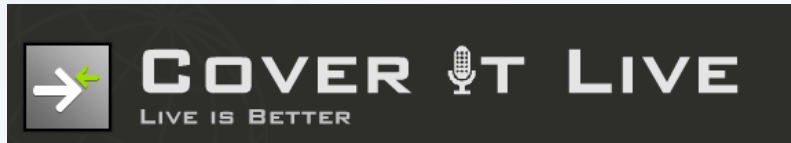


# Using Social Media tools in Crisis Response & Reputation Management

*Wendy Clark*  
*Manager, Social Media, General Motors*



# Social Media Engagement June 1-5

- Created extended Social Media team to engage GM Communications team to support Plan B communication efforts
  - Represented at least one member from Brands, Regions, Manufacturing, Marketing, Product Planning, Technology, Finance, Corporate, Policy and Design
- Live “Tweeting” from GM Communications team during executive broadcast interviews, sales call, press conferences and congressional hearings
- Rapid Response engagement via Twitter, Facebook, YouTube and influential blogs
- Fastlane posts from Fritz Henderson
- Live chats with Ray Young (Twitter) and Fritz Henderson (Fastlane)
- NPR Planet Money Podcast with Ray Young
- gmreinvention.com was built to include social network sharing tools

# June 1-5 Highlights: Twitter

Making use of the @GMBlogs Twitter account, members of the social media team responded to questions, comments and concerns on the site all week long.

The team also live-Tweeted press conferences and media calls that would have been otherwise unheard by the Twitter community.

Communication employees on twitter collectively have more than 30,000 followers.

Overall, the community was impressed with GM's use of Twitter to communicate news during a corporate communications crisis. Several local news outlets published the GM Twitter badge on their own web sites during the announcements.

Notable comments:

- o *Live from New York! It's our bankruptcy proceedings twitter feed! GM breaks new territory into corporate lifecasting with @GMBlogs - @JonnyWon*
- o *@GMblogs is on fire today. Not a plug, but in the olden days, a company would be hiding in cave on a day like 2day - @APAutoWriter*

# June 1-5 Highlights

## **YouTube**

- Nine new videos were posted to YouTube in conjunction with the launch of the RE:invention Web site.

## **FastLane Blog Posts**

- GM Drives for Open Communication – Fritz Henderson – June 1, 2009
- Keeping the Conversation Open – Fritz Henderson – June 2, 2009

Webchat – Fritz Henderson – June 4<sup>th</sup>

Webchat – Fritz Henderson – June 16<sup>th</sup>

Twitter chat – Fritz Henderson – June 16<sup>th</sup>

## **Facebook - Facebook.com/generalmotors**

- Videos and comments posted to the page since June 1 have received more than 750 comments. 1,511 fans have made use of the new Facebook interaction tools by “liking” the posts since June 1<sup>st</sup>.

# www.chrisbrogan.com

## June 1, 2009

- The news on June 1 caught nobody by surprise - bloggers re-posted the details of the announcement to start the day, and then coverage shifted into "what does this mean for..." be it an owner of a GM car, towns where plants will close, etc.
- The first day's blog coverage did not include a lot of news about GM's use of social media. Most of that coverage was found on Twitter. **However, prominent blogger Chris Brogan's blog post, "Pay Attention to GM this Week," was a catalyst in steering people who might not have otherwise followed GM on Twitter or followed the news as closely.**

The screenshot shows the top of Chris Brogan's blog. The header includes the name 'chrisBROGAN' with a logo, the tagline 'community and social media', and a navigation menu with links for HOME, ABOUT, SPEAKING, ROCKSTARS, NEWSLETTERS, CONTACT, and BEST OF. A search bar is also present. The main content area features the title 'Pay Attention to GM This Week' with a date of 'JUNE 1, 2009' and a 'COMMENTS' link. Below the title is a photo of Christopher Barger and the start of the article text: 'A little while back, I wrote 3 posts in a row about General Motors. I wrote them out of appreciation for what they're doing with social media, what they're looking to do going forward, and around the experiences I had with some of their new products. I think this week is where things get really interesting for GM.' The text continues: 'It's pretty much a done deal that they'll have to restructure. That means there will be huge conversations around Washington and in Detroit, involving everyone from President Obama to several dozen layers of government. At times like this, what does a company with a social media presence have to do to keep us feeling like they're genuine and keeping us in the loop?' Below this is a paragraph: 'Pay attention to @cbarger and @GMBlogs, the accounts of Christopher Barger and the GM Blogs account. Let's see what they tweet about the filings, about what comes next, about how this will be addressed. Let's see how accessible CEO Fritz Henderson and other senior members of GM will be to the social media. Let's see what comes of this.'

