

Week 10. Post-crisis & social media use

20 March 2017

Recap from last week

- We learnt the concepts of **salience**, **immediacy** and **uncertainty** and how we can use them to evaluate crises.
- We discussed the processes of information gathering and processing, and the difference between **information** and **knowledge**.
- We looked at how to **formulate objectives** and how these are connected to strategies and tactics.

Today's learning goals

1. To understand the importance of post-crisis **evaluation** for organisations.
2. To describe the concept of **institutional or organisational memory** as it relates to crisis communication.
3. To list the **follow-up activities** organisations must perform after a crisis.
4. To critically assess the **impact of online media** on crisis management.

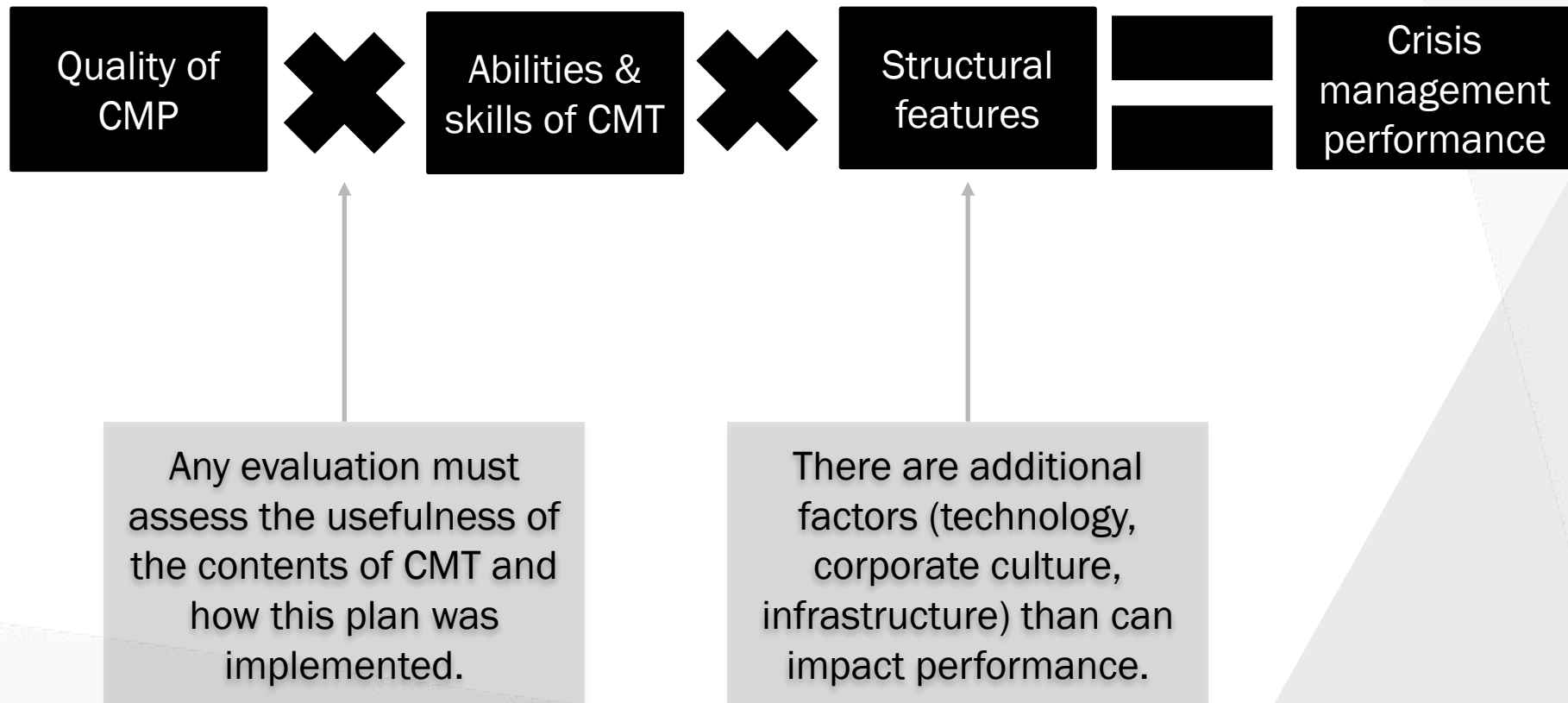
Crisis management stages

Macro stages	Micro stages
Precrisis	Signal detection
	Prevention
	Crisis preparation
Crisis Event	Crisis Recognition
	Crisis Containment (Crisis Response)
Postcrisis	Evaluation

