



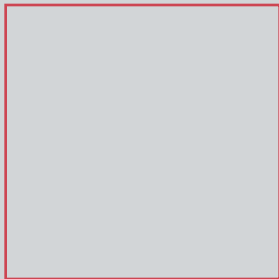
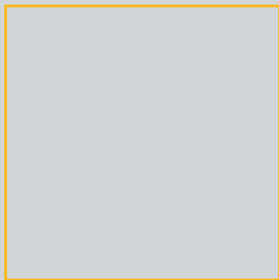
THE GOOD
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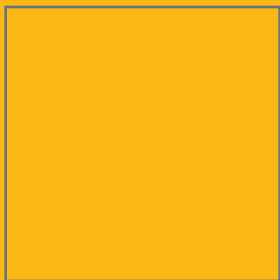
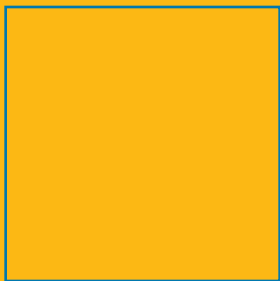
THE GOOD
BOOK OF
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WEBER SHANDWICK

Advocacy starts here.

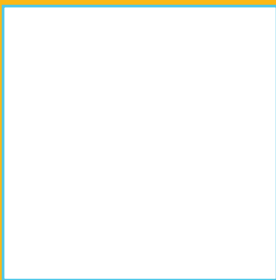
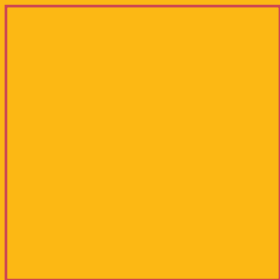
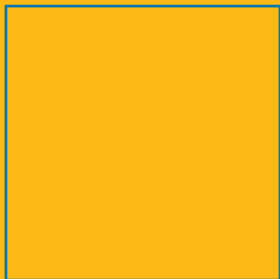
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- 01** Introduction
 - 02** A Brief History of Badvocracy
 - 03** The Power of Badvocracy
 - 04** Deflating Badvocracy






**INTRO
DUCTION**

TODAY'S
WORLD IS
FILLED WITH
ADVOCATES...





...people who talk or act on behalf of companies, organizations, issues, brands, causes and products.

Sometimes quietly and sometimes loudly.

They do it among friends and families.


They do it at work.

They do it in chat rooms and on blogs.

They do it in their communities.


Some have broad-reaching platforms;
some are reaching just their own circle of friends.

And some Advocates are simply **BADVOCATES**—
people who passionately criticize or detract from companies,
brands or products in all the above ways.




The Good Book of Badvocracy is a brief compilation of what we at Weber Shandwick have learned about **BADVOCACY**.

We firmly believe that companies and organizations should be sharply attuned to their **BADVOCATES** who are enthusiasts driven to influence others.



The purpose of The Good Book is to provide background and context on **BADVOCACY**. By calling attention to this new and spreading phenomenon, we want to help readers looking for guidance on protecting their good names from **BADVOCATES**.







**A BRIEF
HISTORY OF
BADVOCACY**

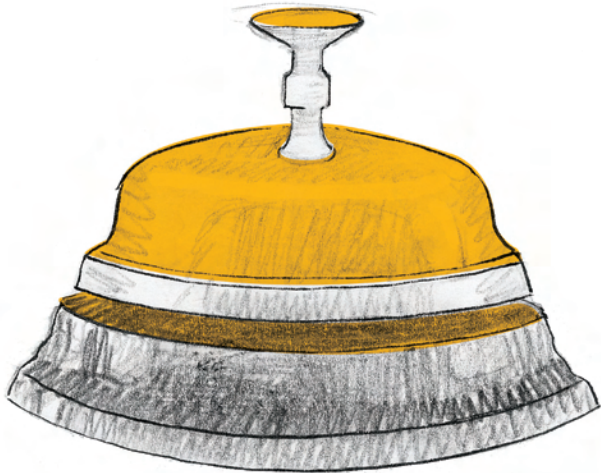
NOT SO

LONG AGO...

