



CRISIS MANAGEMENT STRATEGY

# **Bomb Hoaxes using iPhone AirDrop**

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COM 9652: Crisis Communications

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## **Apple Introduction**

# Apple Business Summary and Model

## Summary of business

- Apple Inc., a global tech consumer products company, selling billions of products and services for over three decades.
- The company is known for its sleek product design of portable and personal devices (e.g., hardware products) and distinctive software with easy-to-use interfaces (e.g., software services).
- Additionally, Apple is celebrated for believing that privacy is a fundamental human right. All its products are designed to empower users to learn how their personal data is used and give them control over what is shared.

## Business model

- Apple has 4 product and 5 service lines as of FY22 Annual Report<sup>[1]</sup>:

### Hardware Product Lines

1. iPhone
2. iMac
3. iPad
4. Wearables, Home and Smart Accessories (e.g., Apple Watch, AirPods, HomePod)



### Software Service Lines

1. Apple Advertising (Search Ads)
2. AppleCare
3. iCloud
4. OS and Subscription Content (App Store, Apple Fitness, Apple Music)
5. Payment Services (Apple Card, Apple Pay)

# Market Size and Competitive Landscape

## Market size and position

- According to Nasdaq, Apple is the most valuable company globally across all industries<sup>[2]</sup>.
- It holds the **#1** position on the stock market with a total market value of **2.6 trillion**. Apple is the only FAANG company in the market with a value beyond the two trillion mark.

## Competitive landscape

- Per Gartner's Peer Insights<sup>[4]</sup> and AskTraders<sup>[5]</sup>, the following are Apple's closest competitors:

Competitor	Value/ Position	Top Products / Services	Competitive Advantage
Microsoft	2.1 trillion / 2nd	OS and subscription content	Popular product suites using OS and subscription content
Google	1.5 trillion / 4th	Search engine / OS content	#1 search engine and digital ads platform globally
Amazon	1.4 trillion / 5th	Online retailer / Cloud computing	Seamless customer experience across retailer platform
Samsung	327 billion / 24th	Appliances, personal devices (cellphones) , multichip processors	Manufactures its own hardware and known for leading the next-gen innovation of multichip processors
IBM	116 billion / 114th	Invented "local area networks" / AI and cloud computing	Manufactures its own hardware and has century of knowledge in technology development and sales

# Apple's Competitive Advantage and Role in Society

## Competitive Advantage

*What makes the company interesting, scary, etc.*

- **Apple has a strong identity as the company that challenges and redefines the status quo.**
- That identity goes in hand with their reputation, where the public wants to use their products and services because it represents being highly intelligent, creative and the best in your field.
- What's scary is that Apple does not manufacture their own products like several of their competitors do. Also, Apple has not invented products but has “reinvented” existing ideas to be easier-to-use and attractive for consumers.
- Interestingly, more than 1.5 billion people use Apple devices as of Q1 FY23 and of that, 1 billion are specifically iPhones, per Demand Sage<sup>[6]</sup>.

## Role in Society and Business

*What the public thinks and expects from the company*

- Per the company's FY2022 Annual Report, its customers are primarily in the consumer, small and mid-sized business, education, enterprise and government markets.
- Apple's customers expect unique experience that gives them the feeling of control and is eye-catching.
- Apple has “cult loyalty” with its customers and is seen as aspirational brand by the general public.





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## **Company Culture and Reputation**

# Apple's Mission, Culture and Brand "Promise"

## Mission Statement

"To bring the best personal computing experience to students, educators, creative professionals and consumers around the world through innovative hardware, software, and Internet offers."



## Apple's Culture

Apple's culture is about thinking different and creating solutions. This is reflected in its core values:

**Accessibility:** Tech is most powerful when everyone can make their mark.

**Education:** The great equalizer and a powerful source of opportunity for all.

**Environment:** Leave the planet better than we found it.

**Inclusion and Diversity:** Make Apple more inclusive and the world more just.

**Privacy:** Our products protect your privacy and give you control over your information.

**Racial Equity and Justice Initiative:** Long-term effort to help ensure more positive outcomes for communities of color.

**Supplier Responsibility:** Safe, respectful, and supportive workplace for everyone.

## Brand "Promise"

Design and build the best products and services on the planet.

Empowers users to more easily learn how their personal data is used, shed light on tech practices that were previously opaque and hidden, and allow users to take greater control of their data.

Develop innovative privacy technologies and work on new ways to keep your personal information safe.