Crisis Evaluation

- Organisations can learn from crises. When good crisis-related data is collected, it can be used to...
 1. Assess whether the **CMT** did what it should have done and did so effectively;
 2. Evaluate whether the **CMP proved useful** in anticipating and resolving situations created by the crisis;
 3. Judge if **structural features** facilitated or hindered the crisis management effort;
 4. Review the **crisis damage**.

Crisis Evaluation Function



Data Collection

- Some data for post-crisis evaluation must be collected **during the crisis**, while some other will be collected **after the crisis**.
- Relevant post-crisis **sources of information** include:
 - Crisis records;
 - Stakeholder feedback;
 - Organization performance measures;
 - Internet and social media comments;
 - Media coverage.

Data | Crisis records

- Crisis records document vital information such as...
 - The notification process;
 - The collection and processing of information;
 - The receiving and answering of stakeholder queries;
 - The crisis-related messages sent by the organization;
 - Significant decisions and actions taken by the crisis management team.

CMP - Contents

Main contents

- Cover page
- Rehearsal dates
- Introduction
- Purpose and objectives
- Acknowledgment
- CMT Contact List
- Key publics & notifications
- Stakeholder Worksheet
- Communication Strategy
- List of Key media
- Crisis Control Centre

Appendices

- Crisis inventory
- Key messages & templates
- Trick questions
- Proprietary Information
- Pre-gathered information
 - List of related URLs
- Equipment and supplies
- Evaluation forms

Data | Stakeholder feedback

- All stakeholders involved in the crisis should be asked for feedback. Feedback can be collected through **interviews, surveys and focus groups**. Different forms will be needed for different stakeholders.
- Information to be collected includes: the level of involvement of each stakeholder; satisfaction with the response; suggestions for improvement.

Data | Performance Data

- To assess how much or how little harm a crisis inflicted on an organisation, **performance data** needs to be gathered such as:
 - Financial data (sales, market share, stock price...);
 - Reputational data (post-crisis reputational reports);
 - Human and environmental impact data.

Analyzing Post-Crisis Data

- Once all relevant data is collected, it needs to be processed and analyzed to make an assessment of performance.
 - It is important that **data and analyses are as specific** as possible so that lessons can be learnt.
 - Detailed accounts of what **was done right and what was done wrong** are both needed.
 - Analysis must include an **assessment of the objectives** set forward in the CMP.

Assessing Objectives

- Because **objectives are quantifiable**, they can be measured and assessed after a crisis.
 - Failure to properly assess the achievement (or lack of) of objectives defeats the purpose of crisis preparation and response.
- Of the three types of objectives we described last week, crisis communication managers are usually only responsible for those **relating to reputation**.

Assessing Objectives | Examples

- "An increase in the percentage of positive media statements and a decrease in negative media statements within 48 hours."
- "A less than 15% drop in reputation after the crisis."
- "To have less than 5% of stakeholders reporting moderate levels of distress."
- "A less than 15% drop in reputation after the crisis."

Post-crisis Media Analysis

- After a crisis, organizations should analyze traditional and digital media coverage.
 1. An assessment of **media-related objectives** should be carried out.
 2. A general analysis of **positive coverage** to identify which news organisations were more negative.
 3. A survey of **key messages** and how effective these were.
 4. An evaluation of the **duration of media coverage** of the crisis.

Evaluation report

- The analysis of how well (or how bad) an organisation did during a crisis needs to be presented in the form of a report.
- The analysis should clearly state what the **pre-crisis objectives** were, how many of these objectives were met and what **recommendations** are to be made for future crises.

Case Study | Yuhan Kimberly-Clark



Case Study | Yuhan Kimberly-Clark

- In March 2005, a consumer organization revealed that Huggies wet wipes for babies contained formaldehyde, an unregulated chemical product.
- The story was picked up by the mass media in South Korea and an anti-website was created.
- Yuhan Kimberly-Clark confirmed that there was formaldehyde in the wet wipes, but it said the levels were very low (1/10 of the levels permitted for adult products).