...people had limited power to make their unhappiness with a company, product or service known.

Nor did they have many options for evaluating the reputation of a company, product or service before making a purchase.


People became easily frustrated and often felt they had no recourse when products or services disappointed them. Their voices often went unheard.



Ring for Customer Service

THEN...

Average Customer Review

 (60 customer reviews)

Share your thoughts with other customers

...the Internet came along and
CHANGED EVERYTHING.

In the beginning, people went to Web sites to research products, services and organizations.

In time, Web sites evolved to allow visitors to rate products and services they bought and used. Customers could now scan the Internet to find the best prices.

**PEOPLE SOON
REALIZED THEY
HAD INFLUENCE
LIKE NEVER
BEFORE.**

Source: Weber Shandwick's *The New Wave of Advocacy™*
study conducted with KRC Research

CONSUMERS' NEWLY FOUND VOICES

helped accelerate the use of online social media, where they could, with enormous detail and emotion, describe their positive and negative experiences and opinions while reaching mass audiences worldwide.

People could act on their strongest beliefs and join others with similar convictions.

Unprecedented power had been put into the hands of the consumer and the world was forever changed.

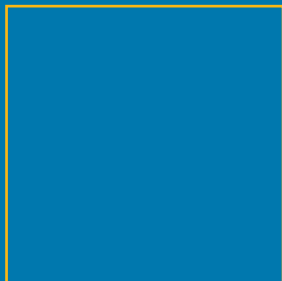
**BOTH ADVOCATES
& BADVOCATES
WERE UNLEASHED.**



Give us your feedback







THE POWER
OF BAD
VOCACY

WE DEFINE BADVOCATES as people who stand on a virtual soapbox to criticize or detract from companies, brands or products. They represent a considerable segment of the global online adult population (20 percent).

They are passionate enough to share opinions.

Their influence reaches far and wide...on average, they tell 14 other people about a bad experience.

Source: Weber Shandwick's *The New Wave of Advocacy*TM study conducted with KRC Research



BADVOCACY COMES IN MANY FORMS



...from personal conversations to petitions to rallies

...from old fashioned boycotts to blogs

...from calling in to radio shows to creating podcasts

...from wearing a T-shirt denouncing a company
to discontinuing loyalty to a brand.

Just as Advocates
find each other easily
and quickly online,

BADVOCACY is now
fueled by this new
technology.



“The pitchforks and axe-handles of the day are BlackBerries and iPhones.”

— Advertising Age, March 18, 2008

*"It's not the actual complaints,
comments or blog posts that hurt
the most. It's the lingering Google
search results that represent real
death by a thousand cuts."*

— canada.com, February 7, 2008

BADVOCACY HAS STAYING POWER

**BADVOCATES
ARE OFTEN
FEARED**

Nearly four in 10 global executives fear that a dissatisfied customer or critic will launch an online campaign against their company.

Source: Weber Shandwick's *Risky Business: Reputations Online™* study conducted with the Economist Intelligence Unit, 2009