## Timeline of Crises (2015 – Present)

### 2015 – 2017

**2015:** A terrorist attack in San Bernardino, CA kills 14 people. The police find shooter's phone, an iPhone 5C. A judge orders Apple to build decryption software and unlock the phone as matter of national security. Apple refused.

**2017:** Consumers believe Apple intentionally slowed performance on older iPhones through software updates. Apple initially denies but later confirms performance throttling to prevent battery degradation. In 2020, Apple agreed to pay 500M to settle claim.

**2017:** AirDropping explicit photos is the latest horrifying subway trend.

### 2018 – 2020

**2019:** Declining iPhone sales caused by contention between the Trump administration and China. Apple's business model relies heavily on Chinese labor and manufacturing.

**2019:** JetBlue bomb scare caused by AirDrop photo sent to passengers.

**2020:** Apple bans Vape Apps, leaving users without a way to control their vaping devices.

**2020:** Some users claim the Apple Gatekeeper software still tracks users who "opt-out."

**2020:** Facebook runs newspaper ads attacking Apple's privacy rules.

**2020:** Apple's global head of security charged with bribery for firearms license. In 2021, case was dismissed by a judge.

### 2021 – Present

**2021:** Apple releases data of Democratic congresspeople to Trump administration.

**2021:** Researchers say AirDrop security settings gives scammers access to personal data.

**2022:** Apple stores in Oklahoma and London unionize. Oklahoma store files unfair labor claim. Apple declines to comment. In 2023, Apple recognizes the unionization of a Glasgow store.

**2022:** Apple Pay hit with anti-trust lawsuit alleging that service profited 1B in illicit fees to consumers.

**2022:** Israel arrests 9 for AirDrop of crash images aboard plane.

**2023:** Student facing charges after American Airlines bomb hoax via AirDrop.

See Notes for source links.

# Evaluating Apple's Response to Crises

## How does Apple respond to crises?

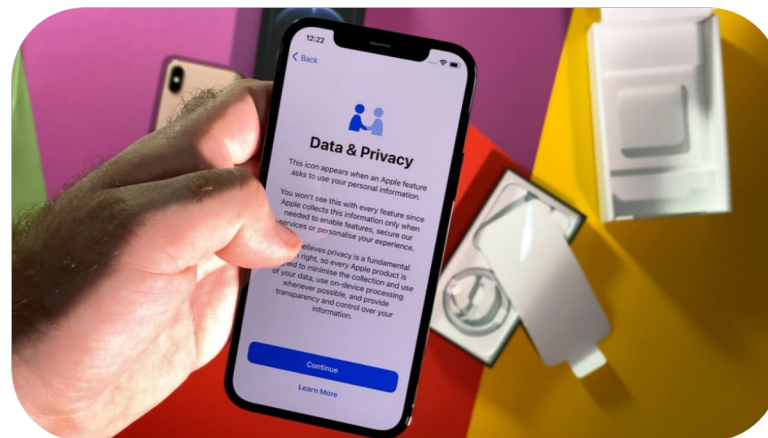
- Apple usually doesn't respond directly to the public (media). However, they do respond to consumers (device owners) via software updates that acknowledge issues or vulnerabilities in its products/services and offer solutions.
- The only crises with unique responses were the 2015 terrorist attack in San Bernardino and 2021 Trump admin probe of Democratic congresspeople. In the earlier crisis, Apple vehemently rejected legal requests to share user personal data, however they complied with the later request which disappointed a few journalists reporting on the crisis.

## How consistent was Apple's response to these crises to its mission, culture and brand promise?

- Apple's response has always been to reaffirm their belief privacy is a fundamental human right and give their consumers solutions that are different and more empowering than their competitors. Apple has developed multiple campaigns related to this approach, like “#PrivacyOniPhone.”

## What biases or pre-conceptions is the public likely to have for Apple?

- A major bias or pre-conception is that Apple doesn't really believe in user privacy and collects/shares personal data without content for malicious purposes.
- The 2020 Gatekeeper crisis accused Apple of that, but there was no hard evidence of wrongdoing by Apple.





