Why Worry?

• A crisis is a sudden and unexpected event that threatens to disrupt an organization’s operations and poses both a financial and reputational threat.

• Stakeholders – community members, employees, customers, suppliers and shareholders – compare what they know about an organization to some standard to determine whether or not an organization meets behavioral expectations.

• Crises create a need for information in order to ease uncertainty and anxiety.

• The public does have a right to know. The news media and social media are the most common channels through which stakeholders first learn about a crisis.
Food Worries…

**Technological**

- Use of hormones in livestock
- Quality of food produced using intensive farming methods
- Use of antibiotics in livestock
- Safety of meat produced by intensive farming methods
- Genetically modified foods
- Food additives, preservatives
- Use of pesticides in food production; pesticide residue
- Bacteria; industry hygiene
- Animal welfare standards in food production

The CDC estimates that each year, “roughly one in six Americans gets sick, 128,000 are hospitalized, and 3,000 die from foodborne diseases.”

Sources: Miles, Brennan, Kuznesof, Ness and Riston. (2004). “Public worries about specific food safety issues.”
Food Worries…

Informational/Lifestyle

- Knowing what to do in the event of a food scare or recall
- Getting food poisoning
- Affordability of good quality food
- Erratic information about what foods are good for you
- Amount of fat in your diet
- Conflicting information on food safety, labeling
- Lack of information about food from the government

The U.S. Food & Drug Administration Safety site lists ~540 recalls, market withdrawals and safety alerts for 2016 (1.5 per day)
Classic Crisis Stages Model

1. Warning
2. Risk Assessment
3. Response
4. Management
5. Resolution
6. Recovery

Crisis Lifecycle
Incident Occurs
Crisis Escalates or De-escalates
Crisis Resolved
Recovery Initiated

Source: Robert C. Chandler, Ph.D. Director, Nicholson School of Communication and Principal Researcher at the Center for Crisis Communication at University of Central Florida.
Warning Stage Work

1. Recognize...

…the media is in high pursuit of murder, mayhem and malfeasance stories.

Over-leveraged financials and splintering audiences have media groping for audience share.
Warning Stage Work

1. Recognize…

…the media is in high pursuit of murder, mayhem and malfeasance stories.

Over-leveraged financials and splintering audiences have media groping for audience share…

…and cheap content…

CNN’s Newsource provides content to ~800 stations with intro script. ABC, CBS, Fox and NBC have ~200 affiliates.
Warning Stage Work

1. Recognize...

…the media is in high pursuit of murder, mayhem and malfeasance stories.

Over-leveraged financials and splintering audiences have media groping for audience share…

…and cheaper content…

“90% of news will be computer generated by 2025.”

Kristian Hammond, Chief Technology Officer, Automated Insights
Warning Stage Work

1. Recognize...

…the media is in high pursuit of murder, mayhem and malfeasance stories.

Over-leveraged financials and splintering audiences have media groping for audience share…

…and really cheap talent…

Source: http://www.careercast.com/2016-jobs-rated-infographic
2. Prepare...

...by predicting.

Embrace a scenario-planning mindset.

Warning Stage Work

Road Race Messaging Guide

Crisis Communication Incident Guides

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### Warning Stage Work

2. Prepare...

...by predicting.

Embrace a scenario-planning mindset.

#### Crisis Communication Incident Guides

<table>
<thead>
<tr>
<th>LEVEL 4 INCIDENT</th>
<th>EVENT</th>
<th>MESSAGING</th>
</tr>
</thead>
</table>
| ACTIVE THREAT    |       | - Responders on the scene  
| (E.G. SHOOTER, BOMB) |       | - Directing crowds away from the area  
|                  |       | - Asking people to use good judgment, take care of one another  
|                  |       | - See Quote Sheet - Security  
|                  |       | - Next update expectation  |

| MASS CASUALTIES |       | - Our main focus right now is on those affected  
| / MULTIPLE FIRST RESPONDERS |       | - Responders on the scene  
|                          |       | - Fact-finding required  
|                          |       | - Acknowledge emotion of the situation  
|                          |       | - Next update expectation  
|                          |       | - Thanks to first responders  |

<table>
<thead>
<tr>
<th>OUTREACH</th>
<th>TIMING</th>
</tr>
</thead>
</table>
| - Onsite media at scene  
| Establish media corral facing away from incident | - Upon arrival  
| - 20 min. update increments |
| - Website posting of messages  
| - Facebook posting of messages  
| - Twitter push to website and Facebook | - Following media reports |
| - Website posting  
| - Facebook posting  
| - Twitter posting | - Post-emergency |

- Incident facts as known  
- Facts, course preparedness  
- First-responder steps taken and thanks  
- Acknowledge emotion of situation  

- Post-race news conference  
- Website message thanking first responders and best wishes to those affected  
- (Avoid repeating negative, acknowledge sadness of situation, invite solidarity of the running community)  
- NLT8:00 pm Sunday  
- NLT8:00 am Monday
Warning Stage Work

2. Prepare...

...by predicting.