Case Study | Yuhan Kimberly-Clark

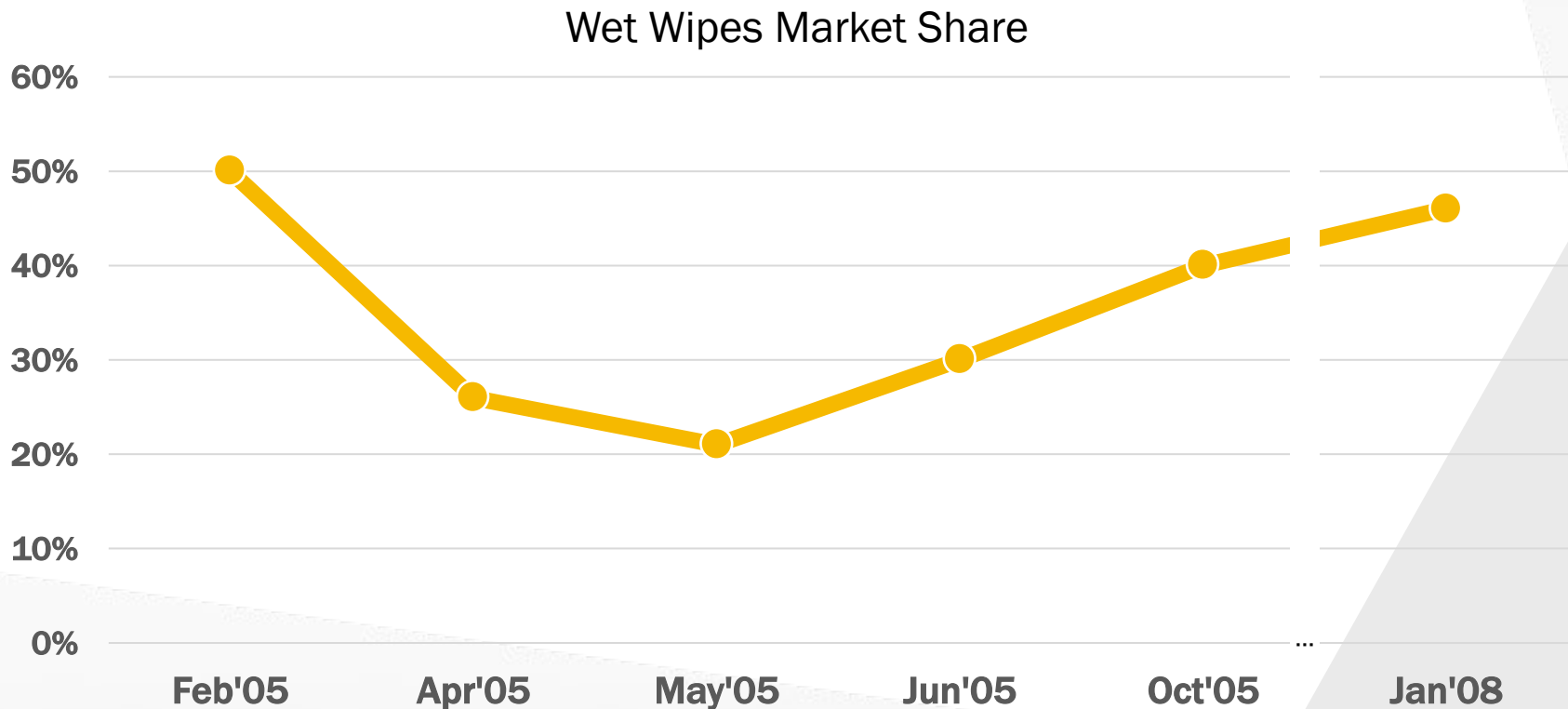
- Over 50.000 consumers filed complaints and requested refunds.
- Yuhan Kimberly-Clark's market share of wet wipes declines from 50% (February), to 26% (April) to 21% (May).
- Consumers started preparing a boycott, not only of wet wipes, but also other products, such as diapers.

