

BP Oil Spill

BP's RESPONSE TO THE GULF OF MEXICO OIL SPILL A CRISIS COMMUNICATIONS CASE STUDY



BP's track record of CSR

2005 Gasoline
filled tower at
BP's Texas
City refinery
exploded

2010 ผู้ถือ
หุ้นส่วนหนึ่ง
เรียกร้องให้
รับผิดชอบต่อ
ผลกระทบ
สิ่งแวดล้อม

2010 BP Oil
Spill

2006 in Alaska
4,800 barrels
of oil leaked
from a pipeline

2008 แพคเกจ
การปนเปื้อน
MTBE ในน้ำใต้
ดิน

กรกฎาคม 2010
BP ลงทุนด้วย
งบประมาณ 200
ล้านเหรียญสหรัฐ
ว่าจ้าง Ogilvy &
Mather เพื่อการ
Rebranding



formerly, **British Petroleum**

22,400 service stations worldwide

rebranded to **beyond petroleum** in 2000

operates in **6** continents and over **80** countries

headquarters located in **London, United Kingdom**

largest division is **BP America**, located in **Houston, Texas**

produces around **3.8 million barrels of oil equivalent** per day

engages in **exploration and production, refining, distribution and
marketing, petrochemicals, power generation and trading**

is the **third-largest energy company** measured by revenues \$308.9 billion in 2010

exploration of alternative energy activities include **biofuels, hydro, nuclear, natural
gas, coal and solar.**

was the first oil company to acknowledge that **carbon dioxide emissions contributed
to the warming of the atmosphere**

SITUATION ANALYSIS

THE SPILL

At 9:45 pm CDT on April 20, 2010, a deadly mixture of natural gas, mud, oil and concrete exploded up from approximately 5,000 feet below sea level onto the deck of the Transocean Deepwater Horizon oil rig stationed in the Gulf of Mexico.

The initial explosion killed 11 platform workers and injured 17 others. The fire burned for a total of 36 hours before the oil rig sank into the ocean on April 22.

Due to a malfunction with the blowout preventer's emergency function, the well was unable to be sealed allowing 5,000 barrels of crude oil to pollute the Gulf of Mexico each day.



The disaster was quickly declared the largest oil spill in United States history. Not only was the ocean surface glazed with an oily sheen, the impact on the marine ecosystems below the surface and on shore was devastating. Additionally, the livelihoods of residents living in the Gulf States of Louisiana, Mississippi, Alabama and Florida were put in danger.

หนึ่งใน+ปมของปัญหา

BP'CEO

แสดงความ

รับผิดชอบผ่าน

สื่อมวลชน ใน

วันที่ 3 พฤษภาคม

2010 หลังจากที่เกิด

ระเบิด

เกิดขึ้นเมื่อ 20

เมษายน 2010

ล่าช้าจากเหตุ

ไป 2 สัปดาห์

TONY HAYWARD, CEO

Tony Hayward had a number of factors working against him. First and foremost, he was grossly unprepared to deal with an accident of this magnitude. Early on, his series of unfortunate gaffes severely hurt BP's image and credibility for the remainder of the summer.

"Well, it wasn't our accident, but we are absolutely responsible for the oil, for cleaning it up."

-May 3, 2010



"The Gulf of Mexico is a very big ocean. The amount of volume of oil and dispersant we are putting into it is tiny in relation to the total water volume." May 14, 2010

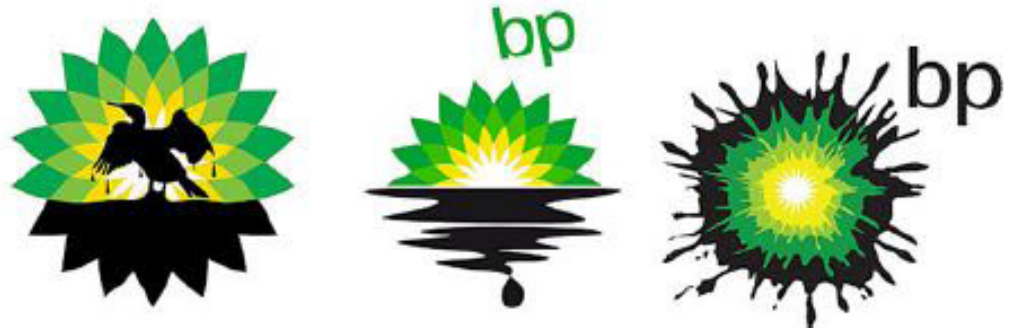
"The environmental impact of this disaster is likely to have been very, very modest." May 18, 2010

