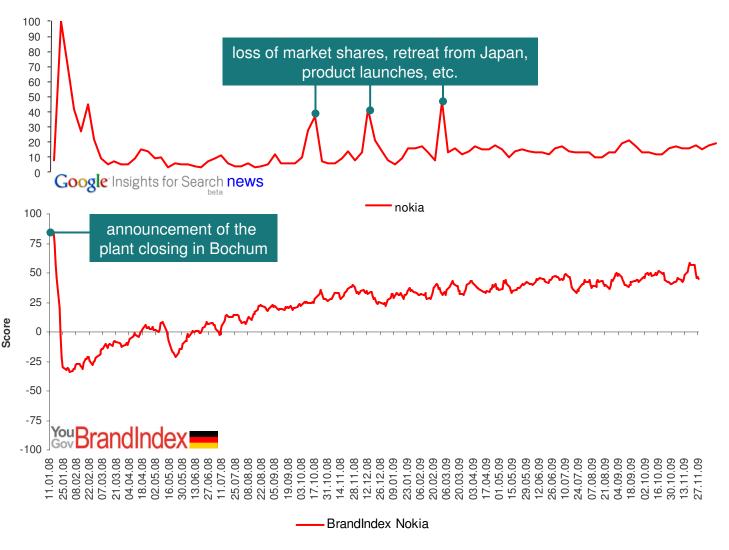
YouGov Psychonomics

Buzz: conclusion

- Comparing the GI4S-data with the Buzz, it becomes clear to what extent the people negatively or positively rate the headlines, resp. the information found via Google about the brand.

- While the negative reactions to the strikes at Lufthansa did meet the usual expectations, the rather negative reaction to Porsche's plans to take over VW at the end of 2008 was not obvious. Still, even in case of clearly negative events like strikes the differently heavy and quick slumps are noticeable and do not always perfectly correlate with the search request volumes.

- Observing the Buzz, it also becomes obvious for how long different headlines have an effect on the people: a peak in the search requests is normally followed by a decline of the Buzz - value, which goes on for a longer period of time than the increased interested quantifiable via GI4S.

- In the following, we will go another step further, analyzing how events affect the brand image, which is more stable compared to the volatile Buzz. In contrast to Attention and Buzz, the BrandIndex is not based on the information if something was heard or read about a brand but on evaluations of the brand on dimensions like e.g. its quality or the willingness to recommend it. Thus, a decline in the BrandIndex-value implies a severe damage of the brand.

BrandIndex: Nokia plant closing

Search request volumes vs. BrandIndex

loss of market shares, retreat from Japan, product launches, etc.

Google Insights for Search news beta

—— nokia

announcement of the plant closing in Bochum

Score

100
75
50
25
0
-25
-50
-75
-100

YouGov BrandIndex

11.01.08 25.01.08 08.02.08 22.02.08 07.03.08 21.03.08 04.04.08 18.04.08 02.05.08 16.05.08 30.05.08 13.06.08 27.06.08 11.07.08 25.07.08 08.08.08 22.08.08 05.09.08 19.09.08 03.10.08 17.10.08 31.10.08 14.11.08 28.11.08 12.12.08 26.12.08 09.01.09 23.01.09 06.02.09 20.02.09 06.03.09 20.03.09 03.04.09 17.04.09 01.05.09 15.05.09 29.05.09 12.06.09 26.06.09 10.07.09 24.07.09 07.08.09 21.08.09 04.09.09 18.09.09 02.10.09 16.10.09 30.10.09 13.11.09 27.11.09

—— BrandIndex Nokia

Summary

- In connection with the plant closing in Bochum, Germany, Nokia's image has significantly declined.

- The brand has experienced a lasting damage. The values were not able to recover until now.

- Not all of the past events triggered a negative reaction, but the brand still appears to be overshadowed by the plant closing.