On the right side of the page, there are several widgets: a newsletter sign-up form with a 'SUBSCRIBE' button and '23872 readers BY FEEDBURNER' below it; social media links for RSS and Twitter; a 'GET THE FREE EBOOK!' section for 'Trust Economies' by Julien Smith; a 'RECENT ENTRIES' list including 'On Falling and Flying', 'Audience or Community', 'How I Work With You', 'Review - When You Are Engulfed in Flames', and 'Dear LinkedIn - Improve Please'; and an 'UPCOMING EVENTS' section.

[www.livingstonbuzz.com](http://www.livingstonbuzz.com)

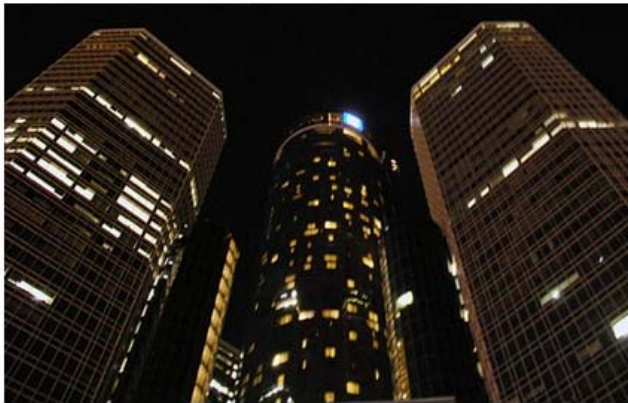
June 4, 2009

Blog

Musings and analysis on marketing, buzz, PR and Washington, DC ...

Jun  
04  
2009

GM's Chris Barger on the Bankruptcy and Reinvention Conversation Part I



*There's been no greater use of social media during a crisis moment than GM's use of these tools during the past week. GM's head of social media Chris Barger took some time out of his incredibly busy week to answer some questions on GM's efforts this week, and moving forward.*

■ *There's been no greater use of social media during a crisis moment than [GM's use of these tools](#) during the past week. GM's head of social media Chris Barger took some time out of his incredibly busy week to answer some questions on GM's efforts this week, and moving forward.*

# Social media in crisis response: Video

The screenshot shows the YouTube interface for a video titled "GM Reinvention Commercial". The video player shows a scene with two men wearing hard hats and safety glasses. The video progress bar indicates 0:00 / 1:03. The video is from the channel "gmblogs", which has 62,051 views as of June 11, 2009.

**YouTube** English ▾ Sign Up | QuickList | Help | Sign In  
Videos | Shows | Channels | Community | Upload

Videos | Favorites | Playlists | Groups | Friends | Subscribers | Subscriptions

**GM Blogs** [Subscribe](#)

**gmblogs**  
Style: VLogging  
Joined: **September 08, 2006**  
Last Sign In: **23 hours ago**  
Videos Watched: **1,840**  
Subscribers: **432**  
Channel Views: **33,947**

**DIRECTOR**

GM Blogs is here to see what's playing on YouTube.

Commenting Policy

1. We will tell the truth. We will acknowledge and correct any mistakes promptly.
2. We will not delete comments unless they are spam, off-topic, or defamatory.
3. We will reply to comments when appropriate as promptly as possible.
4. We will link to online references and original source materials directly
5. We will disagree with other opinions respectfully.

Name: **General**  
We like cars and blogging about them.  
Age: 100  
City: **Global**  
Hometown: **Detroit**

**GM Reinvention Commercial**  
From: gmblogs  
Views: 62,051

62,051 views (as of June 11, 2009)

GM Social Media Team  
May 31<sup>st</sup> – June 5th



GM CEO Fritz Henderson  
June 4<sup>th</sup> Web Chat





# Social media in crisis response: Blogs

GM **FastLane Blog**  GM Blogs

June 9th, 2009

## Webchat: Ed Peper Answers Your Questions About Chevrolet

Please join Ed Peper, GM North America Vice President, Chevrolet, right here on FastLane on Wednesday, June 10 at 3:00 p.m. Eastern Time for a one-hour live chat to address questions about the present and future of Chevrolet.