"I'm sorry — we're sorry — for the massive disruption this has caused their lives. And there's no one who wants this over more than I do. You know, *I want my life back.*" - May 30, 2010

เสียงสะท้อนกลับ – Social Movements

Greenpeace Campaign to rebrand BP

The well-known environmental advocacy group, Greenpeace, developed their own interactive campaign to encourage the public to help rebrand BP.



According to the campaign, “BP’s slick green logo doesn’t suit a company that wants to invest in tar sands, the dirtiest oil there currently is.”

Beginning on May 20, 2010, the public was able to submit their own design to a flickr album full of green and yellow logos accented with black skulls and oil-covered animals. Approximately 2,000 images were submitted to the rebrand BP flickr album and many of the best images still emerge on a Google image search of BP.

ปฏิกิริยาจาก
กรีนพีซ
20 พฤษภาคม 2010

BP Spills Coffee YouTube Video

"Don't worry about it. It's a small spill on a very large table."

A viral sensation during the summer of 2010, the BP Spills Coffee YouTube Video by Upright Citizens Brigade Comedy made light of an otherwise dark environmental disaster. The parody boasts 12,046,674 views and caused the site to crash at one point during the summer due to its overwhelming popularity.

Culture Jamming

In YouTube
& Facebook
โดยมีคนเข้าไป
ชมในช่วงที่มี
การเผยแพร่
ข้อมูลมากถึง
12 ล้าน views



Others:

Live Oil Spill Feed

Deepwater Horizon Response.com

Google creates Crisis Response Page for the Gulf of Mexico Oil Spill

Watchdog boycott BP stations

Anti-BP Facebook groups

Alabama musician, Brent Burns writes a song to BP

BP's CEO Changing

20 กรกฎาคม 2010
หลังจากเกิด
เหตุการณ์ผ่านพ้น
ไปครบ 3 เดือน

Tony Hayward **Former Group Chief Executive**

Tony Hayward joined BP in 1982 and in 1995, he became president of the BP group in Venezuela.

He succeeded Lord Browne as group chief executive in May 2007. BP announced on 27 July 2010 that Hayward would be replaced by Bob Dudley as the company's chief executive effective as of 1 October 2010



Robert Dudley, Current Group Chief Executive



Robert Dudley became Group Chief Executive of BP on October 1, 2010 in the wake of the oil spill in the Gulf.

Between June 23 and September 30 2010 he served as the President and CEO of BP's Gulf Coast Restoration Organization in the United States before succeeding Tony Hayward as Group Chief Executive of BP.

COMMUNICATIONS PLAN

GOAL

To kill the well, clean up the oil in the shortest amount time and most effective way possible; and to restore the environment, the local economies and the company's image.