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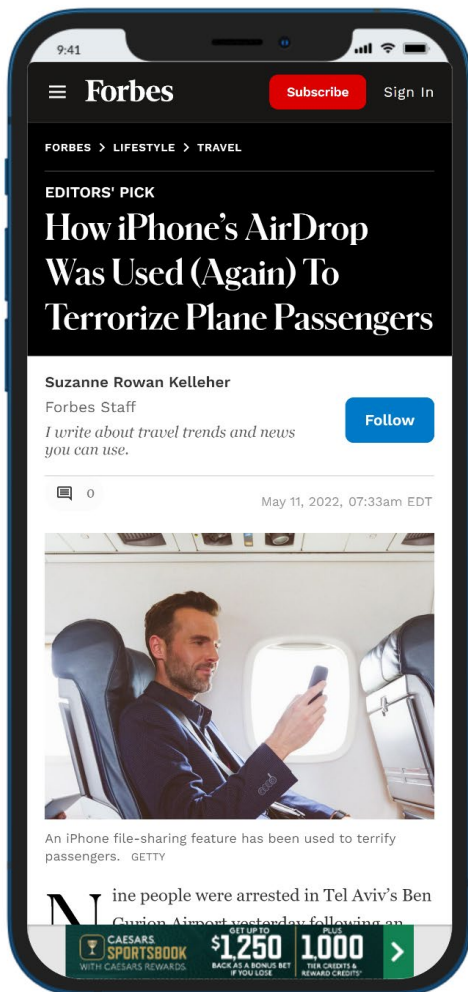
## **Exposure to Risks**

# Heat Map of Crises

<p><b>(1) High Impact / Low Likelihood</b></p> <ul style="list-style-type: none"> <li>• 2019 iPhone Sales Decline</li> <li>• 2020 Facebook Takes Out Full-Page Newspaper Ads to Attack Apple's iOS Privacy Changes</li> <li>• 2021 Apple Faces Backlash, Complies with Subpoena on Democratic Congresspeople</li> <li>• 2022 Apple Stores Unionize in Oklahoma and London</li> </ul>	<p><b>(4) High Impact / High Likelihood</b></p> <ul style="list-style-type: none"> <li>• 2015 San Bernardino Terrorist Attack</li> <li>• 2017 AirDropping of Explicit Photos</li> <li>• 2019 JetBlue Bomb Scare Using AirDrop</li> <li>• 2021 Researchers Say AirDrop Has Security Risks</li> <li>• 2022 Israel Arrests 9 for AirDrop of Crash Images Aboard Plane</li> <li>• 2023 Student Facing Charges After American Airlines Bomb Hoax Via AirDrop</li> </ul>
<p><b>(2) Low Impact / Low Likelihood</b></p> <ul style="list-style-type: none"> <li>• 2020 Apple Bans Vape Apps</li> <li>• 2020 Users Question Gatekeeper</li> <li>• 2022 Class-Action Lawsuit Accuses Apple Pay of \$1B a Year in Illegal Fees</li> </ul>	<p><b>(3) Low Impact / High Likelihood</b></p> <ul style="list-style-type: none"> <li>• 2017 "Batterygate"</li> <li>• 2020 Apple's Security Chief Charged With Bribery</li> </ul>

The highlighted cases (i.e., 2022 Israel) are the basis for the **AirDrop Bomb Hoaxes** crisis communication plan.

# Why AirDrop Bomb Hoaxes Are a Crisis



## Why AirDrop bomb hoaxes are a crisis:

### Intellectual Property

AirDrop's security vulnerabilities are a threat to Apple's business intelligence and the technical competence of its people.

### Integrity

Repeated AirDrop hoaxes destroy Apple's market value as a company where confidential and personal data is kept safer than competitors.

### Media Scrutiny

Each hoax brings unwanted examination into our software (security settings) and cultural values (privacy), reflecting adversely on our reputation.

### Legal

Since hoaxes are punishable crimes, authorities may put pressure on Apple to assist with investigations and defy our cultural values (privacy).



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## **Phases of Crisis Management**

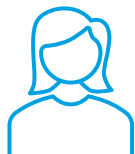
# Column #1: Environment

## The internal and external dynamics surrounding the AirDrop Bomb Hoaxes

Internal	External
<ul style="list-style-type: none"> <li>In 2011, AirDrop was released for Mac OS only for peer-to-peer sharing using Bluetooth.</li> <li>In 2013, AirDrop was released (pre-installed) for all Apple devices. No new privacy controls were included with its release.</li> <li>AirDrop doesn't have file size or type limitations, like competitor file-sharing apps. AirDrop's lack of limitations leans into Apple's core value of accessibility.</li> <li>In 2023, an estimated 1 billion users carry an iPhone, making AirDrop has the largest user base (by default) compared to competitor products like Microsoft OneDrive, Google Drive or Box.</li> </ul>	<ul style="list-style-type: none"> <li>In 2017, users began exploiting the AirDrop.</li> <li>Apple's refusal to share user data, including data related to the misuse of AirDrop, is problematic for its core value of privacy.</li> <li>Most AirDrop hoaxes involved aviation terrorism, which is a federal felony. In some states it can range from a misdemeanor to felony charge.</li> <li>Airlines can detain suspects of airline terrorism. For this reason, some suspects confessed and gave policy permission to view the personal data of their Apple devices and misuse of AirDrop.</li> </ul>