Embrace a scenario-planning mindset.

Crisis Communication Incident Guides

Image Repair Theory Messaging

➢ When you’re getting blamed...

<table>
<thead>
<tr>
<th>Denial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Available Tactics</strong></td>
</tr>
<tr>
<td>1 Simple denial</td>
</tr>
<tr>
<td>2 Blame shifting (scapegoating)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Evading Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Available Tactics</strong></td>
</tr>
<tr>
<td>1 Provocation</td>
</tr>
<tr>
<td>2 Defeasibility</td>
</tr>
<tr>
<td>3 Accident</td>
</tr>
<tr>
<td>4 Good intentions</td>
</tr>
</tbody>
</table>
Warning Stage Work

2. Prepare...

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Embrace a scenario-planning mindset.

Crisis Communication Incident Guides

Image Repair Theory Messaging

➤ When you’re accepting blame...

<table>
<thead>
<tr>
<th>Available Tactics</th>
<th>Messaging Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Bolstering</td>
<td>“Think of all the great things we’ve done in the past…”</td>
</tr>
<tr>
<td>2 Minimization</td>
<td>”It’s a broken system, but no one has been hurt…”</td>
</tr>
<tr>
<td>3 Differentiation</td>
<td>”I borrowed it, I didn’t steal it. There’s a big difference…”</td>
</tr>
<tr>
<td>4 Transcendence</td>
<td>”This traffic is awful, but at least we’re moving…”</td>
</tr>
<tr>
<td>5 Attack Accuser</td>
<td>”The newspaper claims we’re at fault, but its reporter is a chronic liar and is known to put mayonnaise on his steak…”</td>
</tr>
<tr>
<td>6 Compensation</td>
<td>“The chip seal on our parking lot flew up and cracked your window, so here’s a free air freshener and some duct tape…”</td>
</tr>
</tbody>
</table>
Warning Stage Work

2. Prepare...

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Embrace a scenario-planning mindset.

Crisis Communication Incident Guides

Image Repair Theory Messaging

➢ When you’re accepting blame...

<table>
<thead>
<tr>
<th>Corrective Action</th>
<th>Messaging Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Available Tactics</td>
<td>Corrective Action</td>
</tr>
<tr>
<td>“The chip seal on our parking lot cracked your window, so we’ll replace it. Bring your vehicle to our office and we’ll have a technician fix it on the spot…”</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mortification</th>
<th>Messaging Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Available Tactics</td>
<td>Mortification</td>
</tr>
<tr>
<td>”I’m sorry. I regret what I did and I apologize…”</td>
<td></td>
</tr>
</tbody>
</table>
Warning Stage Work

2. Prepare...

...by predicting.

Embrace a scenario-planning mindset.

Crisis Communication Incident Guides

Image Repair Theory -based Messaging

Rapid-reaction production tools

G2 Crowd Grid℠ for Social Media Monitoring

ESSENTIALS

Emergency contact tree; social/media monitoring; social media response policy; dark sites and social pages; pop-up video sets and editing capability
Warning Stage Work

2. Prepare...

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Embrace a scenario-planning mindset.

Crisis Communication Incident Guides

Image Repair Theory -based Messaging

ESSENTIALS
Emergency contact tree; social/media monitoring; social media response policy; dark sites and social pages; pop-up video sets and editing capability
Warning Stage Work

3. Practice

...to expose gaps, “gotchas” and “get betters…”

Spokesperson training

Table top exercises

Crisis simulation scenarios
Case Study: Blue Bell Ice Cream

2.12.15  Listeria found in single-serve products made in Brenham, TX
3.22.15  Kansas Health Dept. Limited recall enacted. First in company’s 108-year history
4.3.15   CDC links Blue Bell to 10 listeriosis cases in five states. Blue Bell suspends Broken Arrow, OK operations
5.7.15   FDA releases reports of listeria identification dating back 17 years
5.15.15  Blue Bell lays off and furloughs 1,450 of its 3,900 employees; first job cuts in company history