OBJECTIVES

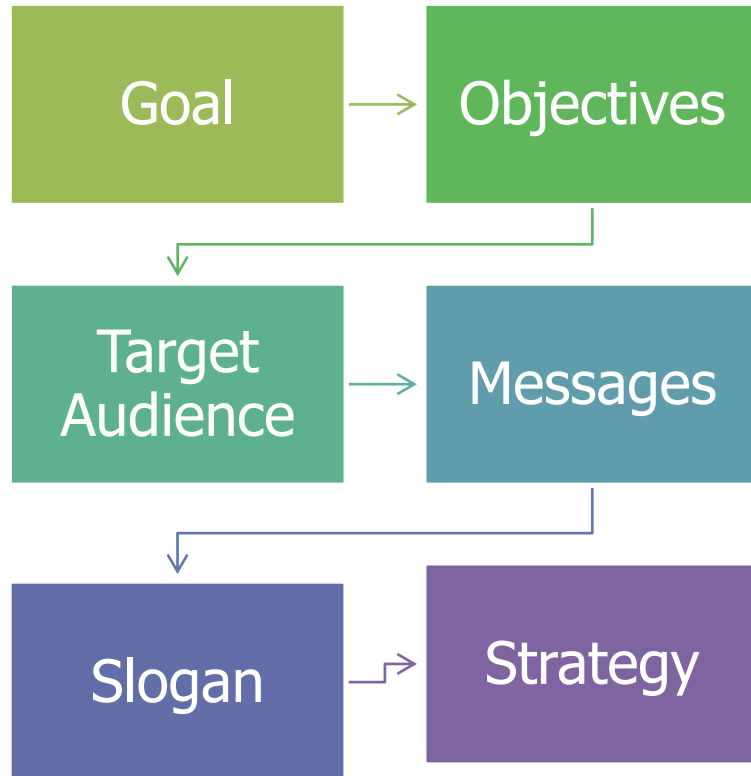
Knowledge: To have the public know that BP acknowledged it was accountable for the disaster, was deeply concerned about the harm it caused and had a plan for what to do to fix the environment and local economies effected.

Predisposition: To allow people to see and hear that BP understands the magnitude of the oil spill, and the effect it's having on people's lives, livelihood and the environment.

Behavior: To fix the damage that has been cause ecologically and economically.



Communication Plan



SLOGAN

"We will get this done. We will make this right."