Source: Google Insights for Search (news, Germany) & YouGov BrandIndex Germany

YouGov Psychonomics

BrandIndex: Royal Bank of Scotland in financial crisis

Search request volumes vs. BrandIndex

Google Insights for Search news beta

—— royal bank of scotland

significant drop in stock prices
bail-out package from government

RBS writes record loss

You BrandIndex 🇬🇧
Gov

—— BrandIndex Royal Bank of Scotland

Summary
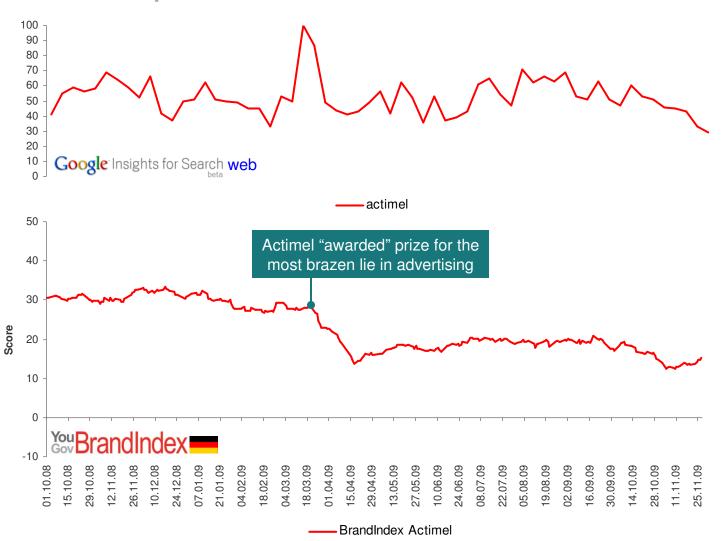
- In connection with the financial crisis, the brand Royal Bank of Scotland also was seriously afflicted.

- The image-values, which were distinctly positive before, have been remaining on a constantly negative level since December 2008.

- It is interesting that the peak in search requests of January 2009 correlates with a more severe and enduring image-deterioration than the much higher peak in October 2008 did.

Source: Google Insights for Search (news, UK) & YouGov BrandIndex UK

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BrandIndex: Actimel subject to criticism

Search requests-volumes vs. BrandIndex

Google Insights for Search **web** beta

— actimel

Actimel "awarded" prize for the most brazen lie in advertising

You Gov **BrandIndex**

01.10.08 15.10.08 29.10.08 12.11.08 26.11.08 10.12.08 24.12.08 07.01.09 21.01.09 04.02.09 18.02.09 04.03.09 18.03.09 01.04.09 15.04.09 29.04.09 13.05.09 27.05.09 10.06.09 24.06.09 08.07.09 22.07.09 05.08.09 19.08.09 02.09.09 16.09.09 30.09.09 14.10.09 28.10.09 11.11.09 25.11.09

— BrandIndex Actimel

Summary

- The image of the probiotic dairy drink Actimel suffered from being awarded the prize for the "most brazen lie in advertising".

- A comparably minor peak in the search requests led to a lasting but moderate decline in this case.

- No recovery whatsoever could be observed within a period of more than eight months.

Source: Google Insights for Search (web, Germany) & YouGov BrandIndex Germany

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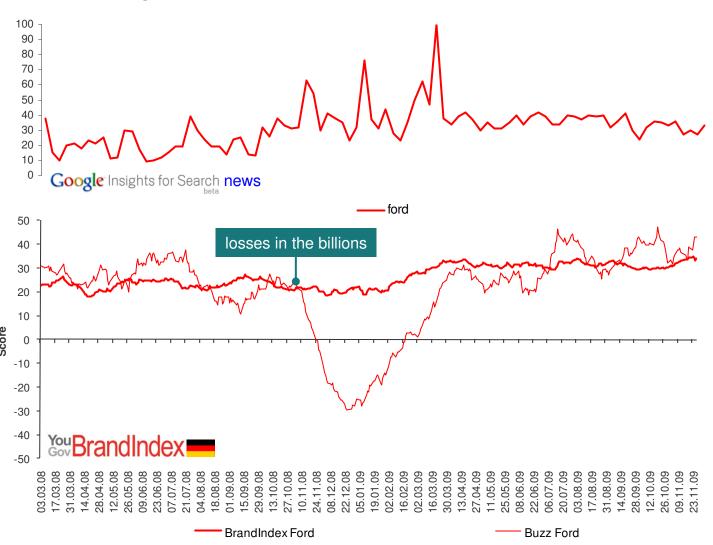
BrandIndex: conclusion

- The BrandIndex analysis shows that the GI4S-data provide information which can be highly relevant for the image of a brand.