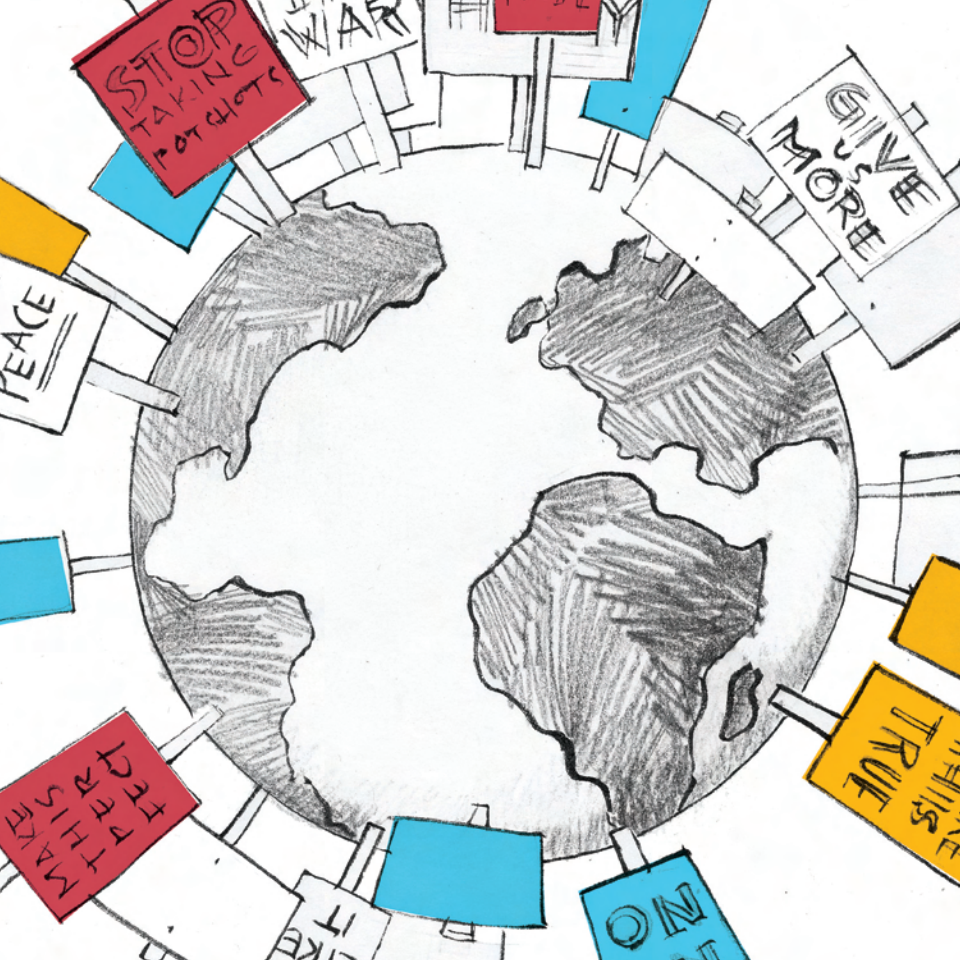
"Armed with little more than a Web connection and a keyboard, these detractors can do everything from irritate, via a scathing review, to causing serious business problems by using message boards to reveal company secrets or spread rumors of unethical behavior."

— *The New York Times*, October 4, 2007

**SOME BADVOCATES
CAUSE CONSIDERABLE
MATERIAL HARM
TO A COMPANY'S
REPUTATION AND
BOTTOM LINE.**


psssssst...

**THE MOST
DANGEROUS
BADVOCATES CAN
SOMETIMES BE
YOUR EMPLOYEES.**






**BADVOCACY
AGAINST
COUNTRIES IS
INCREASING
DUE TO
GLOBALIZATION
BACKLASH.**



JERÔME KERVIEL
is a hero

It did not take long for French pundits to elevate the Société Générale trader allegedly responsible for billions of fake transactions, Jérôme Kerviel, to the status of anti-capitalist folk hero.

— *The Economist*, February 2, 2008



**SOME ENTERPRISING
BADVOCATES FIND
WAYS TO USE HUMOR
TO DRAW ATTENTION
TO TROUBLESOME
NEWS.**



WHISTLEBLOWER



REMINDER:

Badvocates can
also make a
difference for the
greater good.