Case Study | Yuhan Kimberly-Clark

- Yuhan Kimberly-Clark had the following objectives for this crisis:
 - “Recover pre-crisis market share of Huggies wet wipes within 3 months.”
 - “Maintain Yuhan Kimberly-Clark’s pre-crisis reputation levels within one year.”
 - “Increase the number of times Yuhan Kimberly-Clark’s three key messages were mentioned in the media.”

Case Study | Yuhan Kimberly-Clark

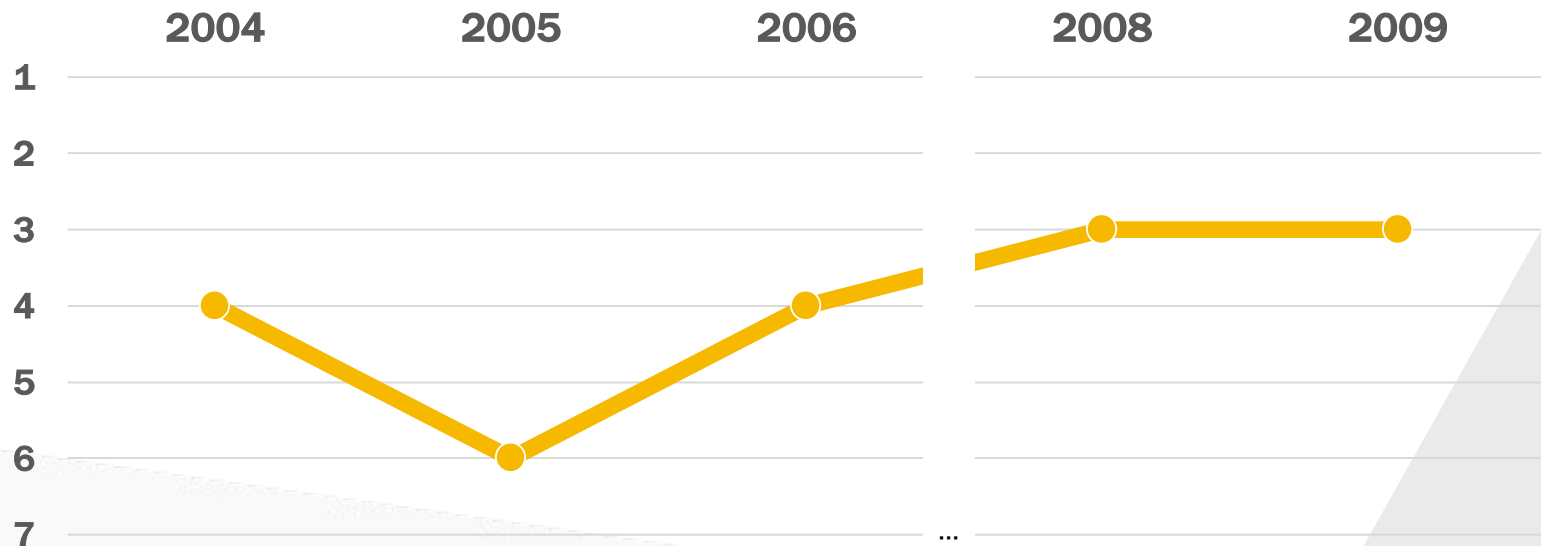
- “Recover pre-crisis market share of Huggies wet wipes within 3 months.”



Case Study | Yuhan Kimberly-Clark

- “Maintain Yuhan Kimberly-Clark’s pre-crisis reputation levels within one year.”

Korea Management Association Most Respected Companies in South Korea



Case Study | Yuhan Kimberly-Clark

- “Increase the number of times Yuhan Kimberly-Clark’s four key messages were mentioned in the media.”

YUHAN-KIMBERLY WET WIPES ARE SAFE!

In the developed countries such as United States, EU, and etc, wet wipes is classified as cosmetics and its quality and safety are rigorously controlled by administration than any other industrial products. Here, the maximum permissible level of formaldehyde in cosmetics is 2,000 ppm.

Use of formaldehyde in the local cosmetics is also allowed by 2,000 ppm just like United States, EU, Canada and Australia. With much reinforced quality and safety control than regulation, Yuhan-Kimberly’s baby wet wipes has become the most loved one over the past 5 years.