## Column #1: Environment

Apple's audiences, expectations, strengths and vulnerabilities



### Consumers

- **Expectation:** Apple keeps my data safe
- **Strength:** Likely part of “cult loyalty”
- **Vulnerability:** Not intended audience for AirDrop



### Government

- **Expectation:** Apple sells safe products/services
- **Strength:** Apple is a valuable US company
- **Vulnerability:** Apple actively fights against all government requests for user data



### Small Business, Educational and Enterprise

- **Expectation:** Apple keeps my data safe / AirDrop is a free service
- **Strength:** Will use AirDrop as expected (niche audience)
- **Vulnerability:** Will always keep AirDrop on and can be hoaxed

### AirDrop User Types

#### Responsible:

Uses app as intended and often

#### Passive:

Occasionally uses app if remembers to

#### Non-user:

Never uses app and has it turned off

#### Irresponsible:

Uses app often and exploits (hoaxes) others



## Column #2: Goals

<b>Short-term</b> (Current environment in crisis)	<b>1. Diagnose current state of AirDrop hoaxes</b> <ul style="list-style-type: none"> <li>• Most hoaxes are acts of aviation terrorism. IT should update app to turn off automatically if user is near an airport.</li> <li>• Have devices send prompt to device owners to turn off AirDrop (or Bluetooth) if they are at or on near an airport.</li> </ul>
<b>Long-term</b> (AirDrop growth as the best file-sharing app)	<b>2. Update AirDrop so all audiences/user types use is properly and safely</b> <ul style="list-style-type: none"> <li>• Product/Marketing conduct testing on all audiences/user types and create new privacy features or enhancements to improve UX and safety with AirDrop.</li> </ul> <b>3. Audit strength/weaknesses of AirDrop and competitor products</b> <ul style="list-style-type: none"> <li>• Product/IT test file type, size and distance controls so users can control file configurations; new privacy controls: (1) how often the app stays on/off, (2) number of users you can send files to, (3) verify if they know/trust sender before opening file.</li> </ul>
<b>Overall</b> (Future business objective for Apple)	<b>4. Stay relevant with responsible users and engage passive and non-users</b> <ul style="list-style-type: none"> <li>• Create an AirDrop FAQ section on Apple.com and settings of devices.</li> <li>• Incorporate AirDrop in campaigns related to productivity and safety:             <ul style="list-style-type: none"> <li>– <a href="#">Mac OS Continuity   Apple.com</a> (write content on productivity with AirDrop)</li> <li>– <a href="#">#PrivacyOniPhone   YouTube.com</a> show how to control AirDrop security settings at airports in this video series)</li> </ul> </li> </ul>

## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Mitigation Process

##### What do we need to do to reduce likelihood of the crisis?

- Activate crisis team and have a holding statement available to send to media outlets and email to device owners.
- Identify all instances of where/how crisis occurred and ways some users are exploiting AirDrop's file-sharing.
- Understand public perception of AirDrop and if users understand the security settings of app.

##### What do we do to reduce the AirDrop hoaxes impact?

- In media campaigns, show person using AirDrop responsibly and adjusting its security settings.
- Publish new/updated content on security settings for AirDrop on social media, devices and Apple.com.
- Since most hoaxes occur at airlines, have IT and Product teams meet with airline representatives to brainstorm product improvements for app (e.g., enhanced security controls when user location is at airline).

##### What can we do for impacted audiences, and what can they do for themselves?

- Through a software update, Apple can turn off AirDrop automatically and each time a device is restarted.
- Apple can introduce a new privacy control that includes on accepting files from verified contacts.
- Users can turn off the app unless they are actively sending/receiving files and read privacy FAQs on Apple.com

## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Mitigation Process

What does each audience (or user type) need to know about AirDrop?

