



Crisis Management and Communications Plan

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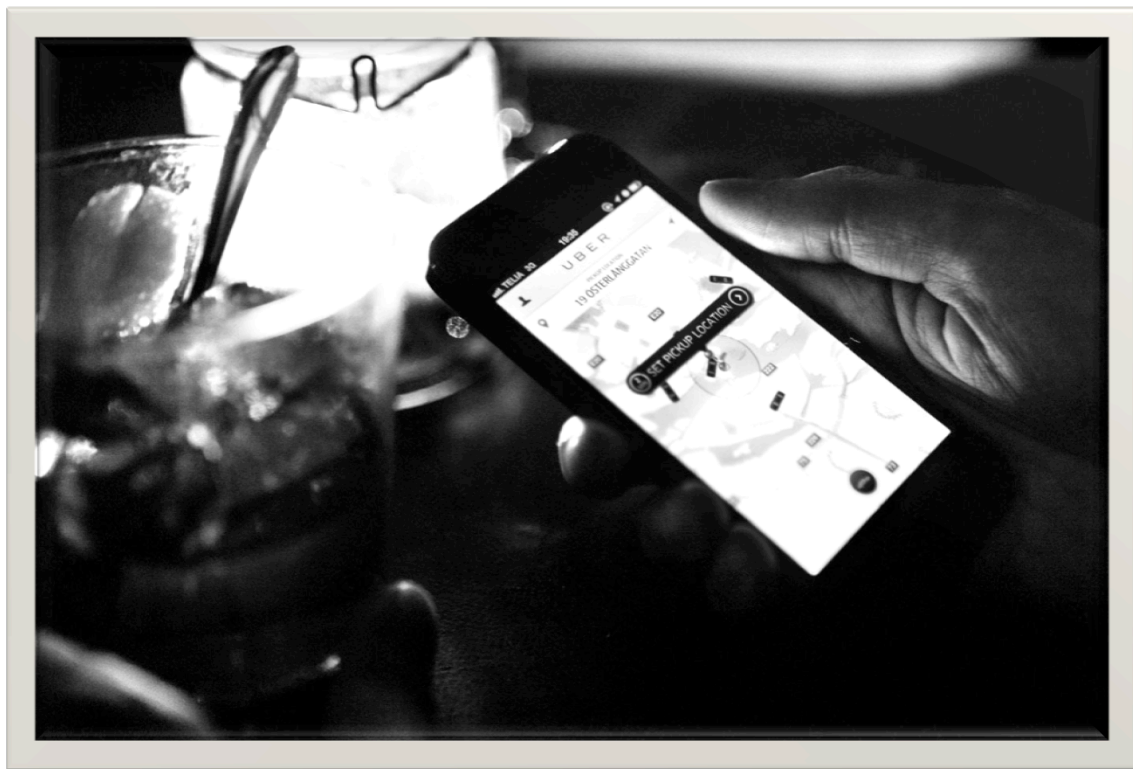


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Uber Crisis Management and Communication Plan

Purpose

Uber's crisis management and communication plan (referred as "the Manual") defines the crisis team, its roles and responsibilities, and details the guidelines to follow in the event of a crisis.

This plan was developed to respond to Uber's price surge during the Sydney Hostage Crisis on Dec 15, 2014. The news of this surge bears public resentment and tarnished much of Uber's already tainted reputation.

External communications with outside parties must be handled with utmost prudence in the event of this controversial issue.

Our primary goal is to establish a guide to follow when dealing with any situation that may adversely impact Uber's operations and financial stability. This plan serves as a reference on how to handle public responses quickly and effectively so we maintain consistency across all outgoing correspondence. It will aid in crisis assessment and decision making for response methods. The plan will be an aid to a Crisis Response Training program.

Plan Objectives

1. To provide appropriate, adequate and prompt responses to any crisis
2. To minimize organizational costs and impact on profitability and operations in the event of a crisis
3. To have all resources well prepared and ready to roll in the event of an emergency or crises
4. To assess and determine if a communications response is necessary for any incident
5. To address issues in a quick and factual manner through multiple channels of communication (news press off-site at media center, phone interviews, website, social media/blogs, TV, radio etc)
6. To create and maintain an esteemed public perception on Uber's safety practices so that we stay top of customer's minds when they think of hailing a cab.
7. To provide consistency to outgoing messages and ensure business continuity after the crises
8. To allow for continuous operational improvement through our audit, training programs, communications and evaluation processes from analysis and provided feedback post-crisis.

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References used in developing this plan:

<http://emergency.duke.edu/plan/>

<http://www.orau.gov/cdcynergy/erc/content/activeinformation/resources/CrisisCommunicationPlanTemplate.pdf>

<http://www.nma.org/index.php/safety-publications/safety-crisis-communication-template>

9. To serve as a crisis training guide for Uber's spokesperson, leadership team, and all in office and field staff so we know what communications actions to take in the wake of a crisis.
10. To have a solid action plan that successfully manages crisis while generating goodwill and securing customer loyalty (corp social responsibility - finding a way to give back)
11. To strategically generate good publicity despite the crisis.