#1 - Minimization

#2 - Dissociation

According to the recent examination of one consumer organization, 210 ppm of formaldehyde as detected in the Yuhan-Kimberly’s baby wet wipes. As noted before, this amount is only 1/10 of both local and other developed countries’ regulation, and it had been reconfirmed as being safe. However, the consumer organization asked the local companies to adjust the amount not exceeding 30 ppm once in the past, which falls into the guideline for the ‘voluntary safety mark’ of the wet wipes.

Though Yuhan-Kimberly is convinced of the safety of baby wet wipes, we decided to accept return or exchange products, with respecting the ‘voluntary safety mark’ guideline. The consumer who is currently using the product can either keep it or replace.

#3 - Compensation

Separately, we will closely work with the related organizations to close the gap between 2000 ppm, which is the common regulation in both of the developed countries’ and the local cosmetics, and 30 ppm, which is the ‘voluntary safety mark’ guideline.

#4 - Renewal

Institutional Memory

- Institutional or corporate memory can be defined as the amount of collected information, data, and knowledge created over the years by an individual organisation.
 - It is a combination of **archived information** and **personal recollections of individuals** in the organisation.
 - Crisis lessons must be remembered by becoming a part of **institutional memory**.

Storage and retrieval

- Effective use of institutional memory involves storage and retrieval.
 - There must be some means of **recording and storing the crisis knowledge**: the crisis documentation and the evaluation report.
 - The crisis knowledge must be **easy to retrieve for later use**. Retrieval involves being able to search for and locate specific details.
 - The **intranet** is a logical place to store crisis knowledge for easy retrieval.

Learning from Crises

- Lessons need to move from memory to action. In other words, the organization and the crisis team need to take action based on what they have learned.
- Some crises reveal simple factors that are easy to correct (**single-loop learning**). Other crises require a serious reconsideration of organizational principles and practices (**double-loop learning**).

Post-Crisis Actions

- The responsibilities of the crisis team continue until all crisis-related obligations are fulfilled. These include:
 - Cooperation with any **ongoing investigations**;
 - Produce **follow-up communication**;
 - Monitoring and **crisis tracking**.
- While the media attention a crisis receives tends to decrease with time, the “dangers” associated with it do not disappear as fast.

Post-Crisis Actions | Cooperation with investigation

- Sometimes, even though the organization has returned to normal operations, the cause of the crisis may still be under investigation by government officials.
- The crisis team must be sure to **cooperate with any investigation.**
- Cooperation **builds goodwill** with the government and indicates to other stakeholders that the organization is open and honest.

Post-Crisis Actions | Follow up communication

- After the initial response, organisations need to continue a **two-way communication** with stakeholders (providing information and responding to questions).
 1. Update stakeholders on the **recovery efforts**.
 2. Announce the **cause of the crisis** if it was unknown.
 3. Inform of any steps taken to **avoid another similar crisis**.
 4. Inform stakeholders of **third-party support** to your organisation.

Post-Crisis Actions | Follow up communication

- During any follow-up communication, it is important to remember that...
 - The CMT must continue to **respond to all inquiries** related to the crisis.
 - Messages must continue to **express compassion** after the initial response. Losing sight of victims will hurt the organisation.
 - Internal communication and strategies are needed to **reduce the traumatic impact** of the crisis on employees.