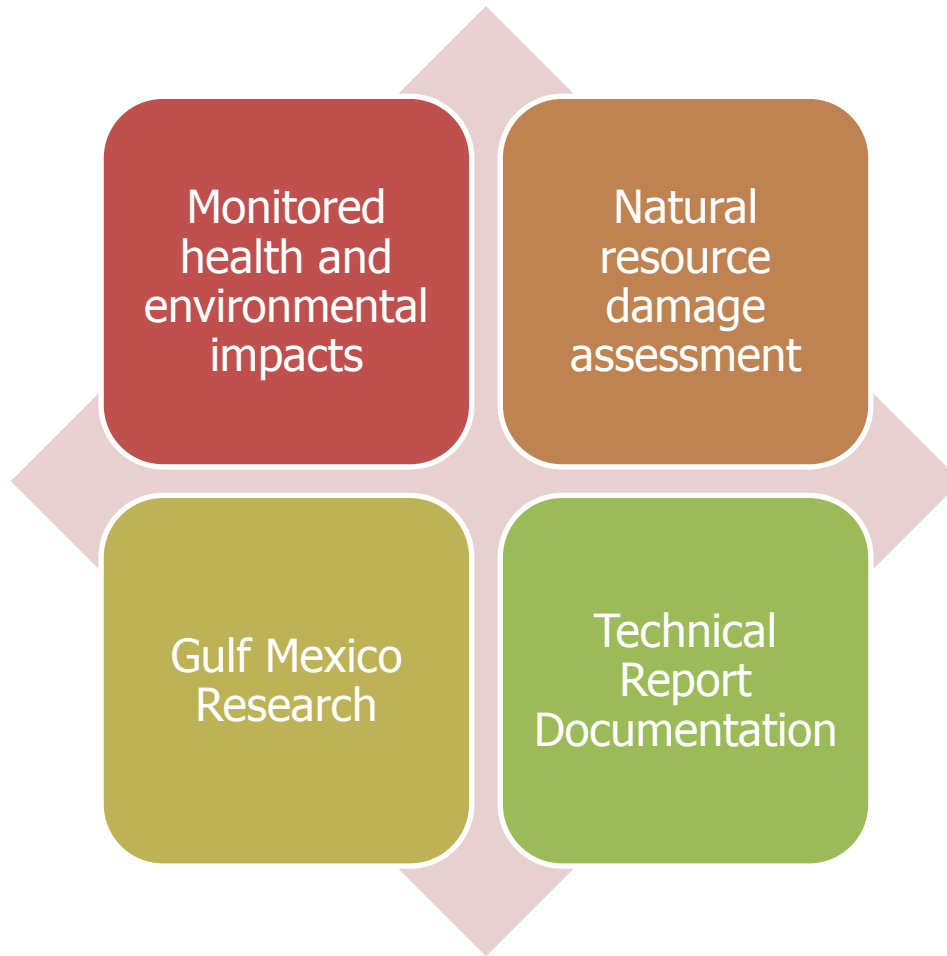
Communication Plan

Goal	To kill the well	เลิกที่จะทำงานแบบสบายๆ คิด+ทำตามแบบปกติ / จัดการคราบน้ำมันโดยเร็วที่สุดโดยวิธีการที่มีประสิทธิภาพสูงสุดเท่าที่จะเป็นไปได้ และเร่งคืนสภาพแวดล้อม คืนสภาพเศรษฐกิจท้องถิ่น และคืนสภาพของภาพลักษณ์องค์กร
Objectives	Knowledge	ให้สาธารณะรับรู้ BP ยินดีที่จะรับผิดชอบในความเสียหาย
	Predisposition	ให้สาธารณะได้เห็นและได้ยินว่า BP ตระหนักในความสำคัญของ the oil spill + ผลที่เกิดขึ้นกับชีวิต/ชุมชนและสิ่งแวดล้อม
	Behavior	รวมความเสียหายที่เกิดขึ้นทั้งด้านระบบนิเวศน์และเศรษฐกิจ (ecology + economy)