Uber Crisis Committee

Upon notification of the incident internally or externally through whatever medium it comes from, the crisis committee will convene immediately to assess the severity of the crisis and determine the appropriate response. The team members will prepare a communications strategy to execute either immediately or within 24 hours. Plans and strategies can be adjusted accordingly given the nature of the crisis and the availability of team members respective to their schedules.

Recently Uber has been vulnerable to media chastise concerning our safety, advertising and promotions, and our relations to the public press and government regulations. Our goal is to keep thriving as the alternative taxi providers to all communities we serve throughout many cities in many countries and to do so without disruption. We owe this to our customers and must assure that in the event of controversy or crisis, we must immediately restore order, regain consumer confidence and alleviate rumors and gossip.

The **crisis committee** will consist of the following:

- CEO/President (Chair)
- COO
- Director of Public Relations and Marketing (Co-Chair)
- HR Director
- VP, Sales
- VP, Investor Relations
- VP, Finance
- Executive Assistant to CEO and COO (Secretary)
- Legal Counsel (as needed)

Other team members will be added as necessary. Outside resources and third parties will join to fill gaps in the team if needed and where appropriate. The Crisis team will have their own group email for internal communications. Meeting Calendar invites will be sent through MS Outlook. Our CEO will chair the meetings and in their absence, the meeting will be co-chaired by the Director of PR and Marketing. All notes will be taken by the Secretary during the meeting and all internal/external correspondence will channel through the Director of PR and Marketing before press released to the public.

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Committee Member Responsibilities

The Crisis Committee roles and duties are as follows but not limited to:

Role/ Responsibility	Primary Name/Title	Alternate Name/Title
<u>Crisis Communications PR Director</u> <ul style="list-style-type: none">• Coordinates Uber communication response• Works with Media and other third parties involved• Second designated spokesperson to represent Uber at press conferences, any type of media relations activity and third party liaison.• Oversees message development and coordinates strategy with Crisis Leadership Team CEO and other departments where necessary• Approves messages before release• Arranges scheduled and emergency team meetings, works with senior advisors and Secretary to CEO• Ensures required resources are available for other team members and staff to handle crisis response effectively• Fulfills all the Crisis Response duties and responsibilities of the CEO in his/her absence.• Monitors Web site comments and provides updates on blogs and social media.• Coordinates communication with VIPs – mayor, state legislators, regulatory agencies, other notable business persons and celebrities• Oversees logistics for VIP visits• Will update all Pre-prepped statements, press releases, memos, canned statements and response templates on an ongoing basis and provide updates to Secretary to add to the Master document.• Partner and work directly with non profit orgs, colleges, Universities and media organizations on corporate socially responsible initiatives.		

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Role/ Responsibility	Primary Name/Title	Alternate Name/Title
<u>Secretary</u> <ul style="list-style-type: none"> Assists the PR Director and CEO in prioritizing duties and handling inquiries. Works in close liaison with the spokesperson to ensure message accuracy. Assists with media relations. The secretary will maintain and update the Crisis Management Manual and all materials herein. 		
<u>HR Director (only act as Senior Advisor where warranted for this case)</u> <ul style="list-style-type: none"> Establishes, coordinates and initiates contact with family members to notify with updates and information as information becomes available. Coordinates benefits, insurance and other special interest groups to assist in family needs. Liaison to Crisis team members and spokesperson about family concerns, etc. Conduct Crisis Response and Communications training sessions to all Uber internal stakeholders. 		
<u>COO</u> <ul style="list-style-type: none"> Is the communication liaison between operations and internal Uber stakeholders. Trains and updates all team leaders, supervisors on new developments so they in turn may conduct crisis response training to Uber drivers/field staff and their employees. Dedicated to linking operational response to communications response. Drive for minimal to no operational impact during the crisis. Keep Leadership Crisis team posted on any new developments that could potentially impact Uber Operations. 		
<u>CEO</u> <ul style="list-style-type: none"> Designated company spokesperson in dealing with matters related to the media and government. Serves as lead representative at public events and in controversial situations. Makes decisions that mitigates any potential impact to Uber's profitability, reputation and operations. 		
<u>Legal Counsel/Advisor</u> <ul style="list-style-type: none"> Legal advice on communications strategies. Legal advice on messaging to victim(s), family members, media, etc. Approves messages before release. 		