- Nevertheless, the examples also show that not all negative events necessarily result in a damage to a brand's image. Additionally – similar to what could be seen in the Buzz – the search volume is no perfect predictor for the severity of the damage for the brand. About the same can be said for the endurance of damage, which can also be different depending on the situation: what actually happened and how the media reported on it definitely plays an important role and has to be considered in the analysis, too.

- The example of Ford shows that the public's reactions can even be much more differentiated (see the following page).
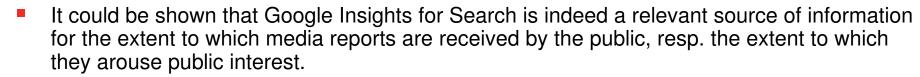
Ford: improvement of image despite negative headlines

Search request volumes vs. Buzz & BrandIndex

Google Insights for Search beta **news**

losses in the billions

ford

BrandIndex Ford   Buzz Ford

Summary

- In light of the company's economic problems, Ford's Buzz-values significantly decline.

- The brand image however does not slump at any time and even constantly improves.

- This could be related to the car-scrap bonus, but it is still remarkable that the brand's image benefits despite primarily negative headlines.

Source: Google Insights for Search (news, Germany) & YouGov BrandIndex Germany

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Further connections

- It could be shown that Google Insights for Search is indeed a relevant source of information for the extent to which media reports are received by the public, resp. the extent to which they arouse public interest.
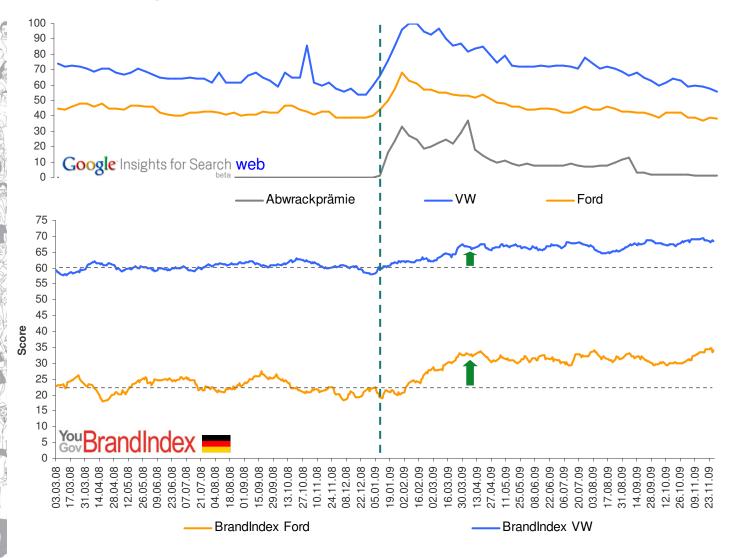
- It could also empirically be proven that this again affects the brand perception and evaluation. Therefore, in connection with the YouGov BrandIndex, Google Insights for Search can be used as an early indicator for predicting if e.g. negative media coverage causes the suspected stir.

- In the following, it shall be shown that Google's data are brand-relevant not only in connection with crises, although this aspect is most important for the study at hand.

- We will, for instance, show that political interventions can have an indirect influence on the brand perception, and that both regional differences and seasonal fluctuations in search requests are also reflected in the brand perception.