##### Consumers

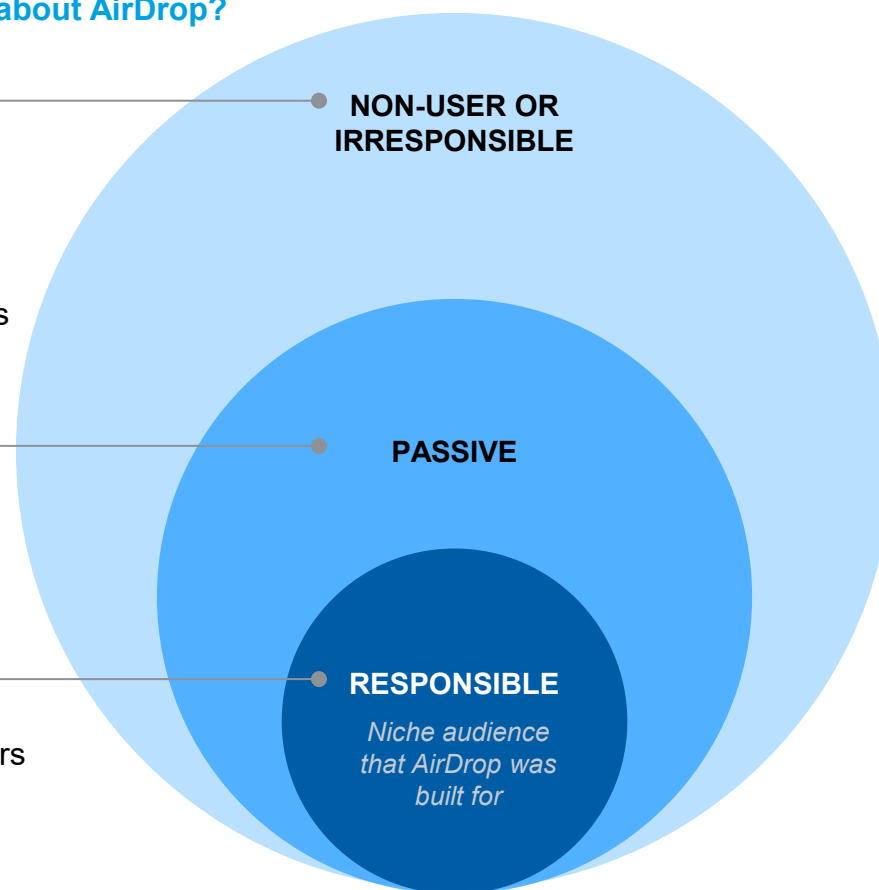
- AirDrop is for file-sharing in close environments. The service runs via Bluetooth however you can turn AirDrop off and keep Bluetooth on.
- Apple has the right to void warranties/terminate accounts for users prosecuted for crimes using Apple products.

##### Government

- Apple does not share personal data of users, including user behavior on apps.

##### Small Business, Educational and Enterprise

- AirDrop works as intended when used correctly, and users can determine the frequency the app stays on.



## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Monitoring Process

How do we monitor the environment for an emerging crisis and who is responsible for monitoring?

Monitoring What?	Responsible	Searching For	Where?
Social Media Industry Thought Leaders	Corporate Communications	Posts linking AirDrop, “#PrivacyOniPhone” with bombs, threats or terrorism	Apple accounts or direct mentions across social
Helpdesk and Forums	Product Development IT Services	General questions Hardware/software issues Privacy concerns	Helpdesk and Forum sections on Apple.com Event Logs of App Crashes
Media Outlets	Public Relations	Editorials with negative sentiments linking AirDrop, “#PrivacyOniPhone” with bombs, threats or terrorism	Traditional Media (Print, Website, Video)
Government	Legal and Compliance	Legal proceedings or investigations that involve personal data saved on Apple products or services	Court systems in countries where Apple products are sold

## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Roles and Responsibilities

#### How do we organize ourselves internally to respond?

Members responsible for monitoring notify divisional leads about positive crisis triggers.



Divisional leads review trigger data, determine response strategy and notify Apple leadership.



Apple leadership review facts with Legal counsel and serve as spokesperson for crisis.

#### What business unit/person should lead the crisis program?

- Divisional Leads should lead the crisis program since they are most familiar with strategy and execution.

#### What business units are key to achieving goals?

IT Services & Software  
Engineers / Security

Legal and Compliance

Corporate Communications /  
Public Relations

Marketing

Product Development / User  
Research and Design

CEO and Senior Leadership

## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Roles and Responsibilities

What are the responsibilities for each business unit, and who are decision-makers?

##### **IT Services & Software Engineers / Security**

- Evaluate privacy controls for AirDrop to Apple standards.
- Release software updates that turn off AirDrop for all users by default, and each time device restarts.

##### **Legal and Compliance**

- Provide lawful support on how Apple should respond to public and government officials
- Support Corp Comm and Marketing in crisis communication strategies.