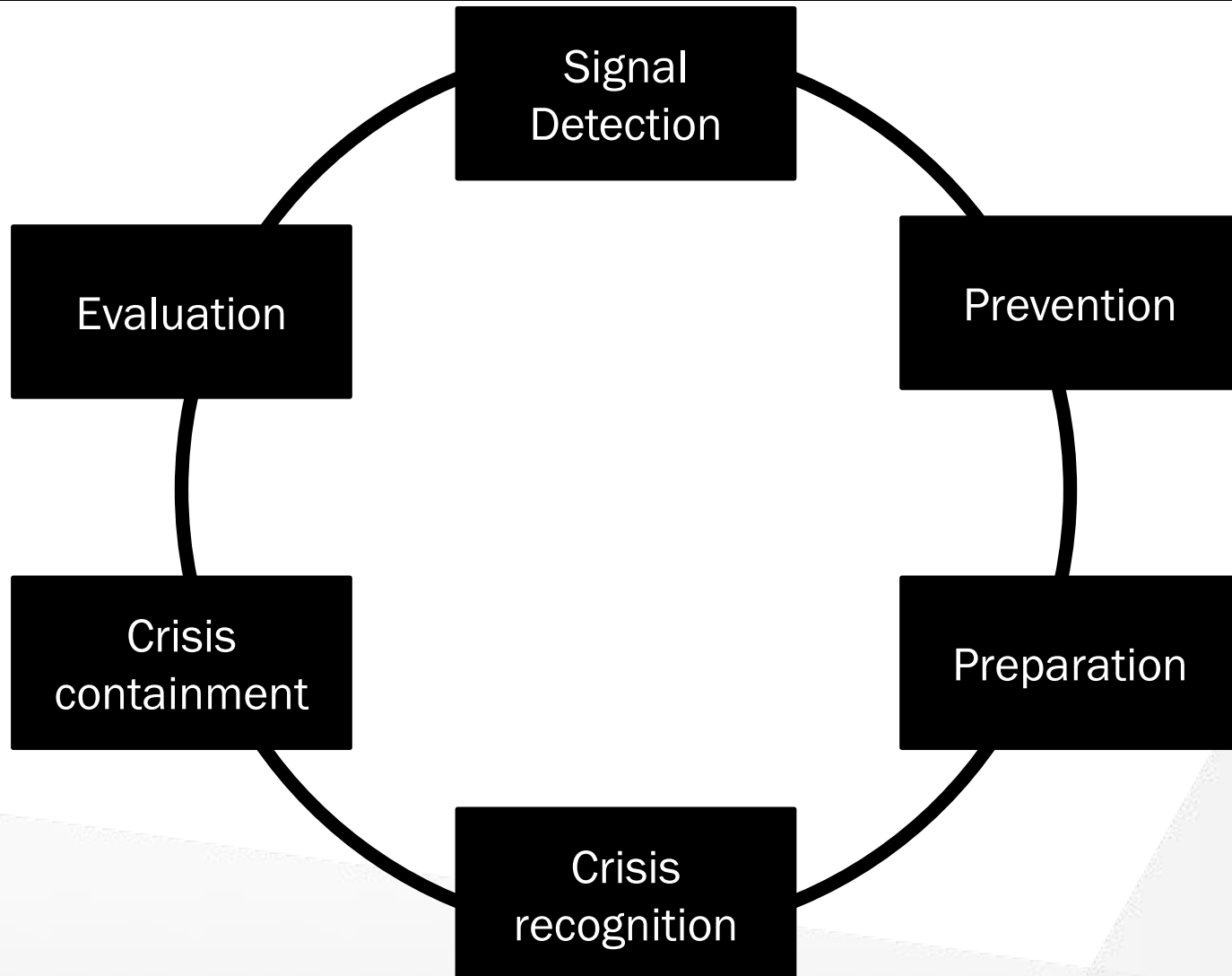
Post-Crisis Actions | Crisis tracking

- Crises need to be monitored when they are over, even if no changes are expected or noticed.
- Crisis tracking monitors the factors that produced the crisis to see whether another threat may arise.
 - Crisis tracking feeds back into **signal detection** and **crisis preparation**.
 - The post-crisis phase ends with crisis managers moving back to the pre-crisis phase of crisis management in an **ongoing process**.

Crisis management stages

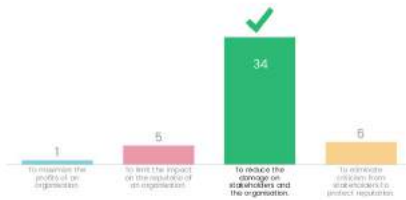
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Crisis management stages



Quiz!

The goal of any crisis communication is...

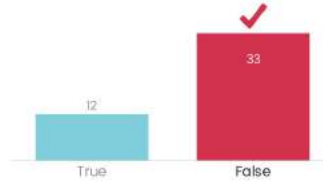


Show the winner

46

Mentimeter

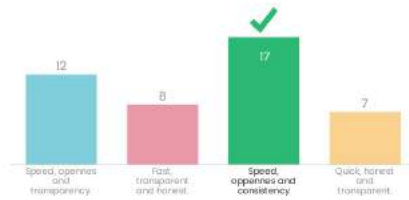
Uncertainty is the amount of unknowns in a crisis. The more things we do not know, the smaller the uncertainty.