Aug. – Nov. ‘15  Blue Bell ramps production in AL, then OK, TX. Employee ‘Thank You’ video

3.13.15  Listeria linked to three fatal incidents in Kansas
3.27.15  Blue Bell issues open letter of apology
4.20.15  Blue Bell issues system-wide recall of all products. CEO issues corrective actions statement
5.8.15   Blue Bell issues update statement indicating its corrective action would take longer than anticipated
7.14.15  Sid Bass brokers convertible debt deal; $125 million loan for a third of Blue Bell

According to The Wall Street Journal, the crisis sent Blue Bell’s annual revenue plummeting from $680 million in 2014 to a projected $500 million in 2015 ($180 million).
Case Study: Blue Bell Ice Cream

3.13.15
“For the first time in 108 years, Blue Bell announces a product recall. One of our machines produced a limited amount of frozen snacks with a potential listeria problem. When this was detected, all products produced by this machine were withdrawn. Our Blue Bell team members recovered all involved products in stores and storage…”

3.23.15
Blue Bell Ice Cream of Brenham, Texas, is recalling 10 frozen snack items because they have the potential to be contaminated with Listeria M., an organism which can cause serious and sometimes fatal infections in young children, frail or elderly people, and others with weakened immune systems…

“We are devastated and know that Blue Bell has to be and can be better than this,” said Paul Kruse, Blue Bell CEO and president. “Quality and safety have always been our top priorities. We are deeply saddened and concerned for all those who have been affected.”

3.27.15
Open letter of apology:

“I want to personally apologize for any anxiety or inconvenience caused by the recent recalls of certain Blue Bell products.

Our internal investigation is ongoing…we are working diligently with the U.S. FDA to investigate this as inspectors conduct their examination…

Everyone at Blue Bell regrets this incident. We are deeply saddened and concerned for all who have been affected…

We want to thank our consumers and the retail customers...for their patience, understanding and loyalty during this difficult period.”

4.3.15
“Blue Bell Creameries is voluntarily suspending operations at our manufacturing plant in Broken Arrow, Oklahoma. We will then thoroughly inspect the facility for any possible problems that may have led to the contamination of some of our ice cream products in the past few weeks.

We are taking this step out of an abundance of caution to ensure…

The Broken Arrow operations will be suspended so that our team of expert consultants…

We apologize in advance for any inconvenience this step may cause, but we believe it is the right thing to do for you, our consumers, who for generations have relied on Blue Bell for the freshest and finest ice cream.”

5.15.15
Due to the extended timeline required to ensure the highest quality and safety of Blue Bell’s products when the company resumes production…Blue Bell Creameries CEO and President Paul Kruse today announced…

“The agonizing decision to lay off hundreds of our great workers and reduce hours and pay for others was the most difficult one I have had to make in my time as Blue Bell’s CEO and President,” Kruse said.

“At Blue Bell, our employees are part of our family, and we did everything we could to keep people on our payroll for as long as possible. At the same time, we have an obligation to do what is necessary to bring Blue Bell back and ensure its viability in the future. This is a sad day for all of us at Blue Bell, and for me personally.”
# Social Media Policy Assessment

<table>
<thead>
<tr>
<th>Policy Areas to be Considered</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Legal restrictions (e.g. age limits)</td>
</tr>
<tr>
<td>2 Definition of ‘troll’ activity and how you’ll manage it</td>
</tr>
<tr>
<td>3 Handling promotion of competitors or solicitation</td>
</tr>
<tr>
<td>4 Use of profanity or hate language (sexism, racism)</td>
</tr>
<tr>
<td>5 Criminal activity (e.g. fraud, libel, harassment, copyright)</td>
</tr>
<tr>
<td>6 Inappropriate content (e.g. violence, pornography)</td>
</tr>
<tr>
<td>7 Spam, click bait or propagation links from malware</td>
</tr>
<tr>
<td>8 Staff behaviors, confidentiality</td>
</tr>
<tr>
<td>9 Response time expectations</td>
</tr>
<tr>
<td>10 Contact details to redirect serious threats or issues</td>
</tr>
</tbody>
</table>

**Alert**

Identify issues as early as possible before they escalate.

**Assess**

Determine the severity of each issue, involved relevant stakeholders.

**Act**

Resolve issues as efficiently as possible. REMEMBER… social media is an exchange forum. MIA is not allowed.
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