##### **Corporate Communications / Public Relations**

- Draft boilerplate PR statement and revised or new facts sheet on Apple privacy and AirDrop instructions.

##### **Marketing**

- Support Comms and Product divisions in ensuring audiences are aware of AirDrop privacy controls.

##### **Product Development / User Research and Design**

- Gather usage reports from users who opt-in to have behavior tracked.
- Research audience/user groups; analyze data on app settings and proximity of sender/receivers

##### **CEO and Senior Leadership**

- Final decision-makers and spokespeople throughout the crisis.
- Consists of SVPs in IT Services / Security

## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Roles and Responsibilities

How do decisions get made and who makes them:

Role	Decisions	People / BU Teams
<b>Key Decision-Makers</b>	Make high-level decisions collectively with divisional leads, provide input on crisis strategy, and ensure plans align with Apple's values and promises.	<b><u>CEO and Senior Leadership</u></b> CEO, Tim Cook SVP, Technologies, Johny Srouji SVP, Software Engineering, Craig Federighi
<b>Divisional Leads</b>	Make most decisions on strategy and execution, oversee collaborators and endorse the final plan with CEO / decision-makers.	<b><u>Senior Leadership</u></b> SVP, Worldwide Comms, Kristin Huguet Quayle SVP, Worldwide Marketing, Greg Joswiak SVP, General Counsel, Katherine Adams
<b>Collaborators</b>	Manage day-to-day activities related to the mitigation and monitoring processes.  Make low-level decisions such as categorizing trigger events.	<b><u>BU Teams</u></b> IT Services & Software Engineers / Security Product Development / User Research Marketing

## Column #3: Actions

### Phase 1 – Pre-Crisis Planning

#### Preparation

##### How does one achieve core team connectivity?

- Build a team that reflects Apple's core values of diversity, accessibility, education and privacy.
- Additionally, encourage members to possess the following characteristics: excellent communication, individual knowledge/expertise in subject areas, strong leadership and accountability.

##### What is our “living plan” and how do we keep the company focused on a hypothetical event?

- Setup working groups that meet quarterly (or often depending on schedules) to review Apple's crisis comms plan, conduct tabletop exercises and provide updates on monitoring for trigger events.
- Have teams dedicated to managing the relevancy and resonance of the crisis communication plans, monitor the crises of competitors and stay up-to-date on communication response strategies, engagement platforms and other practices.

##### What communication materials can we prepare in advance on this hypothetical event?

- **Crisis Communication Plan** (identifies members, responsibilities and frequency/urgency based on crisis)
- **Holding Statements** (boilerplate statements acknowledging crisis to deliver immediately)
- **Messaging on Apple Devices/Platforms** (segmented responses to send after holding statements)
- **Content Management on Social Media and Apple.com** (teams deployed to update Apple content immediately)



## Column #3: Actions

### Phase 2 – The Crisis Response

#### Sequencing

Pre-Crisis Indicators that Surface in Monitoring	Escalated Triggers that Don't Lead to Crisis (-)	Escalated Triggers that Lead to Crisis (+)	How Monitoring Teams Respond to (+) Triggers
High negative sentiment on social media linking “#PrivacyOniPhone” with bombs, threats or terrorism	<ul style="list-style-type: none"> <li>• Posts originate from locations with low device ownership (China)</li> <li>• Posts have low engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Posts originate from US</li> <li>• Posts come from multiple unique accounts</li> <li>• Posts have high engagement</li> </ul>	Notify Marketing and Comms leads who make decision on communication strategy and notify other senior leaders
Increase in government investigations involving AirDrop security vulnerabilities	<ul style="list-style-type: none"> <li>• Investigations involves claims of terrorism but not acted on</li> </ul>	<ul style="list-style-type: none"> <li>• Investigations involve AirDrop misuse in airports</li> <li>• Investigations involve verified terroristic acts</li> </ul>	Notify Legal, Marketing, PR / Comms leads who prepare holding statement and have IT SVPs as spokespeople
Perceived failure in protecting personal data, supporting terrorism by media outlets	<ul style="list-style-type: none"> <li>• Media outlets have political bias misaligned with Apple consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Multiple outlets with diverse audiences and increasing negative privacy, terrorism press</li> </ul>	Have IT SVPs as spokespeople to respond to media inquiries, issue holding statement

## Column #3: Actions

### Phase 2 – The Crisis Response

#### Priorities

##### What is the first thing you do in responding to (+) triggers leading to a crisis?

- Stabilize the situation to prevent further damage to Apple's reputation.
- Do not ignore the situation:
  - Make sure your Marketing & Comms teams are covering all trending posts with high engagement.
  - Responses to social posts must be **instant** and **apologetic** and mention that Apple cares about your privacy.

