

## INDEX

---

- activism, 109, 110
- Advertising Standards Board, 128
- AgResearch, 49
- Amini, Ana, 98
- ANZ Bank, 48
- apologia* theory, 23–6
  - denial strategies, 24
  - developments in, 24–5
- Aristotle, 24
- Armstrong, Lance, 61–2
  - 'attacking the accuser' defence, 65
  - confession on Oprah Winfrey's television program, 61, 65–6, 67
  - diverting of attention, 68
  - failure to apologise, 61
  - inspirational and iconic status, 62, 67
  - Livestrong Foundation, 62, 67, 69
  - sponsors of, 62
  - strategic use of Twitter, 63, 69
  - unfair treatment, 68, 69
  - use of social media, 63
- Asia Pulp and Paper, 108, 112–13, 116
  - criticism by environmental groups, 112
  - Forest Conservation Policy, 113
  - and the Sumatran tiger, 113
- attribution theory, 26
- Auger, G. A., 129
- Austin, J. E., 83
- Australia
  - adoption of social media, 119
  - banking system, 5–6
  - not-for-profit organisations, 122
- Australian Communications Consumer Action Network, 125
- Australian Responsible Care Program, 34
- Bagrie, Cameron, 48
- Bailey Report (UK), 101
- Banking Act*, 5, 6–8
  - High Court challenge to, 7
- banks, Australian, 5–6
- beyondblue, 124, 125
- Billings, A., 65
- biomedical products, manufacture of, 161–2
- blogging, 95; *see also* social media
- bloodline products, 159, 162
- botulism, 41, 45
- Brotherhood of St Laurence, 122, 126
- Brown, N., 60, 63, 65
- Bundaberg, 133
  - assessments of damage, 141
  - communication challenges, 138
  - communication strategy, 141–2, 151–2
  - demographics of, 138, 143
  - floods and disaster communication, 132–45
  - floodwater warnings, 139
  - instructional information, 138, 142
  - power outages, 140
  - preparation phase, 138
  - problems of compliance, 138–9
  - recovery phase, 140–1
  - Regional Local Government Area, 133
  - response phase, 139–40
  - responsibility for disaster communication, 133
  - risk communication in, 137–42
  - spectators of the flood, 139
  - swift-water rescues, 139
  - timeline of flood events, 137
  - water supply, 140
- Bundaberg Regional Council, 137, 138
  - and the 'mud army', 141
- Bundaberg Regional Council Local Disaster Management Group, 133, 138
  - advisories and media alerts, 139, 144
  - conflicting information, 139
  - Facebook page, 140, 142
- Bureau of Meteorology, 137, 138, 140
- Burns, A., 148, 152, 154
- bushfires in Catalonia, 146–57
  - development of, 146–7
- Canberra bushfires, 160
- Cancer Council, 124
- Carney, Jay, 114
- Catalan Government, 148
- Catalonia
  - Basic Regulations of Civil Protection, 149
  - Civil Protection Act, 150, 151
  - Civil Protection Directorate General
    - tweets, 147
  - Civil Protection Plan, 149
  - climate of, 147
  - Directorate of Civil Protection, 149
  - Directorate of Prevention and Fire Extinction and Rescue, 149
  - Emergency Centre of Catalonia, 150
  - forest and land management, 147
  - government assessment of its activities, 155
  - government Twitter account, 154
  - Infocat plan, 146
  - Information Office of the Emergency Committee, 151
  - Ministry of Home Affairs, 152