Show leaderboard

Mentimeter

What are 3 basic qualities of good crisis communication?

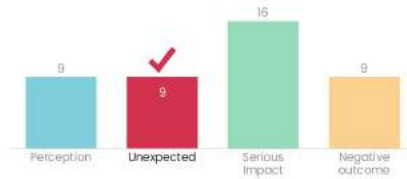


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Mentimeter

44

Which of the following is not a keyword in the definition of crisis?



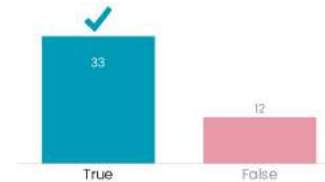
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43

Mentimeter

Situation awareness describes the point at which the crisis team feels it has enough information and knowledge to make a decision about a crisis

Mentimeter



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45

<https://www.mentimeter.com/s/16b4704f7b740901bfb19bd0bdcb65ac/d3ef33c26bfb>

Final Group Project | Crisis Communication Plan

- For your final project, you must prepare a crisis communication plan for the company you selected.
- Your plan must include the following:
 - A cover page, followed by rehearsal dates.
 - An introduction, followed by the purpose and overall objectives of the plan, and an acknowledgement letter.
 - A CMT contact list (contact details **do not need to be real**).

Final Group Project | Crisis Communication Plan

- A list of key publics and a notification worksheet (like the one we designed in class).
- A detailed **communication strategy for two crises** (including objectives, strategies and tactics).
- A comprehensive list of **key media** and their contacts details.
- A primary crisis control center and an alternative.
- A crisis inventory including: a **list** of possible crises, a **risk assessment** for all crises and **a scenario** of the two most important ones.

Final Group Project | Crisis Communication Plan

- The **key messages** for the two most important crises
- Templates for an initial **press release**, **social media update** and a **website update** for the two most important crises.
- Any **pre-gathered information** that you consider relevant for your organisation.

Final Group Project | Crisis Communication Plan

- Answers to all your questions are available in the **recommended textbooks** for this course, in the readings and online.
- You have several examples of **crisis communication plans on Canvas** that you can look at to find inspiration.
- When possible, **liaise with the company** you are working with.

Final Group Project | Crisis Communication Plan

- Make sure you double check the grammar and spelling of your crisis communication plan before you submit it.
- Divide the work equally.
- A crisis communication plan is a business document, therefore it **needs to look professional.**

Social Media Analysis

- I graded your individual assignment. You will get your grades and comments after class.
 - Do **not email me or WeChat me regarding the grades**. You can come talk to me AFTER class next week.
- Generally, some things you need to work on:
 - Grammar, grammar, grammar!
 - Be more ambitious in your analyses.
 - Follow the instructions, they were very clear.

What did you learn from this assignment?

What did you learn from the assignment?

Mentimeter

Try to prevent at the first time!

A new aspect which has never come into my perception. It provides a means. At least I can talk about something when I do job interview....

Speed, openness and consistency are 3 major points in online crisis communication. ZHANG Qian

Using tools to analyse the sentiment on social media. -- LI Chengzhuo

Does social media lower the standard of evaluating a crisis management because of bandwagon effect or other reasons?

1.i learned that what is social media analysis and how to structured my analysis 2.i learned to use tools to support my analysis

Social media could be a very influential medium to deliver messages and lead to positive actions in modern society. NING Xinzi (Carrot)

I have learned to use what kind of software and how to analyze the data from weibo. Also learned what aspect should be included when analyzing

I have learnt how to use method of content analysis to analyse the case and the importance of media in the crisis management.

Speeding time on managing social

<https://www.mentimeter.com/s/26d69eb7efb004661190f42a54ba5e9b/692aa69b9d63>

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Crisis Communication & Online World

- The advent of the Internet has brought many changes to crisis communication, amongst the most important ones are:
 - It has increased the **speed** of all phases and steps in crisis communication;
 - It has **empowered consumers**, making them more powerful stakeholders;
 - It has torn down geographical distances, making **global crises** more common;
 - It has brought organisations closer to stakeholders through **social media**.