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Role/ Responsibility	Primary Name/Title	Alternate Name/Title
<u>Sr. Advisors (as needed)</u> <ul style="list-style-type: none">• VP, Finance may be called upon to assess financial impact from the crisis• VP, Investor Relations may be called upon to advise communications to Investors, shareholders and assess impact to stock market pricing.• VP, Sales may be called to assess what impact crisis might have on sales operations and determine course of communication response from Uber's field sales staff.• CTO may be called upon to determine disaster recover solutions and what impact crisis may have on operations from a technical standpoint.• HR Director (only where employee relations matters are concerned)		

The manual will be used as a guide for Uber's spokespersons, leadership team, in office and field staff. The manual will be made available for review and pdf download on Uber's Intranet as well as through email distribution.

In addition to the above listed duties:

- Training and rehearsal opportunities will be provided to Uber's spokespersons on how to handle tough interview questions when dealing with the media.
- Committee members shall meet at a designated time and date twice monthly and as needed to address ongoing issues.

Location of Committee Meeting

In wake of a crisis, the crisis communications team members will convene in the main boardroom of the office to begin strategic implementation of the crisis audit and tactical response plan.

The room is large enough to fit up to 40 people and conferencing PBX and audio visual equipment is available and easy to set up. F&B provided during the meetings of course. Hah!

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An off-site media center located at Town Hall, 1111 Main St. may be reserved for Uber representatives and spokesperson to meet with the public press for open discussion and addressing the crisis as quickly and as accurately as possible. All interviews will be conducted only with designated primary spokesperson of the company, back-up spokesperson or the PR Director. Site hours of operation should be determined and communicated during public address, press releases issued and messaged across all social channels and website.

Response

The Response timelines and procedures are divided into three sections:

1. Immediate Response within the first 8 hours
2. Secondary Response within the first 48 hours
3. Follow up and Ongoing

Immediate Response - within first 8 hours

Upon hearing of the crisis, any or all members of the Crisis Team must be notified. The Crisis team will convene to verify and assess the crisis situation. The assessment will include answering the following questions:

- WHAT, WHEN, WHO, HOW and WHAT?
- Do we have all facts possible?
- What other information is missing?
- Is the situation confirmed and coming from several credible sources?
- Who will be the primary spokesperson to address the media? Will a public response be necessary for this scenario?
- Are all key stakeholders and audiences identified?

In this Sydney Hostage scenario, the news became widespread through social media and through regular TV news stations since the hostage standoff was classified as Breaking News. The initial media statement crafted as a public release statement was as follows:

“At approximately 9:44 am today, a terrorist has taken hostages at the Lindt Chocolate Cafe at Martin Place in Sydney, Australia. At this time people within the vicinity of Martin Place are encouraged to exit to safer non-affected areas and are reportedly using Uber drivers. We've received numerous complaints from our passengers of the price surge during this time frame.

We are in the process of investigation and further information will be provided once we are able to verify the facts. Uber wishes to express their deepest sympathies to the victims of this crime and pray for their safe return to their families. For further updates, a press conference will be held tomorrow at the main Townhall boardroom at 9am PST.

We will continue doing everything we can to assist those who need to leave the area to safety. Thank you”

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Secondary - first 48 hours

After the quick initial meeting to discuss and identify issues, a further investigation will be conducted by a third party media relations firm while the crisis team continues strategically implementing the crisis audit and issues manual. At this point, specific and factual information has been identified.

Key Audiences

Uber's external audiences include its customers (riders/passengers), potential customers, suppliers, employees and families, potential employees/new hires, news media, community neighborhoods in which Uber serves, Company stakeholders - its executive team, management team, board of directors, shareholders, investors, unions; regulatory agencies, federal and state government officials, and competitors.

Type of Audience	Method of delivery
General public, potential riders	Through all channels possible (TV, Radio, Social Media, Website, Dark Sites). Provide further reassurance that Uber will do whatever it takes to help people who need to leave the unsafe area and to remedy the situation by overriding the price surge system. The public doesn't want to be ripped off and neither do potential riders particularly not during the peak of a dangerous situation.
Employees and their families, potential new hires, Executive team	Internal memo distributed through email addressing safety concern for the drivers in the Sydney hostage area and to alleviate the

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	current public tension escalated from the price surge during a very dangerous situation where lives are at stake.
News media, investors, shareholders, regulatory agencies, government, Community	Internal memo and direct email and phone contact to PR Director to address impact if any, to financials, operations etc. Investors and shareholders may see this as a threat to Uber's stock prices. The government and community on the other hand may see Uber as an ally in this crisis scenario.
Competitors	Competitors may take advantage of the unstable and rocky image that Uber has generated for itself through the continuous PR mishaps. This is why Uber must handle each crisis promptly with due diligence, care and speed.

Communications Goal and Tactics:

Plan a response strategy for each type of audience and best method of delivery.

