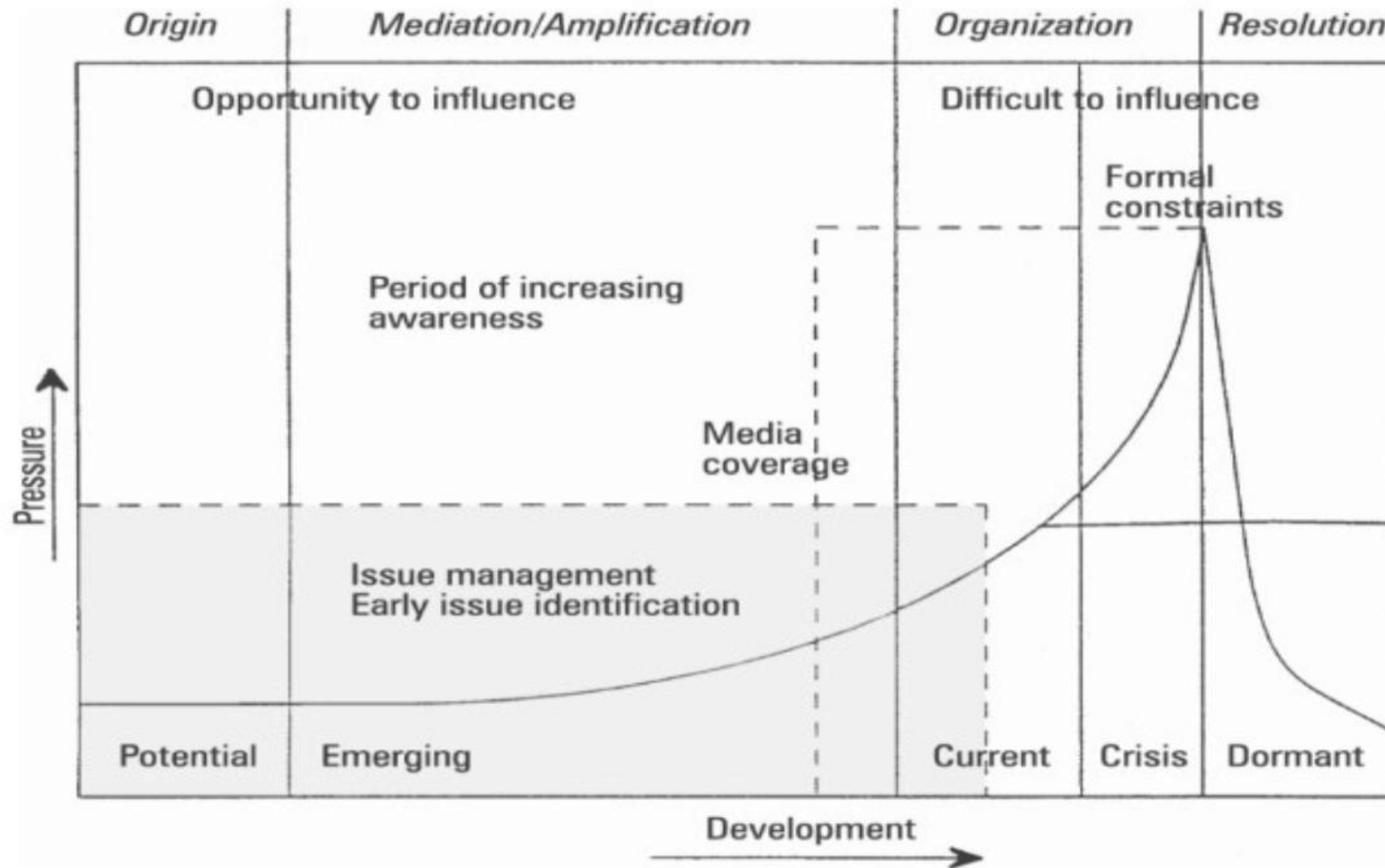


MCH8179 Risk and Crisis Management



Week 6 Lecture: Anatomy of Crisis

Mid-module feedback



1 To what extent do you agree with this statement? 'The lectures, Sways, and required readings have pushed me academically.'