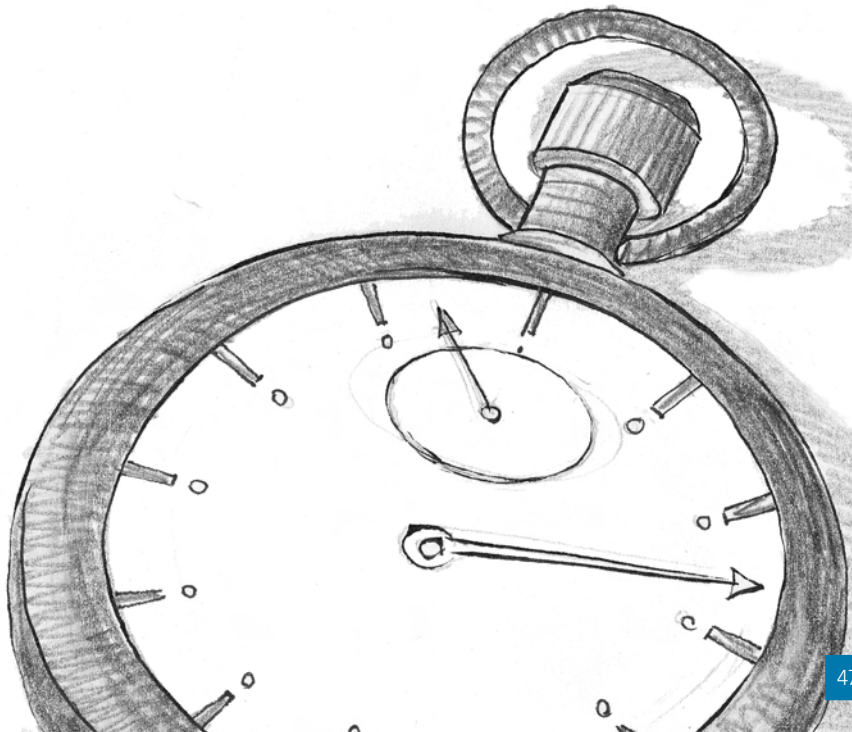
BUT COMPANIES HAVE LITTLE TIME

to waste in curbing **BADVOCACY** against their brands and products.

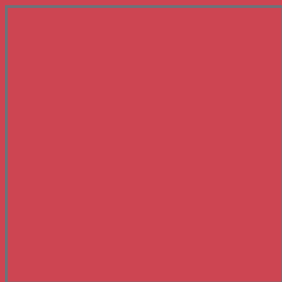
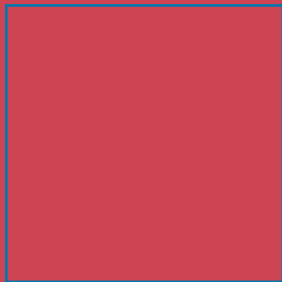
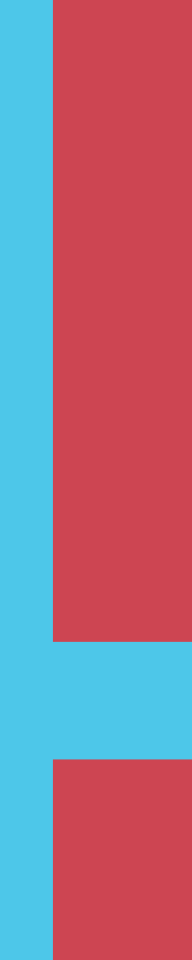
On average, nearly one out of two global adults (45 percent) take one week or less to express their dissatisfaction.

"New consumer opinion gets posted about every five seconds."

– Rob Crumpler, chief executive of BuzzLogic







**DEFLAT
ING BAD
VOCACY**

Companies now accept
the harsh reality of
BADVOCACY
and are developing
strategies to counter and
leverage it to
their advantage.

