

# Crisis Communication

in a Digital World

Crisis Communication in a Digital World provides an introduction to major crisis communication theories and issues management, using practical examples from Australia and New Zealand.

The book examines how public relations can influence the nature of a crisis and the impact of its aftermath. It explores the role of PR specialists in different crisis situations – including natural disasters and morphing crises – and examines the major challenges they face in a world where social media is a key source of communication.

Readers are provided with an in-depth and critical understanding of crisis communication and issues management through practical approaches, strategies and skills, which are supplemented by relevant theories based on evidence and experience. International perspectives have been included throughout to illustrate the impact of multinational companies on the digital world, including global media cycles and social media activism. Each chapter explores a different aspect of communications, including media, natural disasters and celebrity crises.

Written by authors with over six decades combined experience in the public relations field, *Crisis Communication in a Digital World* is an essential resource for those learning to apply communications and public relations to crisis situations.



# Crisis Communication

# in a Digital World

**EDITED BY** 

MARK SHEEHAN AND DEIRDRE QUINN-ALLAN







# **CAMBRIDGE**UNIVERSITY PRESS

477 Williamstown Road, Port Melbourne, VIC 3207, Australia

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning and research at the highest international levels of excellence.

www.cambridge.org

Information on this title: www.cambridge.org/9781107678231

© Cambridge University Press 2015

This publication is copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2015

Cover designed by Zo Gay Typeset by Integra Software Services Pvt. Ltd. Printed in China by C & C Offset Printing Co. Ltd.

A catalogue record for this publication is available from the British Library

A Cataloguing-in-Publication entry is available from the catalogue of the National Library of Australia at www.nla.gov.au

ISBN 978-1-107-67823-1 Paperback

#### Reproduction and communication for educational purposes

The Australian *Copyright Act 1968* (the Act) allows a maximum of one chapter or 10% of the pages of this work, whichever is the greater, to be reproduced and/or communicated by any educational institution for its educational purposes provided that the educational institution (or the body that administers it) has given a remuneration notice to Copyright Agency Limited (CAL) under the Act.

For details of the CAL licence for educational institutions contact:

Copyright Agency Limited Level 15, 233 Castlereagh Street Sydney NSW 2000 Telephone: (02) 9394 7600 Facsimile: (02) 9394 7601

Facsimile: (02) 9394 7601 E-mail: info@copyright.com.au

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.



١

## **CONTENTS**

About the editors and authors		page x
Introduction	a	1
	Mark Sheehan and Deirdre Quinn-Allan	
	Risk	2
	Issues	3
	Crisis	4
	Assessing risk, recognising the issue and avoiding the crisis: Saving Australia's banks	5
	1947–1949: Banking on victory	6
	Case questions	8
	Bibliography	8
PART 1: U	NDERSTANDING CRISIS AND ISSUES MANAGEMENT	11
Chapter 1:	Theorising and practising public relations crisis management Steve Mackey	12
	Introduction: When the crisis bells ring	12
	Definitions and criticisms	13
	Theory as models and procedures	15
	Pre-crisis	15
	Crisis response	19
	Post-crisis	22
	The overt protection of interests	23
	The wide field of apologia theory	23
	Conclusion	26
	Case questions	27
	Bibliography	27
PART 2: IN	NDUSTRIAL DISASTERS	29
Chapter 2:	Outrage management or consensus communication: What is	
	the best way of doing risk communication?  Paul Adams	30
	Introduction	30
	Background	31
	The Coode Island Community Consultative Committee	33
	Communicating risk: Experts and the public	36
	Conclusion	38