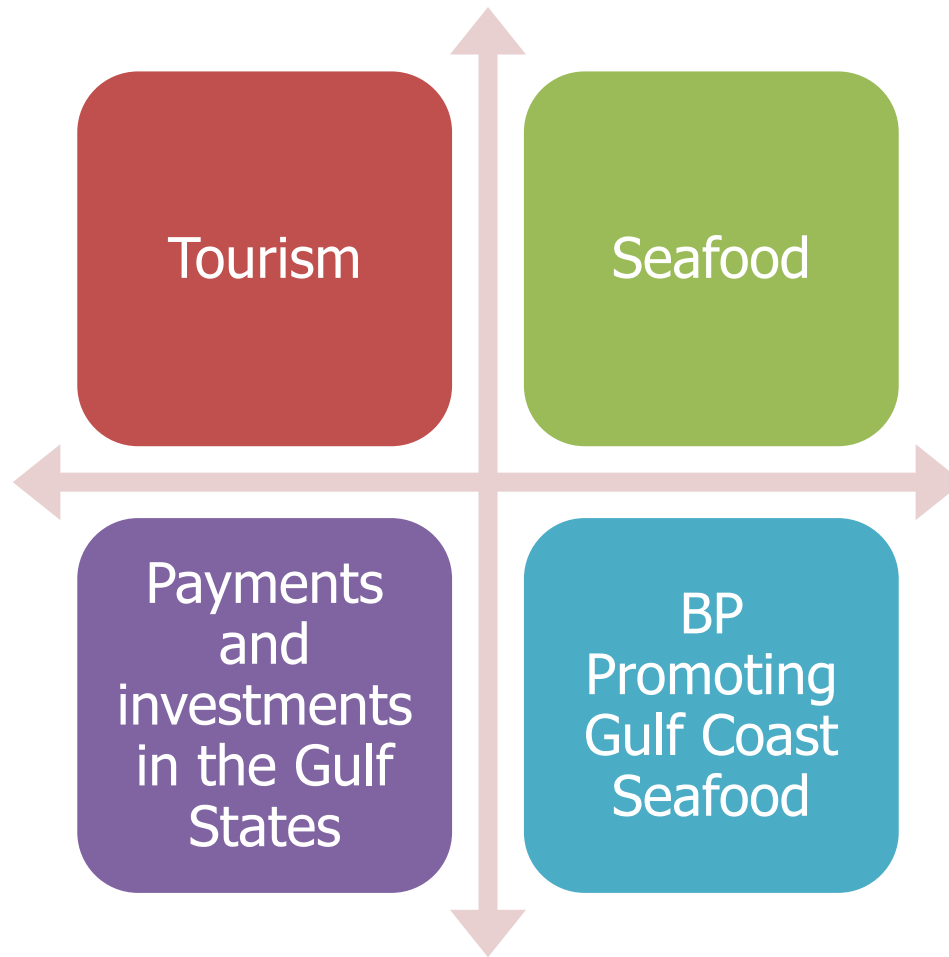
Communication Plan

Target Audience	Primary	พื้นที่ที่รวมอยู่ในความเสียหายในอ่าวเม็กซิโกนี้ เป็นผู้อยู่อาศัยในรัฐหลุยเซียน่า / มิสซิสซิปปี/อลาบามาและฟลอริดา เป็นเจ้าของธุรกิจ เป็นชาวประมง เป็นผู้หญิง เป็นชุมชนชนที่อยู่อาศัยมานาน ทั้งการดำรงอยู่แบบสัมพันธ์ทั้งทางตรงทางอ้อมกับอ่าวเม็กซิโก	
	Secondary	ประชาชนชาวอเมริกัน และผู้ถือหุ้นของ BP	
Message		BP accepts full responsibility for the oil spill in the Gulf of Mexico	
Strategy	Restoring the environment	Restoring the Economies	Restoring the Company's name

Restoring the environment



Restoring the economics



Restoring the company's image

Purple
Strategies สื่อสารองค์กร

Anne
Womack -
Kolton

งานสื่อโทรทัศน์ +
ต่างประเทศ (CNN)

The
Brunswick
Group

ทีมกลยุทธ์ +
ลีดเดอร์

The
Feehery
Group

ดูแลสื่อมวลชน

Ogilvy &
Mather

แคมเปญ + social
media



Website & Social Media

Branded YouTube Channel

The channel features the Gulf stories, restoring the environment, restoring the and BP priorities. The branded YouTube channel was launched almost a month after the explosion on May 18, 2010 and cost BP about \$250,000 to create. To date, the videos have been accessed by more than 16 million viewers, including 10 million viewers on their website. Shows both viral and television ads that explain what BP measures BP took to solve the problem. They tend to showcase CEO, Tony Hayward, as both narrator and face of the company, telling viewers the message, “to those affected and their families, I’m deeply sorry,” and that “we will get this done. We will make this right.”



Gulf of Mexico Restoration Page



Both a communications and management tactic, BP created an interactive section of their website dedicated to the spill. It is a comprehensive section, complete with photos, videos, and colorful maps that track details of the cleanup. It is an aesthetically pleasing portal for everything BP Oil Spill related such as, community outreach, news, state updates, tourism, seafood, claims and partners. There is a sub-page for each state affected, highlighting developments from each region.

News from the gulf: www.alabamagulfresponse.com

Website & Social Media

SOCIAL MEDIA

Twitter: @BP_America. The Official account of BP America to stay current on BP's commitment to the Gulf and its work towards secure, affordable energy while addressing climate change.

Facebook page: Updates from the Gulf

Although not active anymore, it served to give quick updates on the oil spill cleanup and response.

Facebook page: BP America- Voices from the Gulf

Still active, it is a promotional page that features activities featured in the Gulf of Mexico ranging from suggested restaurants, vacation spots, and real stories from the Gulf Coast natives.

Flickr page: Bp America Photostream.

This page features BP photos covering several subjects: the cleanup, community outreach, claims, health and safety, wildlife, beaches, and BP altered images.

Purchasing search engine terms

BP bought key words related to the oil spill including: oil spill, gulf spill, oil disaster. The company is paid as much as 10K per day to maintain its listing as no.1 on search results page.



ความพยายามของ BP- ที่จะสร้างการกระจาย+เข้าถึง

Twitter

Media Tools

THE PUBLIC RESPONSE

In response to BP's initial communications and management efforts, the public developed a myriad of creative tactics of their own. Some of the most notable received significant national media coverage and widespread viral notoriety. The "groundswell" of public discontent with BP took shape in many forms and certainly impacted the strategic tactics that BP later enacted.