##### What do you finish doing in the first hour of response?

- Issue holding statement, stating facts and showing empathy and compassion for those affected by hoaxes.
- Assemble crisis team and determine who will be spokesperson (IT SVPs) and what trusted sources we can use to issue messaging on crisis (e.g., Apple devices, Apple.com).

##### What have you done in the first 24 hours of response?

- Determined the facts of crisis, Apple's culpability and who were the bad actors (e.g., hoaxers).
- Reassured the public that Apple's security settings are excellent, Apple still champion's privacy and that Apple does not support acts of terrorism.
- Send personal messages to those affected, ensuring them that Apple is doing its part to keep their data safe.

## Column #3: Actions

### Phase 2 – The Crisis Response

Channels Deployed	What are the opportunities and limitations of message customization by audience?
<b>Apple-Owned Platforms and Devices</b> (Apple.com, iPhones)	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>Over 1 billion iPhones are active globally, this is our largest audience volume.</li> </ul> <p><u>Limitations</u></p> <ul style="list-style-type: none"> <li>AirDrop hoaxes can be sent to users without an Apple device. However, the privacy settings for non-Apple devices are not our responsibility.</li> </ul>
<b>Social Media</b>	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>Speedy and direct interaction with consumers and specialty groups. Apple can tailor their messaging to each audience.</li> </ul> <p><u>Limitations</u></p> <ul style="list-style-type: none"> <li>The audience is broad, and the messaging can get distorted no matter how precise the response is delivered. The speed of this type of communication can allow negative engagement to spiral out of control.</li> </ul>
<b>Media Outlets</b>	<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>Apple can deliver its response to the AirDrop accusations by offering information that can reduce the chances of spreading speculation and misinformation to the general public.</li> </ul> <p><u>Limitations</u></p> <ul style="list-style-type: none"> <li>Apple's messaging can be misinterpreted either way.</li> </ul>

## Column #3: Actions

### Phase 2 – The Crisis Response

#### Deploying communication assets

##### Who are our spokespeople and what is their most effective communication channel?

- **Spokespeople:** SVP, Software Engineering, Craig Federighi and SVP, Technologies, Johnny Srouji
- **Most effective channel:** Apple-owned platforms and devices

##### What are our core communication tools?

- Alerting software and software updates on Apple-owned platforms and devices
- FAQs on privacy settings and user controls on Apple.com

##### What are the opportunities/limitations of using backgrounders and company info during this crisis?

- **Opportunity:** Provides media outlets with essential background information that will aid journalists and media outlets create a more in-depth story. Backgrounders allow media outlets to have the facts without having to dig allowing the organization to control the narrative.
- **Limitations:** Media outlets will go digging for a bigger, more juicier story.

##### Are there any third parties we can leverage for communication purposes?

- Yes. On social media, there are unofficial Apple “influencers” that can speak positively about the brand and how to use the privacy settings on AirDrop to prevent future hoaxes. Can direct their audience to FAQs on Apple.com. Marketing to identify the best influencers to use.

## Column #3: Actions

### Phase 3 – The Crisis Recovery

#### “When Is It Over?” Roadmap

0-90 Days	91-180+ Days
<p><b>0-30 Days</b></p> <ul style="list-style-type: none"> <li>• Communicate with stakeholders</li> <li>• Implement immediate actions</li> <li>• Address the challenges</li> <li>• Monitor the situation</li> </ul> <p><b>31-60 Days</b></p> <ul style="list-style-type: none"> <li>• Develop a recovery plan</li> <li>• Evaluate the impact</li> <li>• Implement recovery actions</li> </ul> <p><b>61-90 Days</b></p> <ul style="list-style-type: none"> <li>• Monitor progress</li> <li>• Evaluate the effectiveness of recovery efforts</li> <li>• Continue to communicate with stakeholders</li> <li>• Plan for the future</li> </ul>	<p><b>91-120 Days</b></p> <ul style="list-style-type: none"> <li>• Evaluate and adjust recovery efforts</li> <li>• Rebuild customer trust</li> <li>• Invest in professional and research development</li> <li>• Expand new growth opportunities</li> </ul> <p><b>121-150 Days</b></p> <ul style="list-style-type: none"> <li>• Focus on innovation</li> <li>• Review and readjust marketing strategy</li> <li>• Streamline operations</li> </ul> <p><b>151-180 Days</b></p> <ul style="list-style-type: none"> <li>• Evaluate progress against recovery goals</li> <li>• Improve business continuity plans</li> <li>• Foster a culture of innovation</li> </ul>