Types of Social Media Crises

Social Media Crisis

```
graph TD; A[Social Media Crisis] --> B[Stakeholder Actions]; A --> C[Organizational Actions]; B --> D[Challenges]; B --> E[Customer Complaints]; C --> F[Misuse of social media]
```

Stakeholder Actions

Challenges

Customer Complaints

Organizational Actions

Misuse of social media

Types of Social Media Crises

Misuse



McDonald's
@McDonaldsCorp

[Follow](#)

[@realDonaldTrump](#) You are actually a disgusting excuse of a President and we would love to have [@BarackObama](#) back, also you have tiny hands.

RETWEETS 1,446 LIKES 1,552

9:16 AM - 16 Mar 2017

128 1.4K 1.6K



McDonald's
@McDonalds

[Follow](#)

.@peta That posting is absolutely FALSE McNuggets are NOT made from mechanically separated chicken. Only USDA inspected white meat.

57 RETWEETS 8 FAVORITES

5:51 PM - 20 Jan 12 by rnbilife · Embed this Tweet

Challenge



healthy_food
@healthy_food

[Following](#)

I ate a [@McDonalds](#) cheeseburger a few years ago and got food poisoning so bad that I had to get hospitalized. That is my [#mcdstories](#)

7:52 PM - 24 Jan 12 via web · Embed this Tweet

Complaint

Social Media Crises

- Crises that are born or develop on social media are mostly **related to reputation**, and need to be managed as such.
- Not all complaints by stakeholders on social media are crises. In fact, many can simply be handled with good customer service.
 - Only when complaints are repeated, then an organisation might want to consider some **crisis prevention strategies**.

Digital Media Assets

- Because social media allows regular and cheap two-way communication between stakeholders and organisations, the most important asset to exploit is **listening**.
 - Organisations should primarily use digital media as way to gather information from stakeholders.
- Using social media to provide information is a valid tactic, but should not be considered the primary function.

Two Crises Unfolded on Social Media

俏比
Qiaobi



<http://socialbrandwatch.com/explaining-chinas-persistent-racism-qiaobi-ad/>

D&G
DOLCE & GABBANA



https://en.wikipedia.org/wiki/Hong_Kong%E2%80%93Mainland_China_conflict

A racially sensitive ad and a global crisis via social media

A global brand in trouble for a local controversy on social media

声明

Qiaobi's press release for
the Chinese public

2016年5月27日，新浪微博上有媒体和个人转载来自美国媒体的信息：中国俏比洗衣溶珠广告，涉嫌种族歧视，在Youtube上引发广泛争议。其后我们进行了查证：包括美国《华盛顿邮报》、《洛杉矶时报》、CNN、英国BBC、法国法新社等媒体都进行了转载和报道，在美国和欧洲等地引发了舆论关注。对此我们已第一时间着手处理，并就相关问题作如下声明：

- 1、我们无意歧视有色人种，肤色不是我们价值评判的标准。我们对种族歧视是强烈抵制和谴责的。
- 2、对于广告内容引发的争议我们表示遗憾，但绝不推卸责任，对于有争论的广告内容，我们已终止了相关投放和删除了部分网上视频链接，希望网友和媒体不再传播。
- 3、因广告的传播以及舆论的过分渲染，对非洲裔人群造成的伤害，在此，我们表示歉意，也真诚希望广大网友和媒体不要过分解读。
- 4、俏比洗衣溶珠是中国本土日化品牌，我们希望国产品牌做大做强，走向世界。

俏比洗衣溶珠
2016年5月28日



Press releases by D&G during the Hong Kong controversy

January 8, 2012

«Controversial statements reported in the Hong Kong press have not been made by Dolce & Gabbana nor its staff and we strongly reject any racist or derogatory comments.

It is regrettable that Dolce & Gabbana has been brought into this matter, but we wish to underline that our company has not taken part in any action aiming at offending the Hong Kong public.»

January 18, 2012

«We understand that the events which unfolded in front of the Dolce & Gabbana Boutique on Canton Road have offended the citizens of Hong Kong, and for this we are truly sorry and we apologize.

The Dolce & Gabbana policy is to welcome the Hong Kong people and that of the whole world respecting the rights of each individual and of the local laws.»

Questions