Event: political intervention "car-scrap bonus"

Search request volumes vs. BrandIndex

Google Insights for Search web beta

— Abwrackprämie — VW — Ford

— BrandIndex Ford — BrandIndex VW

Summary

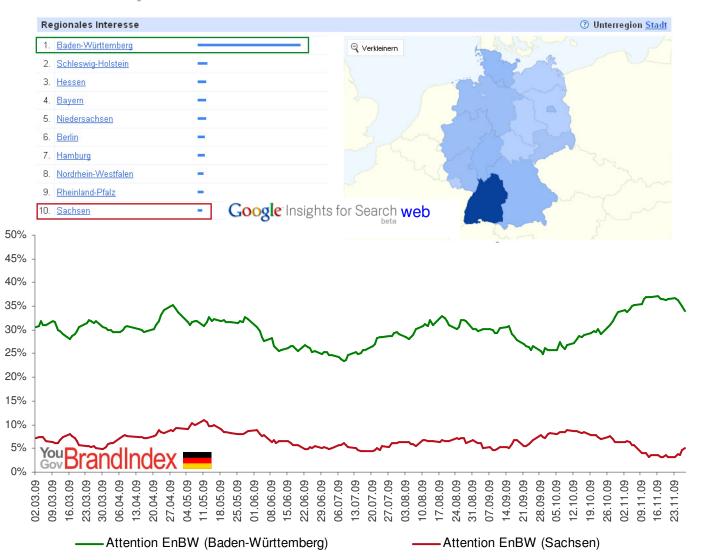- Since the car-scrap bonus (German: "Abwrackprämie") was introduced, significantly more people search for "Ford" and "VW" via Google. Additional to some Asian car makers, both brands profit from this bonus.

- At the same time, a positive development of the image can be observed in the BrandIndex.

Source: Google Insights for Search (web, Germany) & YouGov BrandIndex Germany

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Regional differences in the energy market: EnBW

Search request volumes vs. Attention

Regionales Interesse	⑦ Unterregion Stadt
1. Baden-Württemberg	————————————
2. Schleswig-Holstein	–
3. Hessen	–
4. Bayern	–
5. Niedersachsen	–
6. Berlin	–
7. Hamburg	–
8. Nordrhein-Westfalen	–
9. Rheinland-Pfalz	–
10. Sachsen	–

Google Insights for Search web

—— Attention EnBW (Baden-Württemberg)   —— Attention EnBW (Sachsen)
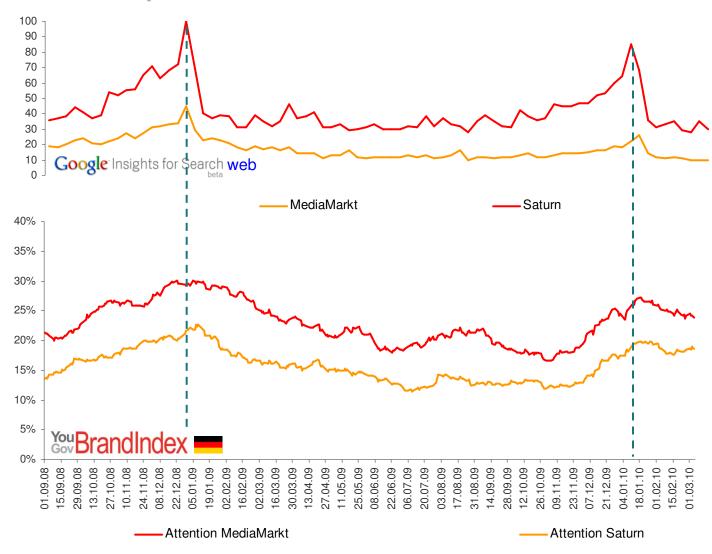
Summary

- The regional differences in the search requests are also reflected in the YouGov BrandIndex data.

- While only about 5% of the respondents in Saxony state to have heard something about EnBW, approximately 35% of respondents in Baden-Württemberg affirm this.

- This regional dependency can also be seen in the brand image: in 2009, EnBW achieved an average BrandIndex score of +7 in Baden-Württemberg, while in Saxony it only achieved -45 on average.