#### vi CONTENTS

	Case questions	38
	Bibliography	39
Chapter 3:	Confronting the reputation risks: New Zealand's biggest	
onapter o.	food safety scare	41
	Chris Galloway	
	Introduction	41
	The ripple effect of a crisis	42
	Understanding the reputational risk	42
	Reputation impacts: The ripples in the pond	44
	Fonterra's perspective of the crisis	45
	Media reaction to the crisis: The daily progression	46
	The apology goes wrong	47
	100% Pure? Damaging the national brand	48
	In the end it was a false alarm	49
	Understanding and interpreting the crisis	49
	In science we trust too much?	50
	Reputation: The ultimate loser in crisis	51
	The stakeholder view	51
	Conclusion	52
	Case questions	53
	Bibliography	53
PART 3: C	ORPORATE CRISIS	59
Chapter 4	Crisis communication: When sorry is the hardest word in elite sport	60
	Hamish McLean and Maria Hopwood	
	Introduction	60
	Case study: Into the inferno	61
	Fans, connections and expectations	62
	Personal transgressions forgiven only so far	64
	A defence of attack	65
	Confessing bad news	65
	Previous reputation may not count	67
	Controlling the message	67
	Diverting attention	68
	Conclusion	69
	Case questions	69
	Bibliography	70



CONTENTS **vii** 

Chapter 5:	Corporate responses to a racially framed incident in Malaysia: The KFC i-City fight	73
	Kiranjit Kaur	
	Introduction	73
	Background	75
	Case focus	76
	Conclusion	78
	Case questions	79
	Bibliography	79
Chapter 6:	Managing issues through cross-sector collaboration: Unilever and Greenpeace  Sharyn McDonald	80
	Introduction	80
	Cross-sector collaboration and issue management	81
	Case background	84
	Relationship portfolio	85
	Conclusion	88
	Case questions	88
	Bibliography	89
PART 4: So	OCIAL MEDIA AND CRISIS	93
Chapter 7:	Media targets: When a spark in social media develops into a mainstream media firestorm  Kristy Hess and Lisa Waller	94
	Introduction	94
	Background	95
	The changing nature of information subsidies	96
	News values	97
	Case focus	98
	News values	99
	Social media	100
	Conclusion	104
	Case questions	104
	Bibliography	105
Chapter 8:	Harnessing the power of slacktivism: The boom and bust	
	cycle of issues management and crisis  Deirdre Quinn-Allan	107
	Introduction	107
	Background	108



#### viii CONTENTS

	Deforestation, consumers and supply chain slacktivism Harnessing the power of slacktivism Asia Pulp and Paper Kony 12	110 111 112 114
	Conclusion	116
	Case questions	117
	Bibliography	117
Chapter 9:	Social media adoption and risk aversion: Australian not-for-profits Emma Bennett	119
	Introduction	119
	Background	120
	Case focus	120
	Social media adoption and usage	121
	The role of strategy development in risk aversion	126
	Social media resources for NPOs	128
	Conclusion	128
	Case questions	129
	Bibliography	129
DART E. NI	ATURAL DISASTERS	101
		131
Chapter 10:	Communicating during disasters: Insights from the 2013 Bundaberg flood	132
	Amisha Mehta and Dominique A. Greer	
	Introduction	132
	Background	133
	What is risk communication during disasters?	134
	Risk communication across the four phases of disasters	135
	Risk communication in Bundaberg: Across the four phases	137
	Risk, crisis and communication lessons learned	142
	Conclusion	144
	Case questions	144
	Bibliography	145
Chapter 11:	Government roles in emergency communication response Jordi Xifra and Mark Sheehan	146
	Introduction	146
	Examining a crisis	146
	Media coverage	148
	Background of the crisis	148
	Responsibility of government agencies	149



CONTENTS ix

	Specific emergency plans	149
	Managing communication	151
	Social media: A critical tool	152
	Conclusion	155
	Case questions	156
	Bibliography	156
Chapter 12:	Post-crisis: Rebuilding a company, a reputation, a community Mark Sheehan and Biagio Oppi	158
	Introduction	158
	Physical or sudden crisis	159
	A crisis on three fronts	161
	The earthquakes: From one disaster to another	163
	Target publics	164
	'One Voice': Coordinated crisis communication	164
	Conclusion: Outcomes and recovery	166
	Case questions	167
	Bibliography	167
Appendix: An	swers to case questions	169
Index	-	182