Looking forward to hearing from you. - *Adam Denison, Assistant Manager, Chevrolet Communications*

**Ed Peper - Chevrolet Live Webchat**

**GM Facts & Fiction** June 1st, 2009

**FACT**  
GM'S RESTRUCTURING WILL HAVE NO IMPACT ON VEHICLE WARRANTIES  
We want our customers to continue and have confidence in the quality and safety of their vehicles. GM's restructuring plan will not affect the quality or safety of our vehicles. We will continue to invest in our product development and continue to have excellent coverage and continued availability of vehicle parts and service.

**FACT**  
USING TRAFFER DOLLARS TO SUPPORT GM BENEFITS  
EMPLOYEES, NOT JUST PEOPLE WHO WORK FOR GM ON THE DOMESTIC AUTO INDUSTRY.  
GM is a major contributor to the overall health of the U.S. economy, and a major U.S. employer in the auto market. It is an American company, and we are committed to supporting the U.S. economy and our employees. We will continue to invest in our product development and continue to have excellent coverage and continued availability of vehicle parts and service.

## GM Drives for Open Communication

By Fritz Henderson  
President and CEO

Today marks a defining moment in the history of General Motors. Our new fast-track plan to form a leaner, quicker, more customer-focused, more cost-competitive company has the support of the U.S. government. It also incorporates the terms of our recent agreements with the Canadian government, the UAW and CAW unions, and a substantial portion of GM's unsecured bondholders.

This New GM will be built from the strongest parts of our business - including our best brands and products. It will have a dramatically stronger balance sheet, with far less debt, which will allow us to better invest in our business and our future. It will have fully competitive labor costs and the ability to generate sustained and positive bottom-line performance.

We're committed to open communications and I am personally putting a high priority on transparency. One way we'll do this is by launching a series of live web chats on this website. I'll kick things off later this week for one hour on Thursday, June 4 at 3 p.m. EDT. Following me, a steady stream of GM leaders from throughout the company will host additional chats, about two a week, on whatever topics are of most concern to you.

Today marks the beginning of what will be a New GM dedicated to building on only the very best of our recent progress in fuel efficiency, world-class quality, green technology development and outstanding design. Above all, the New GM will be rededicated to our customers. We don't do that by working in a bubble. We do it by engaging with you, our customers and critics, our partners and champions, who are interested in our progress. I hope you'll join us as we begin a new and better era for General Motors.

(To read a Spanish translation of this post, please click [here](#).)

(Note: Below is video of Monday's press conference with Fritz Henderson. - *Will Stewart, blog editor*)

# Social media in crisis response: Facebook

The screenshot shows the Facebook interface for the General Motors (GM) page. At the top, the navigation bar includes 'facebook', 'Home', 'Profile', 'Friends', 'Inbox 3', 'Wendy Clark', 'Settings', and 'Logout'. The GM profile picture is a blue square with the white 'GM' logo. The page header reads 'General Motors' followed by a status update: 'Check out fastlane.gmblogs.com for live blogging today from our Warren Tech Center Battery Lab on Monday clear'. Below this are tabs for 'Wall', 'Info', 'Photos', 'Discussions', 'Boxes', 'Notes', and a '+'. A text box asks 'What's on your mind?' with a 'Share' button. A secondary header shows 'General Motors' and 'Just Fans' with a 'Settings' icon. The main content area features a video post from GM: 'GM CEO Fritz Henderson finishes up his live webchat on Thursday June 4, 2009 and Thanks Facebook Fans in a quick video!'. The video is dated 'Jun 4, 2009 5:06pm' and has a length of '0:16'. Below the video, it shows '143 people' liked it, 'View 69 comments', and a 'Write a comment...' box. A comment from 'Tom Chisholm, Annalisa Esposito Bluhm, Colleen Egan and 213 others' is visible, along with a 'View 78 comments' link and another 'Write a comment...' box. On the left sidebar, there are links for 'Edit Page', 'Send an Update to Fans', and 'Promote Page with an Ad'. A welcome message reads: 'Welcome to the official General Motors fan page. We want to hear why you're for GM, so share your thoughts, tell us your story and join in on the discussion.' Below this is an 'Information' section stating 'Founded: General Motors was founded in 1908.'