**HERE IS OUR ADVICE
ON WHAT NEEDS
TO HAPPEN.**

6 ACTIONS COMPANIES CAN TAKE NOW

BE PREPARED

DEFEND YOURSELF

EMBRACE DISSATISFACTION

APOLOGIZE

DON'T IGNORE

INOCULATE

1 BE PREPARED

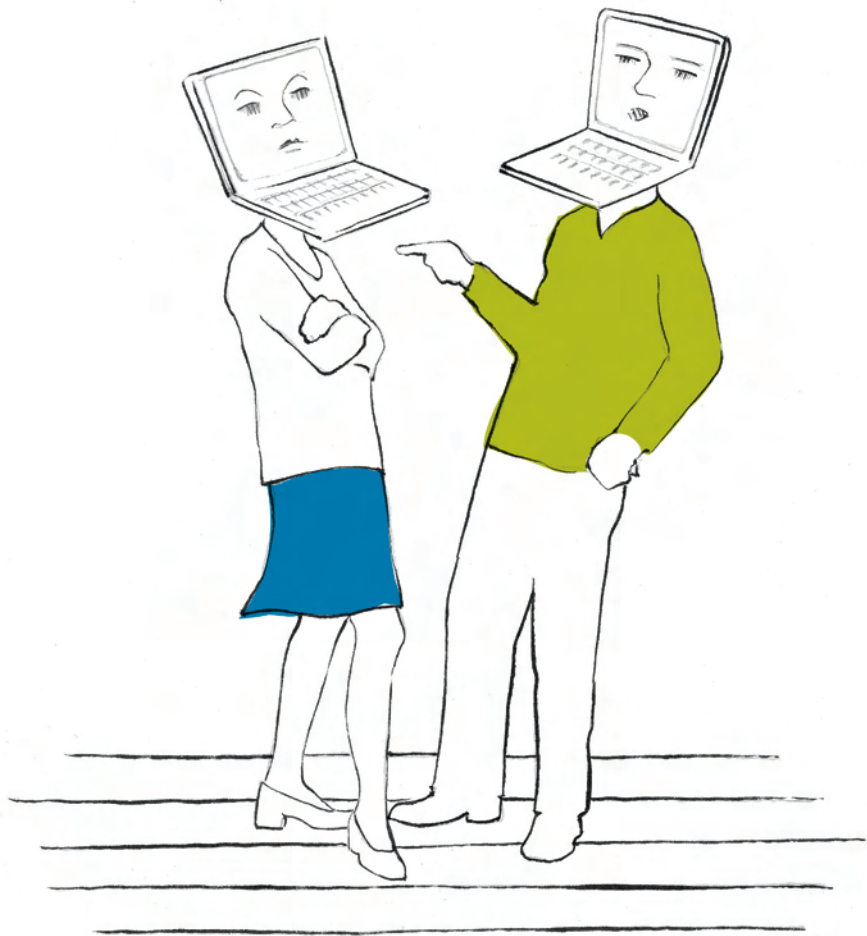
- Establish processes to minimize threats
- Monitor comments about your company
- Leverage SEO (search engine optimization)
- Establish employee guidelines for social media
- Register e-mail addresses and “gripe” domain names
- Trademark your company name

**DON'T WAIT AROUND
FOR BADVOCACY TO
STRIKE YOUR COMPANY,
ORGANIZATION OR
BRAND.**

2 DEFEND YOURSELF

Stand up to **BADVOCATES**, but do it in a well-planned and non-combative or threatening manner.

- Hire reputation managers
- Respond rapidly
- Disclose communications with Badvocates
- Make the facts available
- Address myths head-on
- Enlist your fans



3 EMBRACE DISSATISFACTION



Open your virtual doors to the public, allowing **BADVOCATES** to comment directly.

- Invite transparent dialogue
- Ask Badvocates to “step outside” – host face-to-face events with senior executives
- Ask for ideas
- Solve problems together
- Respond thoughtfully

4 APOLOGIZE

- Admit when you're wrong, hard as it is
- Don't email or comment on a negative blog posting, pick up the phone
- Establish an advisory council of Badvocates

**IF WARRANTED,
APOLOGIZE DIRECTLY
TO BADVOCATES
AND SEEK A MUTUAL
SOLUTION.**

5 Don't IGNORE

Ignore **BADVOCATES** at your own peril.

Unacceptable excuses...