A script should be developed conveying important touch points:

- emphasize empathy for the hostages whose lives may be taken.
- emphasize empathy for the drivers in the area who may also be at risk.
- incorporate a socially responsibly strategy to show that Uber cares and wants to give back to the communities they serve.
- The problem was identified and a resolve is available and implemented immediately.

The primary communication goal is to convey that Uber maintains its reliability as the number 1 alternative taxi service that is low-cost, safe and accessible anywhere. Uber takes full responsibility for what has happened and that its systems and processes will submit for further review and change.

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All messages will be reviewed and approved by the PR Director, Legal Counsel, COO and CEO before public release.

Secondary Response Sample Media Statement:

“Uber has concluded the investigation and we have determined that the price surge is due to an automated program in the system that activates when there is a sudden spike in driver activity. We acknowledge that in the midst of this crisis and people desperately needing to leave the area this has caused discomfort and inconvenience to those who may be in danger and for that we take full responsibility and apologize. The system is now undergoing review and we hope to have new solution that will continue to provide great services at great prices. For now, Uber will give free rides to passengers who need to exit the area. We want everyone to be safe and want everyone to know that they can feel safe in an Uber Ride. We are at this very moment, transporting anyone who needs to leave the Martin Place area out of that zone at no cost to them. Once again we are praying for the hostages to be released and returned home to their families. If you need more information and updates please visit our website www.uber.com/martinplace where updated information will be posted and online chat representatives can answer your questions. You may also call our customer service number dedicated to this incident at 800-888-4634. Thank you.”

CEO as Spokesperson

The CEO will be the spokesperson to address this at the press conference meeting at the Main Town Hall .. The CEO is chosen as representative because they are the leader of the Uber group of companies and should address the pricing practices for Uber.

Training Program for CEO as Spokesperson

The PR Director will schedule a third party training firm to provide spokesperson training to the CEO. The training will cover speech, public speaking and presentation, reputation management, conflict management, and how to handle Q&A from the media.

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Social Media Strategy

Engage with external stakeholders through Facebook, Twitter, Youtube, Google, Yahoo and Bing. Provide links on blog and website. Continuous monitoring, engaging by responding emphatically to posts and providing reassurance.

Ongoing for Business Continuity

Uber Crisis team will continue to monitor and stay in touch with media and post updates through websites and social media. The Crisis team and internal stakeholders will continue operating on high alert while maintaining top integrity until the crisis is resolved. Uber employees will continue to be trained and instructed on how to respond to questions (what to say/what not to say) while on the job and on handling potential conflicts that may arise while at work. Business Operations will continue as normal in the midst of the crisis and as long as prevention procedures are in place, Uber can continue to ramp up marketing and recruitment efforts to increase drivers and rider usage of the app and continue its expansion into other territories.

Looking Ahead Potential Threats

Uber is in the process of addressing conflicts with regulatory agencies and government officials governing consumer data privacy and business regulations. Only the passing of time can tell if the old ways will ease up as the new take over. For now, this conflict can continue to be a barrier for entry into other cities for Uber to operate.

Follow Up:

The PR Director will work directly with the various committee members to provide thank you and acknowledgement letters and other correspondence as deemed required for purposes of controlling rumors and in seeing the crisis through to the end.

End of the Crisis and Corporate Social Responsibility strategy

The CEO will send an announcement once the crisis is ended. An Evaluation committee consisting of some of the members from the Crisis team as well as other stakeholders that are non-members of the Crisis team will form to provide feedback on the effectiveness of the Crisis teams, the communications program and suggest recommendations for future development and improvement.

The PR Director will continue to monitor media channels and solicit feedback for ongoing developments. The PR Director will also tackle joint community partnerships with non-profits, colleges, universities and corporate social responsibility initiatives such as Uber employee volunteerism day to build goodwill and gain media and business community trust within the communities we serve.

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New communications tools may be adopted during this process, updated training and new educational programs will be made available. Contact lists and procedural updates will be made to the Uber Crisis Management and Communications policies and procedures as required on an ongoing basis.

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Sample Script – Initial Media Statement

Initial Media Statement - Canned response that can be modified according to the nature of the crisis or controversy.

At approximately 9:44 am today, a terrorist has taken hostages at the Lindt Chocolate Cafe at Martin Place in Sydney, Australia. At this time people within the vicinity of Martin Place are encouraged to exit to safer non-affected areas and are reportedly using Uber drivers. We've received numerous complaints from our passengers of the price surge during this time frame. We are in the process of investigation and further information will be provided once we are able to verify the facts. Until we have additional reliable information, everyone at Uber wishes to express their deepest sympathies to the victims of this crime and pray for their safe return to their families. We will continue doing everything we can to assist those who need to leave the area and stand by our high value for Time, Value and Convenience - Better, Faster, Cheaper than a Taxi.

This is only a sample.

For additional prepared scripts and prepared statements, please contact the PR Director.