X

#### ABOUT THE EDITORS AND AUTHORS

# **Editors**

Mark Sheehan is Course Director of undergraduate Public Relations in the School of Communication & Creative Arts (SCCA) at Deakin University, Australia. Since 2006, he has edited the Asia Pacific Public Relations Journal, and he has written widely on the history of PR in Australia, lobbying, crisis and risk communication. He is currently inaugural Chair of the PRIA National Education Advisory Committee. He was made a fellow of the PRIA in 2010 and is also a Senior Associate and Honorary Life Member of the Financial Services Institute of Australia. He worked as a PR practitioner in the publishing and the finance sectors before joining Deakin University in 1999.

**Deirdre Quinn-Allan** is Associate Head of School – Teaching and Learning in the School of Communication and Creative Arts at Deakin University, Australia. She has taught in the Public Relations discipline for 10 years in the area of marketing communication. Prior to joining Deakin, Deirdre worked in management, social marketing, PR and education and training roles in Australia and overseas. Her research interests include how organisations respond and adapt to external change drivers – particularly information communication technologies, and she has also written in the areas of social networking and user-generated content and their impact on PR and marketing communication practices and education.

### **Authors**

**Dr Paul Adams** is a senior lecturer in Communication and coordinator of the Public Relations discipline at Victoria University, Australia. He has been a public relations educator for more than 20 years. He has research interests in risk communication, not-for-profit public relations and third sector public relations and has a long association with the environment movement. He has previously worked in public relations in non-government organisations.

Emma Bennett holds degrees in Public Relations and Communication from Deakin and RMIT Universities, Australia. Her professional experience focuses on social media community building and advocacy for the not-for-profit sector, including the development and implementation of strategies aiming to connect with and empower communities via social media. Emma provided social management and strategic direction for Multiple Sclerosis Australia national campaigns, including Kiss Goodbye to MS and MS Readathon. Her communication career includes copywriting for the health and community sectors and she currently works as social media consultant with community and NFP organisations.

**Dr Chris Galloway** is a senior lecturer in Public Relations at Massey University's Albany campus in Auckland, New Zealand. His research interests include issue, risk, and crisis communication. His work has been published in journals such as *Public Relations Inquiry*, *Public Relations Review*, *Prism*, and the *Asia Pacific Public Relations Journal*.



ABOUT THE EDITORS AND AUTHORS

ΧI

**Dr Dominique A. Greer** is a lecturer in Marketing at the Queensland University of Technology Business School. She has established an international research profile in consumer misbehaviour, services marketing, customer participation, and risk communication. From 2012 to 2014, Dominique led the Risk Communication stream of Project ResQu, a two-year \$7.1 million collaborative research program between the Queensland Government, CSIRO, Boeing Australia, Insitu Pacific, and QUT. From 2014 to 2020, she will be a chief investigator in a seven-year \$2.39 million Bushfire and Natural Hazard CRC research program investigating how to improve community compliance with instructional messages during natural hazards.

**Dr Kristy Hess** is a senior lecturer at Deakin University, Australia. She has worked as a journalist and coordinates the largest education/training program for practising journalists in regional Australia. Kristy is also the recipient of an Australian Office of Teaching and Learning (OLT) prize for teaching excellence in higher education. Her research interests focus on the role of the news media and its relationship to society, especially local media. She has also examined the intersection between journalism and public relations. Her academic work has been published in leading international journals such as *Communication Theory*, *Journalism Studies* and *Continuum*.

Maria Hopwood is a senior lecturer in Marketing at Northampton Business School at the University of Northampton, UK. Her research interest is sports public relations and marketing, meaning that her work bridges the disciplines of both public relations and sports management. Maria has previously taught at Leeds Metropolitan University (UK), Bond University (Queensland, Australia) and the University of Teesside (UK). She has gained extensive experience working with professional sports organisations in both Australia and the UK and has worked with UEFA as an academic consultant. A published author, Maria is a member of the editorial boards for the journals *Public Relations Review*, the *International Journal of Sport Communication* and the *International Journal of Sport Marketing and Sponsorship*.