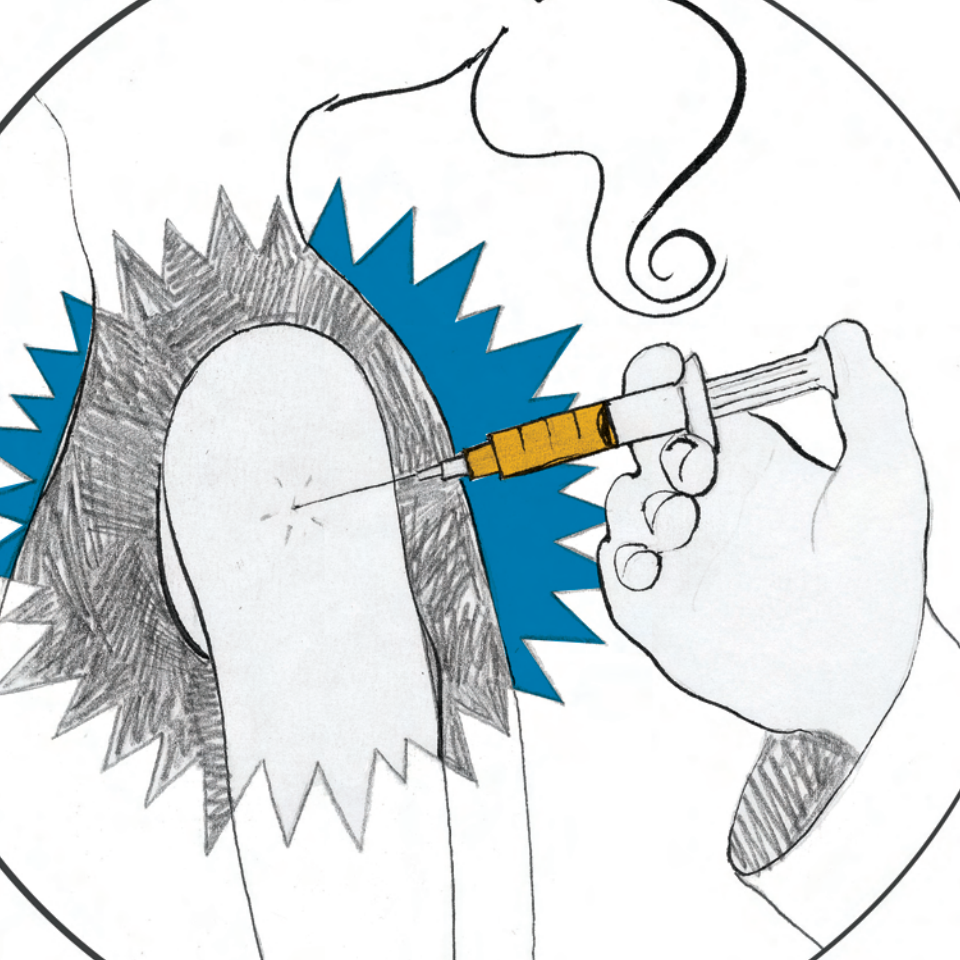
*"We didn't know about
the criticism"*

"They'll go away eventually"

"They just want publicity"

"We don't respond to bloggers"





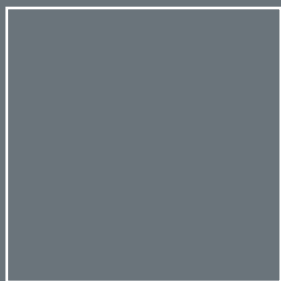
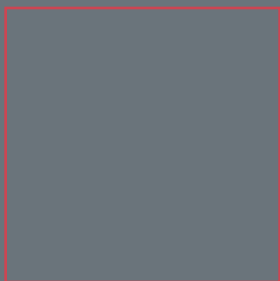
Ensuring a loyal fan base helps protect your company from **BADVOCACY**.

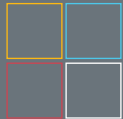
- Identify your Advocates
- Recruit your Advocates
- Reward your Advocates



For more info on Badvocacy,
or any of Weber Shandwick's Advocacy services,
please contact :

goodbookinfo@webershandwick.com





WEBER SHANDWICK

Advocacy starts here.