18,381 fans (as of June 11, 2009)

# Social media in crisis response: The Web gmreinvention.com

The screenshot shows the gmreinvention.com website. At the top left is the GM logo. The top navigation bar includes links for Home, Careers, Investors, Owners, Retirees, and News, along with a search box and the text "Powered by Google". Below this are two dropdown menus: "GM Worldwide" and "All GM Sites". A secondary navigation bar features "Our Mission", "Our Vehicles", and "Our Company" buttons. On the right side of this bar are social media icons for Facebook, Twitter, and RSS. The main content area is titled "re: invention" with the tagline "Your window into the reinvention of GM. See how we're reinventing the automobile and our company." Below this is a video player showing a clip of GM CEO Fritz Henderson's June 1 address to employees. The video player includes a "Play Video" button, a progress bar (00:00 to 02:18), and options for "PLAY", "email", "get link", and a full-screen icon. To the right of the video player is a vertical stack of four video thumbnails. Further right is a "re: progress" section with a list of four items, each with a play button icon: "GM Opens Largest, Most Advanced Automotive Battery Lab In The U.S.", "Fritz Henderson's Senate Testimony on Dealer Consolidation", "General Motors, Penske outline proposed deal for purchase of Saturn", and "Summary FAQ on GM's Chapter 11 Filing". Below this list is a button that says ">>See all progress reports". At the bottom right is a blue box with an information icon and the text "QUESTIONS ABOUT GM'S RECENT COURT FILING?", with three ">>Learn More" links below it.

Home | Careers | Investors | Owners | Retirees | News

Powered by Google

GM Worldwide | All GM Sites

Our Mission | Our Vehicles | Our Company

re: invention

Your window into the reinvention of GM.  
See how we're reinventing the automobile and our company.

A clip from GM CEO Fritz Henderson's June 1 address to employees

Play Video

GM CEO addresses employees

00:00 | 02:18

PLAY | email | get link

re: progress

- GM Opens Largest, Most Advanced Automotive Battery Lab In The U.S.
- Fritz Henderson's Senate Testimony on Dealer Consolidation
- General Motors, Penske outline proposed deal for purchase of Saturn
- Summary FAQ on GM's Chapter 11 Filing

>>See all progress reports

QUESTIONS ABOUT GM'S RECENT COURT FILING?

>>Learn More  
>>Learn More  
>>Learn More

# Social media in crisis response: The Web gmreinvention.com

re: news



## FEATURE STORY

### Live Chat Transcript with Ed Peper, Vice President, Chevrolet

On Wednesday, June 10, Ed Peper, Vice President, Chevrolet, held a live Q&A session answering your questions about the Chevrolet brand.

[>>Visit GM FastLane to read the Q&A transcript](#)

## LATEST HEADLINES

### GM Tweaks Dealer Rules

Source: Detroit News  
Date: June 10, 2009

[>>Read More](#)

### 2010 Chevrolet Equinox: First Drive

Source: Jalopnik  
Date: June 09, 2009

[>>Read More](#)

### GM Irate at Huffington Post Blog Critical of Design and Old White Guys

Source: Edmunds Inside Line  
Date: June 09, 2009

[>>Read More](#)

## Meet our contributors



**Frank Weber**  
Global Vehicle Line  
Executive & Chief  
Engineer



**Ed Welburn**  
GM Vice President  
Global Design



**Ray Young**  
GM Executive VP  
and CFO



You deserve the latest information about the reinvention of GM straight from the people hard at work making it happen. Meet the men and women who will share news on our progress with you.

When you see these icons, just click on the minus sign to collapse content, click on the plus sign to expand

[Expand All](#) | [Collapse All](#)

**SEE** – The latest vehicles and innovations on Flickr



[>> More Photos](#)

**FOLLOW** – Our designers, engineers and more on Twitter



Follow tweets about our progress and day-to-day developments from the people who are helping reinvent General Motors.

[>> MoreTweets](#)

**JOIN** – The conversation with GM on Facebook



Connect with GM and friends for conversation on our Facebook page.

[>> More Friends](#)

# GM Social Media: History

- “FastLane” blog launched, January 2005
- “FYI” blog launched June 2006
- Blogger relations function established early 2007
- Facebook presence established (via group interactions as well as pages/widgets) July 2007
- Twitter (@gmblogs) established January 2008

# GM Social Media Team: Philosophy

- The GM Social Media team is responsible for reaching new audiences, bloggers and other key influencers that live in the online world. We continue to educate communications and marketing colleagues through out the globe on the importance of social media, how to embrace it, and how to engage in conversations that are taking place online.
- **Intense** sense of urgency; there is no tomorrow
- Let nothing factually inaccurate go unchallenged
- Be humble and acknowledge mistakes and past sins – **without** simply falling on sword
- Remember the goal: win **affinity**, not just self-defense
- Be **human** in our interactions, not just messengers