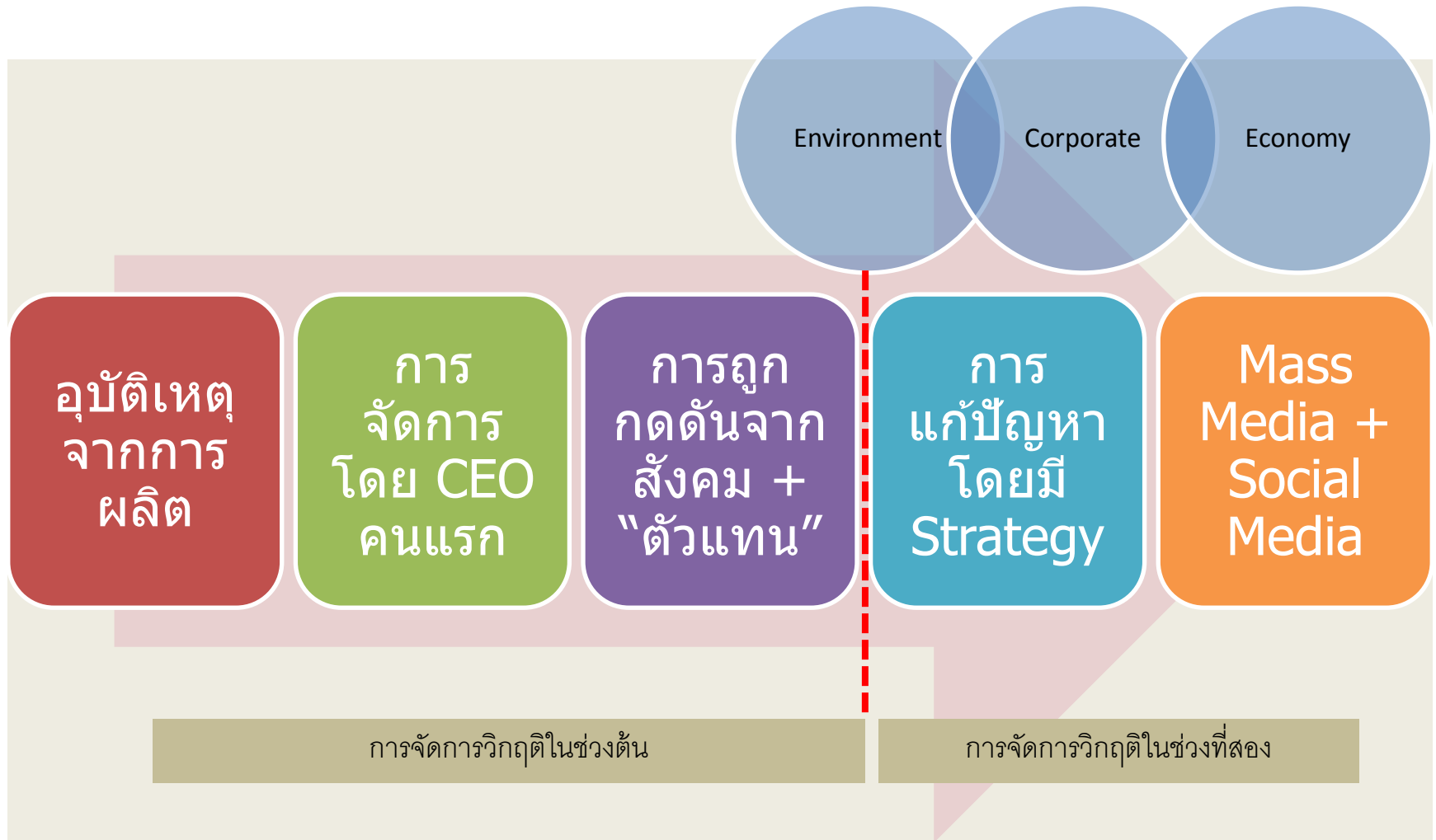
@BPGlobalPR

While BP's real twitter account, @BP_America, attempted to relay information regarding the company's response, @BPGlobalPR was stealing the show. ABC reported, "In one week, the fake twitter account boasted more than 20,000 followers, while the real BP account had approximately 4,700." The Wallstreet journal characterized the tweets as "dark humor" and reported that some of the followers believed the twitter account to be real.

Although twitter does have a safeguard against fake accounts, BP's real account was not verified, which prevented any significant action against the imposters. In an interview with the LA times, the fake BP PR professional said, **"BP is doing everything we can to save our reputation and hopefully salvage some oil out of all this. We're making a ton of shirts and commercials about how we care, and I cleaned an ugly bird yesterday."**



Conclusion



Thank you for your attention