Source: Google Insights for Search (web, Germany) & YouGov BrandIndex Germany

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Seasonal fluctuations: holiday season sales

Search request volumes vs. Attention

Chart (top): Google Insights for Search web — MediaMarkt (orange), Saturn (red)

Chart (bottom): YouGov BrandIndex — Attention MediaMarkt (red), Attention Saturn (orange)
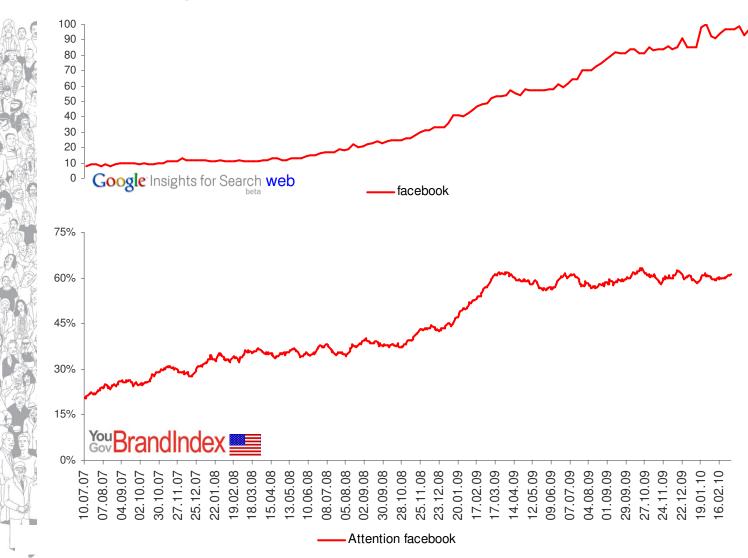
Summary

- The seasonality of the search requests for Saturn and MediaMarkt (consumer electronics retailers), which can be observed in the GI4S-data, can also be seen in the Attention-scores.

- Moreover, the average frequency of searching for the brand names corresponds to the ranking in the Attention-scores.

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Long-term trends: the rise of Facebook

Search request volumes vs. Attention

Summary

- The search requests for Facebook and the Attention-scores clearly correlate.

- In contrast to the other case studies, no connection with any single event can be observed here – rather, a long-term trend becomes apparent.

Source: Google Insights for Search (web, USA) & YouGov BrandIndex USA

YouGov Psychonomics

Development of a Communication Model

4

Initial situation

- In the previous chapter, it could be shown by means of various international examples that people inform themselves about brands via Google and that this information demand is connected with the brand perception to a large extent.

- Google is therefore highly suitable to systematically address those persons who inform themselves about a brand and are eventually also responsible for evaluating this brand. Furthermore, the approach can be made at precisely that point in time when they are looking for information: **this point in time of detailed search for information can be considered ideal to inform the consumers for the company's purpose before uncontrollable blogs or forums can take over this role.**

- But, like the example of Ford showed, the connection between brand-related search requests and the actual brand evaluation is not always an obvious one. For this reason, GI4S and the YouGov BrandIndex complement each other perfectly for evaluating a changing brand perception and analyzing its causes.

- Based on these findings, an explorative model is developed in this chapter, which outlines how crisis communication using Google tools and the YouGov BrandIndex could be structured.

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Basic features of the crisis communication model
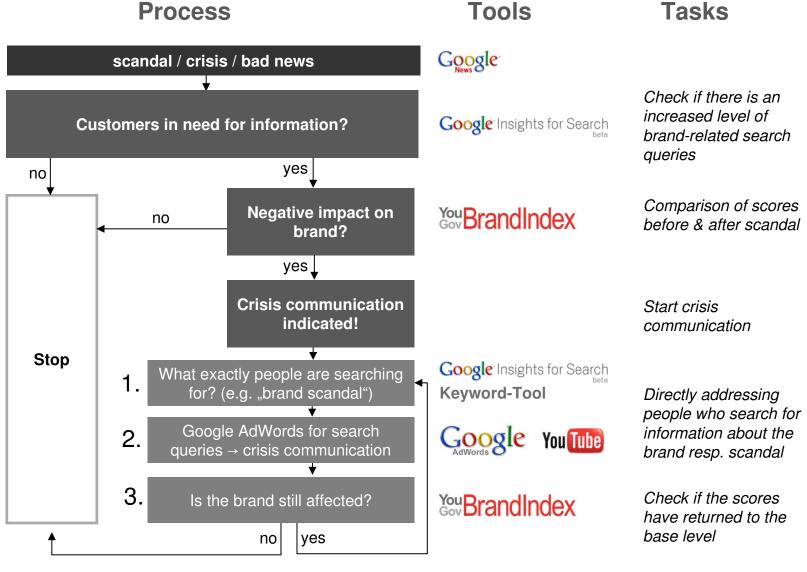
Brief description of the procedure