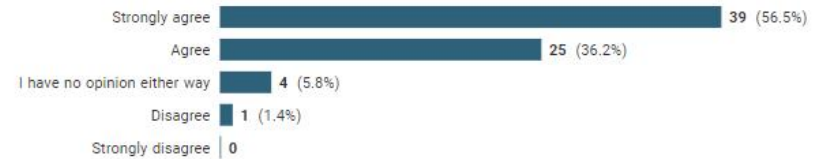
2 To what extent do you agree with this statement? 'The lectures, Sways, and required readings have taught me new things.'



3 Teaching staff are clear in their expectations and I understand what work I am required to complete each week.



4 The teaching schedule and activities on this module, including bi-weekly lectures, workshops, and seminars, helped me manage my workload and prepare for practical tasks.





Where have we been & where are we going?

Week 1: Introduction to MCH8179

Week 2: Introduction to crisis management.
Risks, crises, and issues

Week 3: Predicting and preventing crises

Week 4: Crisis preparedness (CMP/CMT)

Week 5: Crisis Management Plan –
channels and responses



Where are we & where are we going?

Case studies: Ethiopian Airlines & Boeing, The Royal Family, Malaysia Airlines, London Bridge, Uniqlo, McDonalds, Marriott & Hilton, HSBC, Manchester Arena, IKEA Middle East, KFC, The Ellen Show, BrewDog, Cinnamon Toast Crunch, Jewett, Hospice UK, Twitter, Facebook, M&S & Aldi, BP oil spill, Freedom Industries, Gun City, Disney.

Theories/models: CMP (Coleman, 2020), snake metaphor (Seymour & Moore, 2000), crises, para-crises, issues and risks (Coleman, 2020; Anderson-Meli & Koshy, 2020; Coombs, 2012; Griffin, 2014), PESTLE in crisis (Waddington & Waddington, 2022), the 'golden hour', holding & position statements, PR role in crisis (Broom 1979; Dozier, 1984), response structure (Regeister & Larkin, 2008; Nikolaev, 2012; Coleman, 2020), 3Ps & 3Rs.

Practice: 'London Bridge', NUSU: risks analysis & response planning, CMP analysis, writing responses



Where are we & where are we going?

Week 6: Anatomy of crisis

Week 7: Crisis and apologia theory - how to say 'sorry' (seminar: case study analysis)

Week 8: Reacting to crisis (workshop: crisis simulation)

Week 9: Crisis management and stakeholders (prep for Week 10 seminar)

Week 10: Post-crisis recovery (seminar: press conference)