**Dr Kiranjit Kaur** is an associate professor in Public Relations at Universiti Teknologi MARA, Malaysia. She is also a Fellow and Accredited member of the Institute of Public Relations Malaysia (IPRM); immediate past Chair of IPRM education committee; and she also serves as a Board member on the Malaysian Communication and Multimedia Content Forum Council; and chairs the Media Commission of the National Council of Women's Organizations, Malaysia. She has done research and published papers on public relations management, media ethics, new media technologies, and women in the media.

**Dr Steve Mackey** is a senior lecturer in Public Relations at Deakin University, Australia. He was formerly a journalist and then a regional government press officer in London. His 2001 PhD was titled 'Public relations and contemporary theory'. Steve's research highlights the relevance of modern rhetorical studies and Peircean semiotics to understanding public relations. He teaches units in Public Affairs and Social Media Public Relations.

**Dr Sharyn McDonald** is a lecturer in Public Relations at Deakin University, Australia. With a strong interest in issue management, her research centers on cross-sector collaboration, social partnerships, and sustainable strategies for nonprofit organisations. Her PhD focused on cross-sector social



xii ABOUT THE EDITORS AND AUTHORS

partnerships and she continues to publish in the areas of collaboration and social responsibility. Sharyn has taught in a range of areas including management, entrepreneurship, communication and public relations and she currently lectures on the Master of Communication course at Deakin University.

**Dr Hamish McLean** lectures in Risk and Crisis Communication at Griffith University, Brisbane. He has 30 years' professional experience in journalism and PR. For more than a decade he operated a crisis and media consultancy with international clients in the health, aviation, law and allied sectors. His PhD is in media, crisis communication and disasters. Hamish's research interests are in social media and crisis communication, political communication during disasters and risk communication involving community resilience and disaster planning, response and recovery. Hamish has published internationally and is a sought-after commentator in the media on crisis communication.

**Dr Amisha Mehta** specialises in Risk and Crisis Management and Small Business Resilience at the OUT Business School, Australia. Amisha contributes to risk perception and crisis management research in unmanned aviation through Project ResQu, a \$7.1 million collaborative research program funded by the Queensland State Government, Boeing Australia, and Insitu Pacific. As a chief investigator for the Bushfire and Natural Hazards CRC, Amisha works with government to deliver evidence-based risk and warning communication to increase community resilience. She is on the executive board at the QUT Centre for Emergency and Disaster Management and Public Relations Institute of Australia's National Education Committee.

**Biagio Oppi** is an Italian Public Relations professional, working in the field for nearly 15 years. He holds a bachelor degree in Communication Sciences and an executive PR masters degree from IULM University. Starting as journalist, he then focused on public relations and marketing, working in different industries: international relations, exhibitions, food and wine, healthcare, travel and motorsport. He is now Communication Manager of Gambro – part of Baxter International, a leading healthcare company – where he is responsible both for internal and external communication. Since 2013, he has been a member of the Board of Global Alliance for Public Relations and Communication Management.

**Lisa Waller** is a senior lecturer in Journalism at Deakin University, Australia. Her research centres on questions about how news shapes society, especially at the local level, but also in fields including the justice system and policymaking. She received her PhD from the University of Canberra in 2014.

**Jordi Xifra** is Professor at the Universitat Pompeu Fabra, Barcelona, Spain. His research focuses basically on the history of public relations, public relations sociology, public affairs and public diplomacy. He has also led a research group on think tanks' communication management. He has published more than 15 books on public relations and public affairs in Spain and South America, and his articles have been accepted for publication in *Public Relations Review*, *Journal of Public Relations Research*, and *American Behavioral Scientist*, among others. He is the co-editor of *Public Relations Inquiry* (Sage).