- Basically, the crisis communication model is structured as follows:
    - Initial situation: a company makes the headlines
    - Does the information demand about the brand / the respective event increase? (GI4S)
    - If yes: Is the brand afflicted? (YouGov BrandIndex)
    - If yes: start the crisis communication!
        - Iterative adjustment of the search requests (Keyword-Tool, GI4S)
        - Ad placement adjusted to the brand's current status (Google AdWords)
        - Iterative checking of the brand perception (YouGov BrandIndex)

- On the following page, the model will be visually displayed in more detail. Subsequently, the functions of the tools used in the model will again be summarized and specified.

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Iterative crisis communication model

Process	Tools	Tasks

Process

scandal / crisis / bad news — Google News

Customers in need for information? — Google Insights for Search beta

no → **Stop**

yes ↓

Negative impact on brand? — YouGov BrandIndex

no → Stop

yes ↓

Crisis communication indicated!

1. What exactly people are searching for? (e.g. „brand scandal") — Google Insights for Search beta / Keyword-Tool

2. Google AdWords for search queries → crisis communication — Google AdWords / YouTube

3. Is the brand still affected? — YouGov BrandIndex

no / yes

Assessment / Identification

Communication (phase model)

Tasks

Check if there is an increased level of brand-related search queries

Comparison of scores before & after scandal

Start crisis communication

Directly addressing people who search for information about the brand resp. scandal

Check if the scores have returned to the base level

YouGov **Psychonomics**

Functions of the tools used in the model

- **Sources of information**

  - **Google Insights for Search**

    - quantifying the people's need for information

    - finding related search terms, identifying important issues related to a brand

    - detecting regional dependencies

  - **YouGov BrandIndex**

    - evaluation (Does the information inflict damage on the brand? To what extent?)

    - duration (After the public's need for information has decreased, how enduring is the damage for the brand?)

    - target group information (Where is the damage particularly severe?)

- **Communication channels**

  - Google AdWords: systematically addressing those persons informing themselves about the circumstances / the brand

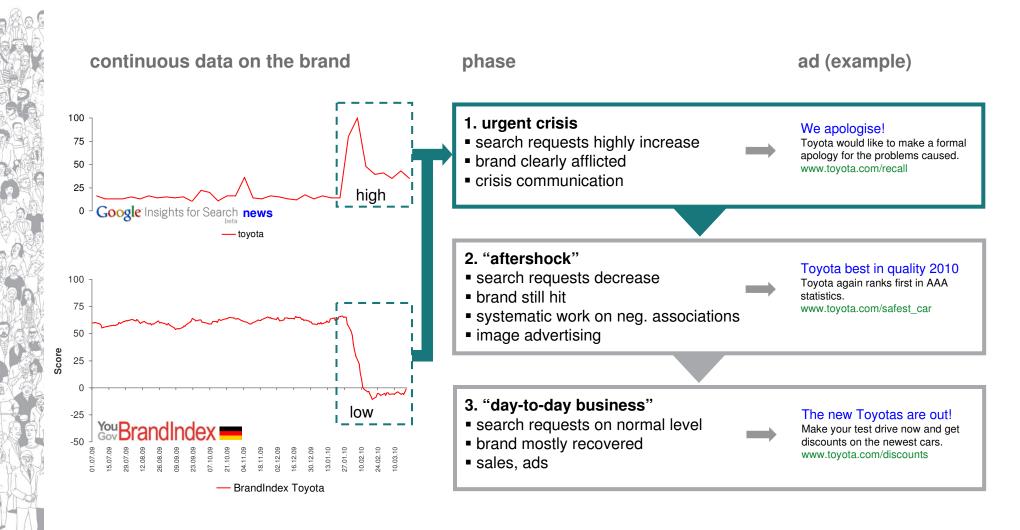 - YouTube: extended communication possibilities (audio-visual)

Phase model for ad placing

Adjusting the ads to the current status of the brand

- In the model on page 38, a phase model is mentioned in the step "communication". Here, the aim of **adjusting the ad to the brand's current status** is addressed. This current status is determined via GI4S and YouGov BrandIndex.