Week 11: Crisis, reputation and trust in PR context – module summary

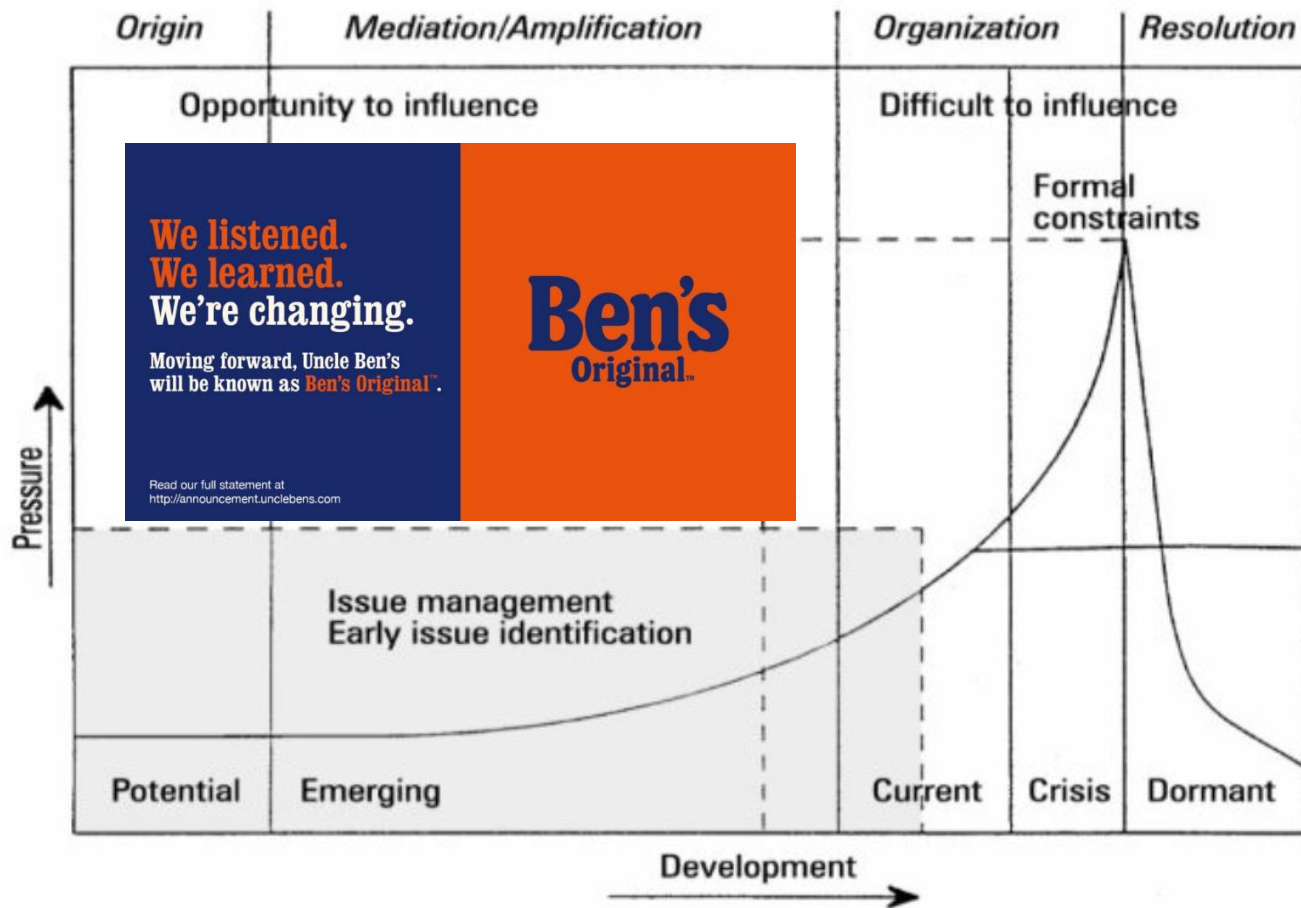
Week 6 Learning Outcomes

To develop:

- advanced communications and strategic planning skills in the production of a crisis response plan
- the ability to independently evaluate, draw upon, and offer practical recommendations to organisations facing crises

❖ Key focus: stages in crisis

- Disney (with Grunig revisited!)
- Product recall



1. **Pre-crisis:** warning signs, prevention, and preparation

2. **Crisis event:** a trigger event indicating the start of a crisis; crisis recognition & crisis containment

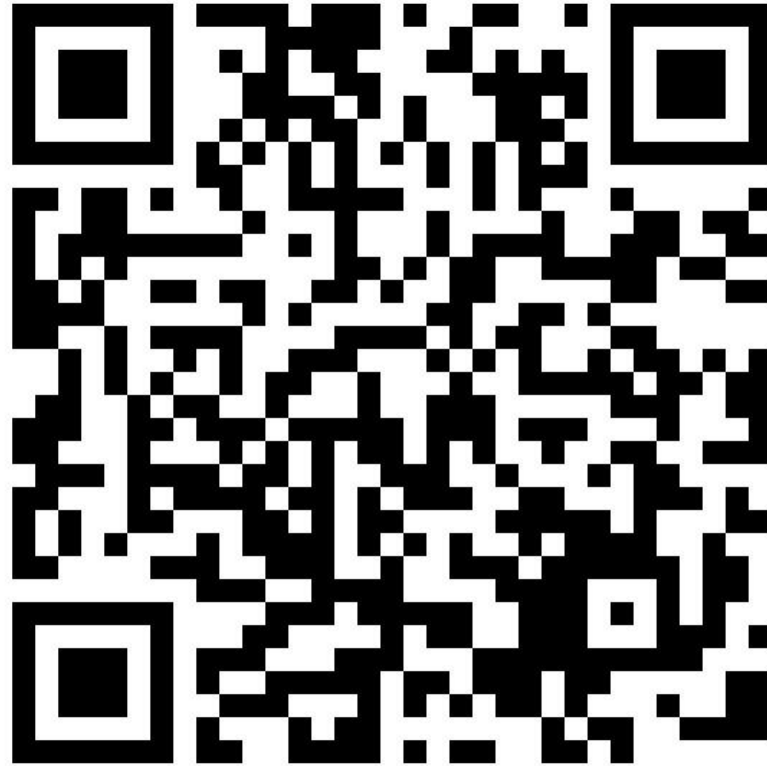
3. **Post-crisis:** learning; follow-up, and healing

Issue Lifecycle (Hainsworth, 1990; Meng 1992)

Three-stage crisis life cycle (Coombs, 2019; 2021)

Which stage of the Issue Lifecycle does the 'trigger event' belong to?