## Column #3: Actions

### Phase 3 – The Crisis Recovery

#### Meeting and communicating follow-through commitments

##### What are the follow-through commitments?

- Update AirDrop with the following settings ASAP:
  - Send prompt to device owners to turn off AirDrop if they are at or near an airport.
  - Allow device owners to control if non-contacts can find them via Bluetooth or AirDrop files to them (i.e., If sender is not in your contacts, never allow them to AirDrop files to you.)
- Empower Apple users to be responsible with their privacy by having privacy setting tutorials prompts on all devices.

##### How do we communicate those commitments, and update on our progress?

- We communicate via software release notes, emails to device owners and our holding statement.
- An update on our progress is given through software release notes and updated content on the tutorials (how-tos) on Apple.com.



## Column #3: Actions

### Phase 3 – The Crisis Recovery

#### Conducting an “After Action” assessment

##### Did we achieve our short-term goal?

- **Short-term goal:** Prevent the use of AirDrop in acts of aviation terrorism by updating the app to send prompts to device owners to turn off AirDrop if they are at or near an airport.
- Yes, we achieved our goal by releasing a major software update that included the above prompts.

##### What was the speed/quality of decision-making?

- **Speed:** AirDrop hoaxes have been an ongoing crisis since 2017, but since 2022-23 there has been an increase. We’ve recently responded and resolved the crisis but recognize that this could’ve been done years ago.
- **Quality:** We identified the proper SMEs to resolve this crisis and act as spokespeople.

##### What are our audiences' perceptions? How effective was our mitigation process?

- **Positive perception.** Apple’s been able to mitigate liability for the hoaxes since 2017, and the new software releases ensure this doesn’t happen again. Our audience still believes that we live up to our core value of privacy.
- Via monitoring (see slide 20), we’ve successfully tracked public perception and flagged misuse of AirDrop.

##### How would we recalibrate AirDrop hoaxes on our crises heat map?

- We can recalibrate to **low impact / low likelihood** since we’ve fixed most impactful vulnerability gaps via software updates and educating device owners.

## Column #4: Resources

### Who and how many people will you need on your core team?

- Our core team consists of 5 senior executives and 3 monitoring teams:
  - Executives: 2 IT SVPs, 1 Legal SVP, 1 Comms SVP, 1 Marketing SVP
  - Teams: IT (monitoring software), Product (monitoring Apple.com), Marketing (monitoring social media)

### What will you need from senior executives and who are they?

- Make most decisions on strategy and execution, oversee monitoring teams and endorse the final plan with CEO.
- Refer to slides 22-23 for complete list of names / roles / responsibilities of senior executives identified as key decision-makers and divisional leaders.

### What will you need from your CEO?

- Make high-level decisions collectively with other key decision-makers and divisional leads, provide input on crisis strategy, and ensure plans align with Apple's values and promises.

### What will you need physically and logistically?

- All Apple device owners to accept and complete software updates that improve AirDrop privacy vulnerabilities.

### Will you need outside expert resources?

- No. Subject matter experts (IT, Product, Marketing) for this crisis are already employed by Apple. The only external support needed is through third-party ambassadors (sourced by Marketing) that will inform our audience about the software updates and reaffirm Apple's commitment to user privacy and safety.



## Holding Statement

(May 2, 2023) Apple is following events in Tel Aviv's Ben Gurion Airport, where our AirDrop feature has been used for acts of terrorism affecting several passengers on board an AnadoluJet Flight. We understand the seriousness of this event and the risk it poses for our consumers and their safety.

After a thorough investigation by authorities, nine people responsible for causing the incident were removed and arrested. No reports of injury or physical harm were expressed by the remaining passengers and the flight was able to depart once safety protocols were ensured.

We apologize for the alarm and concern this

has caused. We at Apple are actively working towards updating and improving our AirDrop feature to prevent incident like this from occurring in the future.

We will provide updates on [Apple.com](https://apple.com) as more information becomes available and encourage you to review our updated tutorials for AirDrop safety and privacy controls in the Settings of your device or on [Apple.com](https://apple.com)

Thank you,

Craig Federighi, SVP, Software Engineering  
Johny Srouji, SVP, Technologies



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## Citations

## Works Cited

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