- The following table shows the different statuses and recommendations for action resulting from them. The suggestions made here are not empirically verified; they just illustrate the basic idea and should be checked for suitability against the background of an actual crisis (examples, cp. the next page).

GI4S	BrandIndex	phase	description & tasks	aim of the ad (e.g.)
high	**low**	**urgent crisis**	• people inform themselves about the scandal, the brand is afflicted • place AdWords for search requests that correlate with the BrandIndex slump	• "counter"-information • candid treatment • taking up concerns
normal	**low**	**"aftershock"**	• people are already informed, the crisis is still in their minds • adjustment of search terms might be necessary	• systematically taking up remaining negative associations • image advertising
normal	**normal**	**"day-to-day business"**	• the brand has recovered • stop crisis communication	• sales

Fictitious use of the model in the Toyota crisis

Phase model for ad placing: example

continuous data on the brand	phase	ad (example)

1. urgent crisis
- search requests highly increase
- brand clearly afflicted
- crisis communication

We apologise!
Toyota would like to make a formal apology for the problems caused.
www.toyota.com/recall

2. "aftershock"
- search requests decrease
- brand still hit
- systematic work on neg. associations
- image advertising

Toyota best in quality 2010
Toyota again ranks first in AAA statistics.
www.toyota.com/safest_car

3. "day-to-day business"
- search requests on normal level
- brand mostly recovered
- sales, ads

The new Toyotas are out!
Make your test drive now and get discounts on the newest cars.
www.toyota.com/discounts

Source: Google Insights for Search (news, Germany) & YouGov BrandIndex Germany

5 **Conclusion**

Conclusion I

- The study at hand recommends to use **Google AdWords** for an active **crisis communication**.

- This recommendation is based on the **proven correlations** between the **number of search requests** for a brand (or a brand-related scandal) **and the brand perception**, which could be verified in different examples.

- This proof could now be provided as the daily GI4S-data were contrasted with the YouGov BrandIndex, which also delivers daily, empirical data on brand perception. Due to the chronological correspondence of peaks in search requests and changes in the brand perception, GI4S and the BrandIndex mutually validate each other.

- This again means that **GI4S** does not only provide interesting data, but that it is an **indispensable data source for marketing- and PR-departments regarding incidents on the market**.

- The **YouGov BrandIndex** at the same time provides further information on the reaction to the brand and also answers e.g. the following questions:

  - How severe and lasting is the damage for the brand?

  - In which target groups is the damage particularly severe / marginal?

  - In which aspects was the brand particularly afflicted? (quality, etc.)

Conclusion II

- Therefore, **Google Insights for Search** and the **YouGov BrandIndex** optimally complement each other in the mentioned aspects and provide **detailed data on the current status of brands**.

- Furthermore, **Google AdWords** is a **communication channel** with which exactly those persons who get information about a brand via Google can be addressed. Because of their high involvement, those persons could work as multipliers: systematic information for the company's purposes could thus avert greater damage and provide an **effective mean for crisis communication**.

- On this basis, an explorative crisis communication model, which is essentially based on the **continuous tracking of data on the brand and search requests** as well on the coordinated **placing of ads**, was developed.

- Here, we recommended to pursue different aims with respective ads, depending on the brand's current status (phase model). The crisis communication should, for instance, be kept up for certain and continuously adjusted search terms until the brand image has recovered. The example of Nokia shows that this phase can last for quite a long time.

- This concept thus **broadens the use of Google AdWords** on the one hand, but it also significantly **lengthens the placing of ads** and **extends** it to numerous related search terms.

You Gov **Psychonomics**

Contact

Tim Oesterlau
Project Manager

T +49 221 42061-486
F +49 221 42061-100

tim.oesterlau@yougov.de

YouGovPsychonomics AG
Berrenrather Straße 154-156
D-50937 Cologne

www.yougov.de