Issue Lifecycle
(Hainsworth, 1990; Meng 1992)
**& Three-stage
crisis life cycle**
(Coombs, 2019; 2021)



<https://PollEv.com/surveys/135prDZHwFcjxFZA4TCfj/respond>

Issue Lifecycle & Three-stage crisis life cycle

(Hainsworth, 1990; Meng 1992)

(Coombs, 2019; 2021)

- January 2022: 'Don't Say Gay' bill starts being discussed

Disney: Issue or a crisis?

- February: the bill is passed the Florida House of Representatives; LGBTQ+ Disney employees sent a letter asking the execs to oppose the bill.

Issue Lifecycle & Three-stage crisis life cycle

(Hainsworth, 1990; Meng 1992)

(Coombs, 2019; 2021)

➤ 4 March

“We understand how important this issue is to our LGBTQ+ employees and many others.

“For nearly a century, Disney has been a unifying force that brings people together. We are determined that it remains a place where everyone is treated with dignity and respect.”

“The biggest impact we can have in creating a more inclusive world is through the inspiring content we produce, the welcoming culture we create here, and the diverse community organisations we support, including those representing the LGBTQ+ community.”

Coombs (2019)

Which of the response approaches identified by Coombs (2019) does this represent:

1. Ignore the allegation
2. Refute and correct the misinformation about the company's conduct
3. Repress the information from spreading by taking the conversation offline or preventing the active individuals from creating and spreading the messages
4. Recognise that there's a problem, but take no action to address it
5. Revise our conduct and policies, but not implement the exact changes requested by active publics
6. Reform by making the changes to policies and behaviours requested by active publics

Issue Lifecycle

(Hainsworth, 1990; Meng 1992)

- 4-8 March: mass protests & OLs calling out on Disney
- 9 March: Chapek criticised by shareholders
- Disney "opposed to the bill from the outset"
- Call DeSantis 'to express his concerns'
- No word on donations to politicians
- \$5 million (£3.8m) to the Human Rights Campaign (HRC)

Issue Lifecycle

(Hainsworth, 1990; Meng 1992)

➤ 9-11 March

HRC turns down the donation, calling on Disney to take meaningful action against the bill

Employees criticise the company on social media & organise mass walkouts

Pixar employees express their anger and demand action

➤ 11 March

Disney announces they'll pause the donations

Chapek apologises: "You needed me to be a stronger ally in the fight for equal rights and I let you down. I am sorry."

Issue Lifecycle

(Hainsworth, 1990; Meng 1992)

- 11-22 March
 - Daily walkouts, supported by OLS
 - Activists demanding Disney stops donations indefinitely and devises a plan to protect their employees from the legislation
- 28 March
 - Bill signed
 - Disney's response: "Our goal as a company is for this law to be repealed by the legislature or struck down by the courts, and we remain committed to supporting the national and state organisations working to achieve that."
 - Walkouts stop

Issue Lifecycle

(Hainsworth, 1990; Meng 1992)

➤ 29 March

DeSantis criticises Disney's statement as "fundamentally dishonest"

"This state is governed by the interests of the people of the state of Florida. It is not based on the demands of California corporate executives," DeSantis said. "They do not run this state. They do not control this state."

➤ 27 Feb 2023: DeSantis signs a bill dissolving Disney's "corporate kingdom" and appoints new state-run board to oversee the company.

Issue Lifecycle & Situational Theory of Publics (Grunig, 1982)

**Publics are stakeholders that face a
PROBLEM or have an ISSUE with the
organisation.**

- Non-publics
- Latent publics
- Aware publics
- Active publics



Council on Foreign Relations
The 2008 Milk Scandal Revisited ...



The Guardian
China executes two for tainted milk ...



Wikipedia
2008 Chinese milk scandal - Wikipedia



CNN
China milk scandal executive ple...



The Guardian
baby milk scandal in China ...



France 24
Chinese baby dies in t...



