



## Case Study: Greenpeace attacks Nestle on YouTube

## 1. STATUS

Nestlé's Kit Kat was the target of an aggressive campaign initiated by Greenpeace, which became viral on YouTube and Facebook. On the 17<sup>th</sup> of March 2010 Greenpeace uploaded several videos aimed at exposing Nestlé's role in the destruction of forests and peat lands in Indonesia. Greenpeace notes that Nestle has been buying palm oil from suppliers who are expanding their plantations into rainforest areas, killing orangutans in the process. Greenpeace presents an alternative KitKat advertising campaign in which an office worker enjoys a KitKat for lunch with a twist – the sticks are actually orangutan fingers. This was meant to expose Nestlé's involvement with suppliers who harm the environment. The campaign further inspired a flood of negative interpretations of KitKat and Nestlé's logo as an attempt to create further exposure for the cause. Even after the videos were pulled down from the two social media platforms due to "copyright infringement", Greenpeace moved the videos to Vimeo. The results were striking: nearly 100 000 views in one day. The reaction of the users on Facebook was immediate. People started uploading variations of the logo, changing their avatars and posting negative comments and criticism on Nestlé's fan page.

## 2. ISSUES

The first mistake that Nestle made in an attempt to deal with this online crisis was to remove the YouTube video due to copyright infringement. This resulted in an even higher interest in the videos. The second mistake was Nestlé's decision to remove negative comments from the company's Facebook page. This enraged the masses who took to changing their avatars with the defamatory and posting even more aggressively negative comments.

Perhaps the biggest mistake Nestle admitted to was the lack of transparency. The complete silence of the company's PR team was something that made Greenpeace's movement even more persistent in their attempts to put pressure on the Nestle brand.

## 3. ACTIONS

Damages to the Nestle stock price were minimal. However, Nestle has made several environmental activism statements and sent an open letter to Greenpeace trying to find the two organizations common goal.

What would have BEYOO ONLINE done in a situation like that? That's easy. We always prepare a crisis prevention model for our clients. We design a special strategy for each one. That way we make sure that if a problem occurs, we will deal with it adequately before it turns into a crisis.

#### **4. LESSONS LEARNED**

But if theoretically a crisis occurs, we know what action to take step by step.

1. We design an action plan that needs to be strictly followed.
2. We respond. Effective communication makes the difference.
3. We investigate. We don't take our clients' reputation for granted.
4. We showcase. Transparency is a key element in successful crisis management.
5. We move on. Because a crisis has its beginning and its end.

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BEYOO ONLINE [**'bi: 'ju**]: The process of joining two or more things together to form one entity...Be yourself!