BBC News
Anger over China milk scandal



The Telegraph
tainted milk scandal



Videos Index on TIME.com
Tainted-Baby-Milk Scandal in ...



NPR
China 2 Years After Milk Scare ...



The Epoch Times
Domestic Milk Powder Brands, Rus...



About 19,300 results (0.25 seconds)

Automotive News Europe

Nissan recalls more than 460,000 vehicles globally

Nissan recalls more than 460,000 vehicles globally over airbag glitch ... The recall covers certain 2008-11 Titan, Frontier, Xterra,...

3 weeks ago



Motor1.com

Nissan Recalls 404k Vehicles For "Projectile" Air Bag Emblem

As a result, it issued recall 23V-067 for the 2008 to 2011 Nissan Titan, ... to be related to the ongoing series of Takata airbag recalls,...

3 weeks ago



USA Today

Nissan recalls Titan, Frontier, Xterra, Pathfinder and more ...

Nissan recalls 405,000 older Titan, Frontier, Pathfinder and other models over airbag issue - 2008-2011 Nissan Titan (75,530) - 2008-2011 Nissan...

3 weeks ago



Repairer Driven News

Honda issues 'do not drive' warning for 8200 vehicles

The "urgent, lifesaving recall" applies to certain 2001 to 2003 ... Takata airbag inflator issues came to light in 2008 and continue today,...

1 month ago



Car and Driver

Honda Issues 'Do Not Drive' Warning for 8200 Vehicles for ...

The airbag inflators were subject to recalls by Honda between 2008 and 2011 ... Takata's Alpha air bags are some of the oldest under recall,...

1 month ago



Issue Lifecycle & Product Recall



Kinder chocolate factory told to shut over salmonella cases

🕒 8 April 2022



A Kinder chocolate factory in Belgium has been ordered to close after it was linked to dozens of salmonella cases.

Belgium's food safety authority has also ordered the recall of all Kinder products made at the factory in Arlon, which is owned by Ferrero.

Suspected salmonella cases linked to Kinder chocolate have been reported in countries including the UK, Germany, France and Belgium.

<https://www.food.gov.uk/news-alerts/search/alerts>

Issue Lifecycle & Product Recall

❖ Three separate stages:

1. stop the product being distributed,
2. then stop it being sold,
3. then stop it being used.

➤ *Follow the product down its distribution path.*

Issue Lifecycle & Product Recall



Three alternatives - details should be in the crisis plan:

1. Return to point of sale
2. Return direct to manufacturer
3. Destroy the product

- *Which is best for Kinder?*
- *What communication channels would you use?*

Voluntary recall of selected batches of Kinder Surprise 20g and Kinder Surprise 20g x3



«Kinder Surprise 20g and Kinder Surprise 20g x3»

We are voluntarily recalling selected batches of Kinder Surprise as a precautionary step, since we have become aware of a possible link to a number of reported cases of salmonella.

Kinder Surprise 20g and Kinder Surprise 20g x3 produced in Belgium

Pack size: 20g and 20g x 3

Best before date: Between 11th July 2022 and 7th October 2022



The best before date can be found on the side of the 20g and the bottom of the 20g x 3 pack

What you should do

If you have bought one of the selected batches of Kinder Surprise as detailed above, do not eat it.

Instead:

- Check if you have bought the affected best before date of the Kinder Surprise
- 📷 You can do this by taking a picture of this notice or writing down the best before dates for reference at home.
- The toy included in these products is not affected
- Contact the Ferrero consumer careline on consumers.uk@ferrero.com or 0330 053 8943 UK or +44 (0)330 053 8943 Ireland to obtain a full refund.

Want more information?

For more information please contact us on consumers.uk@ferrero.com or 0330 053 8943 UK or +44 (0)330 053 8943 Ireland.

<https://www.kinder.com/uk/en/>

[OUR VALUES](#)[PRODUCTS](#)[OUR CARE](#)[JOY OF MOVING](#)[BRING TOYS TO LIFE](#)[CONTACT](#)

UPDATED STATEMENT 8TH APRIL 2022: UPDATE ON RECALL OF A SELECTION OF KINDER PRODUCTS IN UK AND IRELAND

We continue to co-operate with the UK Food Standards Agency, the Food Safety Authority of Ireland and Food Standards Scotland in relation to the ongoing salmonella investigations.

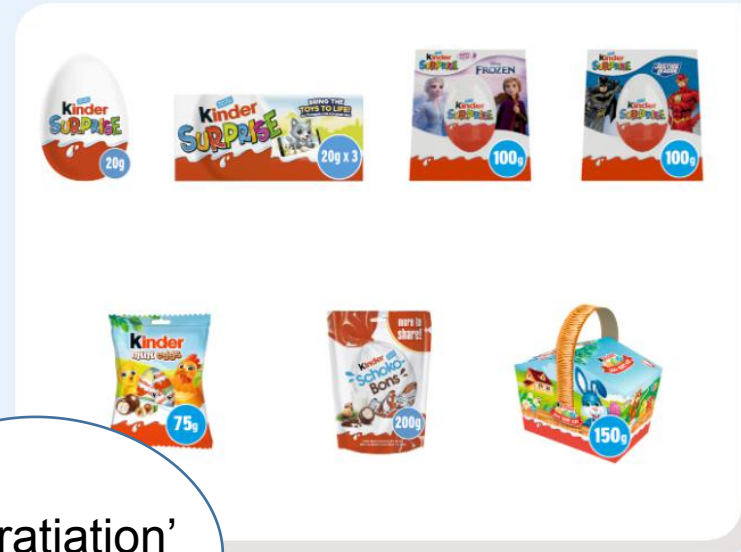
With immediate effect, the entire production of Kinder Surprise 20g, Kinder Surprise 20g x 3 multipack, Kinder Mini eggs 75g, Kinder Egg Hunt Kit 150g, Kinder Surprise 100g and Kinder Schokobons (all pack sizes) which have all been made in Arlon, Belgium is being recalled.

If you have one of these listed products do not consume it. Please keep the product and contact our consumer care team on consumers.uk@ferrero.com or consumers.ireland@ferrero.com.

No other Kinder products are affected by this recall.

We deeply regret this matter and sincerely apologise to all our consumers.

Food safety, quality and consumer care have been at the heart of our business since the company was founded. This serious event goes to the core of what we stand for and we will take every step necessary to preserve the full trust and confidence of our consumers.



<https://www.kinder.com/uk/en/>



Kinder ✓

8 April at 16:54 · 🌐

Updated statement 8th April 2022: Update on recall of a selection of Kinder products in UK and Ireland

We continue to co-operate with the UK Food Standards Agency, the Food Safety Authority of Ireland and Food Standards Scotland in relation to the ongoing salmonella investigations.

With immediate effect, the entire production of Kinder Surprise 20g, Kinder Surprise 20g x 3 multipack, Kinder Mini eggs 75g, Kinder Egg Hunt Kit 150g, Kinder Surprise 100g and Kinder Schokobons (all pack sizes) which have all been made in Arlon, Belgium is being recalled.

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<https://www.kinder.com/uk/en/>



283

1.7K comments 1.2K shares



Kharis Hayne

I think at this point you need to bite the bullet and recall them all. It's very clear your reputation and profit is more important to you, rather than the health of your consumers. And you also need to make more of an effort to ensure they are removed from shelves. I've never seen my son so sick, on his birthday no less. We are just lucky we managed to avoid hospital I fear some won't be so lucky. I'll never purchase a Ferrero product again and I hope others do the same!

Like Reply 1 w



6

"Most relevant" is selected, so some replies may have been filtered out.



Author

Kinder ✓

Kharis Hayne we deeply regret this matter and want to apologise to our consumers. We are very sorry to hear this. We continue to work closely with the food safety authorities to support their investigations. Our consumer care team are processing an unprecedented volume of consumer enquiries at this time. We have increased the capacity within our careline team who are working hard to respond to consumers as soon as possible. We are taking every step necessary to preserve the full trust and confidence of our consumers.



Kinder

2 April at 22:39 · 🌐

Selected batches of Kinder Surprise in the UK and Ireland recalled as a precaution

Ferrero is co-operating with the UK Food Standards Agency and the Food Safety Authority of Ireland on a possible link to a number of reported cases of salmonella. Although none of our Kinder products released to market have tested positive for salmonella, and we have received no consumer complaints, we are taking this extremely seriously as consumer care is our top priority.

We have taken the precautionary decision to voluntarily recall Kinder Surprise 20g and Kinder Surprise 20g x3 pack in the UK and Ireland, with Best Before Dates between 11th July 2022 and 7th October 2022. These products are manufactured in Belgium.

If you have one of the products affected, you are advised not to consume it. Please keep the product and contact our consumer care team on consumers.uk@ferrero.com or 0330 053 8943 UK or +44 (0)330 053 8943 Ireland who will be able to help further.

We take food safety extremely seriously and sincerely apologise for this matter.



142

965 comments 1K shares



Like



Comment



Share

Most relevant ▼



Write a comment...



Ellie Regs

My kids are vomiting everywhere and my 5 year old was hospitalised today after eating these on Friday. Never seen children so poorly in my life.

Like Reply 2 w



27



Ellie Regs

My kids are vomiting everywhere and my 5 year old was hospitalised today after eating these on Friday. Never seen children so poorly in my life.

Like Reply 2 w



27

"Most relevant" is selected, so some replies may have been filtered out.



Author

Kinder

Ellie Regs please contact our consumer care team on consumers.uk@ferrero.com or 0330 053 8943 UK or +44 (0)330 053 8943 Ireland who will be able to help further. Thanks, The Kinder Team



Georgina Johnson

1 week later and my toddler admitted into hospital you still haven't replied to my email.

You need to take ALL your products off the shelves. This is absolutely disgusting!

Like Reply 5 d



2



Author

Kinder

Georgina Johnson we deeply regret this matter and want to apologise to our consumers. We continue to work closely with the food safety authorities to support their investigations. Our consumer care team are processing an unprecedented volume of consumer enquiries at this time. We have increased the capacity within our careline team who are working hard to respond to consumers as soon as possible. We are taking every step necessary to preserve the full trust and confidence of our consumers.

Product Recall

Eastfield Pharmacy @eastfieldpharm · Apr 12

There are a number of Kinder chocolate products which are being recalled due to safety concerns. With chocolate a hot topic this week, it's worth checking if you have any of these products. twitter.com/foodgov/status... #kinder #kindereggs #easter 🍫

Food Standards Agency @foodgov · Apr 9

Further Kinder products have been recalled following an outbreak of Salmonella.

All products in the recall notice, regardless of best-before date, should not be eaten.

Full details of affected products and more information on the recall:

food.gov.uk/news-alerts/ne...



<https://www.lbc.co.uk/news/kinder-eggs-salmonella>

Kinder Surprise eggs recalled over 'potential link to ... - LBC

4 Apr 2022 — "This is in connection with a potential link to a salmonella outbreak. A number of these cases have been young children," the agency said.

<https://www.chroniclive.co.uk/.../Shopping/Easter>

Kinder Surprise eggs recalled after fears of potential link to ...

4 Apr 2022 — In the alert, the FSA said: "This is in connection with a potential link to a salmonella outbreak. A number of these cases have been young ...

<https://www.hps.scot.nhs.uk/volume-56/issue-14/p...>

Products recalled as a precautionary action following an ...

12 Apr 2022 — This is in connection with a potential link to a salmonella outbreak, including cases in young children. As a result of the continuing ...

<https://news.sky.com/story/kinder-surprise-chocolat...>

Kinder Surprise chocolate eggs recalled over salmonella fears

4 Apr 2022 — Confirming the recall, the FSA said: "This is in connection with a potential link to a salmonella outbreak. A number of these cases have ...

<https://ne-np.facebook.com/Essex999/posts/this-is...>

Essex999 - This is in connection with a potential link to... | Facebook

This is in connection with a potential link to a salmonella outbreak. A number of these cases have been young children. Investigations, led by UKHSA,...

<https://www.mirror.co.uk/News/UK/News/Salmonella>

Kinder recalls MORE products - including Mini Eggs - The Mirror

6 Apr 2022 — ... Agency said: "This is in connection with a potential link to a salmonella outbreak. A number of these cases have been young children." ...


<https://www.itv.com/news/kinder-surprise-eggs-reca...>

Ferrero recalls Kinder Surprise eggs after salmonella outbreak

4 Apr 2022 — This is in connection with a potential link to a salmonella outbreak. A

Product Recall

 **Sarah Barker** @SarahBarker1989 · Apr 17
@FerreroUK are these safe to eat please?



 **Ferrero UK & Ireland** @FerreroUK · 1h
Hi Sarah, Kinder Bunnies are not affected by this recall. Only Kinder products manufactured in Arlon, Belgium, are impacted by this recall. The products being recalled are listed here:

 kinder.com
Kinder Joy; childhood; joy; quality; chocolate; kids; -
Kinder United Kingdom and Ireland

 **Leanne Foot** @LeanneFoot · Apr 17
@FerreroUK does anyone ever answer from this company, I have 5 eggs for my children at Easter but this company just ignores you! Appalling considering. Are we able to eat these eggs or not?

 **Mark** @mark_markrog90 · Apr 17
Shocking #kindereggs #Easter 🥚 Boy, three, hospitalised with 'salmonella after eating a Kinder egg' [dailymail.co.uk/news/article-1...](https://www.dailymail.co.uk/news/article-1...) via @MailOnline



dailymail.co.uk
Boy, three, hospitalised with 'salmonella after eating a Kinder egg'
Three-year-old Billy Way, from Barry, Wales, was kept on a drip for four days almost fell into a coma after he was hospitalised with suspected ...

<https://www.thesun.co.uk/money/18204341/full-list-kinder-products-urgently-recalled-salmonella-risks/>



Off to you

Which product recall option will you choose for the following and why?

- Hair spray
 - Tumble dryer
1. Return to point of sale – offer an alternative replacement?
 2. Return direct to manufacturer?
 3. Destroy the product?
- How would you communicate with customers?

Product recall

Procter & Gamble recalls dozens of all aerosol hair products including Herbal Essence, Pantene, and Aussie after traces of cancer-causing chemical benzene were found

- P&G has recalled 30 aerosol hair products due to a 'cancer-causing' chemical
- The recalled products, which include big-name brands Herbal Essence, Pantene, and Aussie, were taken off the shelves on December 17
- It is the second massive product recall the Cincinnati-based company has issued this year, citing concerns over the presence of benzene, a human carcinogen
- The most common ways of being exposed to the chemical are through cigarettes and gasoline
- Customers can receive a refund and retailers have been notified

Product recall



EXCLUSIVE

News > UK News

BURN OF EVENTS My tumble dryer burned down my kitchen I had to move out for 10 weeks, now I can't get compensation as someone nicked it

Fiona Connor

22:21, 8 Mar 2022 | Updated: 18:15, 9 Mar 2022



A TUMBLE dryer destroyed a family's kitchen after it suddenly burst into flames, causing severe smoke damage throughout the house.

The Guardian

Whirlpool recalls half a million tumble dryers from UK homes

The appliance manufacturer Whirlpool will on Monday announce a recall of an estimated 500,000 tumble dryers at risk of bursting into flames...

21 Jul 2019



YM Your Money

Whirlpool tumble dryer customers wait two weeks for ...

Under the recall, customers with an unmodified, affected tumble dryer are entitled to a new replacement machine. As part of the recall,...

19 Dec 2019



The Guardian

Whirlpool ordered by UK to recall 500,000 tumble dryers

The government is to order an "unprecedented" recall of up to 500,000 Whirlpool tumble dryers – four years after fire safety concerns were...

11 Jun 2019



Daily Record

Whirlpool issues fire risk tumble dryer recall update on brands including Hotpoint and Indesit

Whirlpool has issued an update on the recall of its fire risk tumble dryers and urged remaining owners of unmodified machines to check their...

21 Oct 2020



<https://dryerrecall.whirlpool.co.uk/2019/09/13/whirlpool-recall-update-tumble-dryer-owners-must-come-forward/>

Product Recall

- Whichever method is chosen, some publics are going to be irritated and annoyed.
 - *How can you pacify them?*
- **Product recall advertising** will usually replace standard product advertising as soon as possible, giving clear instructions as to what you want the customers to do.

What's next?

- **Week 6: Quiz** (released on Thursday)
- **Assessment 1 due 4pm on Monday, 13 March**
- **Week 7: Apologia Theory**

Seminar 7 Preparation

In September 2021, your guardian/parents/relative or an anonymous benefactor told you that if you complete your studies with a Distinction, they'll get you a trip around the world as a reward. Your first departure flight is scheduled for 1 November 2023.

It's October 2023 and you've just found out you've failed your degree (!) and you'll only get a graduate diploma, not an MA degree certificate.

You have to break the news to the person/people who promised you the trip and you still want to go. What are you going to say? Write 3-5 sentences and upload them to Week 7 Seminar folder on Teams. Deadline: Wednesday 15 March