- Catalonia, bushfires in, 146–57
  - action groups of citizens and others, 150–1
  - background of the crisis, 148–9
  - chain of command, 150, 155
  - communication management, 155
  - communication strategy, 152
  - damage caused by, 147
  - fire prevention and extinction strategies, 150
  - management of internet accounts, 154
  - media coverage of, 148
  - responsibility of government agencies, 149
  - specific emergency plans, 149–51
  - use of social media, 148, 152–5
- Chase, Howard, 4, 5
- Chifley, Ben, 5, 6, 7
- China and the Fonterra botulism scare, 43, 46, 48, 49
- citizen experts, 33
- citizen journalism, 95, 98
- Clinton, President Bill, 66
- cognitive dissonance, 111
- Coleridge, Chris, 50
- Commonwealth Bank, 6
- communication management, role of public relations in, 2
- Communications Council Social Media Code of Conduct, 128
- consensus communication, 30–40
  - definition, 33
  - outcomes of, 37, 38
- consumer behaviour, 109
- Coode Island chemical fire, 31–3
  - crisis communication, 32, 33
  - issues analysis, 31–2
  - risk communication, 32
- Coode Island Community Consultative Committee, 31, 33–5
  - functions of, 37
  - issues covered by, 36
  - membership, 34, 36
  - objectives, 33
  - outrage management, 37
- Coombs, T., 26, 27, 158, 160
  - apologia* theory, 24
  - crisis typology, 15
  - impression management, 25
  - responses to a crisis, 19, 66
- corporate social responsibility, 80, 81, 108, 126
- corporations
  - response to complaints, 73
  - and social media, 73
- Creech, Wyatt, 45
- crises
  - attribution of responsibility for, 160
  - definition, 159
  - emergency crisis, 159
  - natural disasters, 132–45, 159–61
  - types of, 159
- crisis communication, 1
  - 'dark sites' emergency websites, 18
  - definition, 32
  - government roles in, 146–57
  - lessons from the Bundaberg flood, 142–3
  - public participation in, 153
  - responsibility for, 102, 153, 154
  - social media, 18, 153
  - speed of, 73
  - and stakeholder negativity, 5
  - training for, 17–18
  - websites and online newsrooms, 18
- crisis communication planning, 12, 17
- crisis creep, prevention of, 101–4
- crisis, impact of, 1
- crisis management, 4–5, 67
  - authoritative source of information, 102
  - boom and bust cycles, 107–18
  - the crisis team, 17
  - definition of the type of crisis, 15–16
  - facilities needed, 18–19
  - image restoration theory, 25
  - impression management, 25
  - and issue management, 4
  - maintenance of relationships with journalists, 103
  - models and procedures, 15–23
  - post-crisis period, 15, 22–3
  - pre-crisis phase, 15–19
  - pro-active damage control, 103–4
  - protection of interests, 23
  - ranking of threats, 17
  - response phase, 15, 19–22
  - ripple effect of a crisis, 42
  - role of public relations in, 12–28
  - role of slacktivism, 108
  - sequencing, 15
  - situational crisis communication theory, 26
  - skills and knowledge needed, 96
  - and slacktivism, 115
  - and social media, 116
  - stakeholders in, 148
  - token support and, 109
  - training for crisis communication, 17–18
  - use of experts to control social media conversations, 103
- crisis response, 15
  - communication with internal audiences, 20–1
  - cooperation with authorities, 20
  - employee morale and trust, 21

- crisis response (cont.)
  - goals of, 19
  - monitoring the crisis, 20
  - news conferences, 21–2
  - protection of victims, 19–20
  - recording of queries, 22
  - review of, 23
  - speed of news release, 21
- crisis situations
  - avoidance of, 5–6
  - role of public relations in, 2
  - types of, 15–16, 21
- cross-sector collaboration, 80–91
  - types of, 82, 83–4
- crowdsourcing, 96
- cycle of learning model, 136
- Cyclone Yasi, 139
  
- Danone (company), 42, 46
- dark sites (websites), 18
- deforestation and orangutans, 86, 87
- Doorley, J., 101, 102, 103
  
- elite athletes
  - confessions by, 65
  - diverting of attention, 68
  - reputation and, 60
  - 'stealing the thunder' strategy, 66
  - tolerance of transgressions by, 64–5
- Elkington, J., 82
- Eltham, B., 148, 152, 154
- emergency communication, 146–57
- Emergency Management Australia, 150
- English, Bill, 44, 45
- environmental activism, meaningful support for, 111
- environmental agreements, 111
- Ergon Energy, 141
- Every Australian Counts campaign, 122
- Ewing, Ray, 4, 5
- experts, 33, 36–8
  - citizen experts, 33
  - disagreement among, 37
  - expert publics, 33
  - risk assessments, 134
- Facebook, 101, 102, 123
- Fan, Zhang, 48
- Fearn-Banks, K., 3, 4
- Fennell, S., 82
- Ferrari, Dr Michele, 62
- Fonterra (company), 41
  - communication management, 50
  - compensation demands, 42
  - crisis communication, 46, 50, 52, 53
  - crisis management, 52
  - failure of its apology, 47–8
  - false positive tests, 42, 44, 46, 49
  - financial cost of the crisis, 50
  - food contamination crises, 43
  - interpretation of the crisis, 49–50
  - media reaction to the crisis, 46–7
  - perspective on the food contamination crisis, 45–6
  - product recalls, 42
  - reliance on science, 50–1
  - reputational damage, 41, 42–5, 50, 51, 53
  - risk management, 52
  - stakeholders' perceptions of, 51–2
  - trade implications of the crisis, 47
- food safety, 41, 43, 48
- for-profit organisations, 80
  - cross-sector collaboration, 88
  - online communication and social media, 108
- forest and land management
  - burning off, 147
  - fire prevention and extinction strategies, 147
- Fotheringham, William, 67
  
- Galloway, C., 3, 149, 151, 153
- Galtung, J., 97, 98
- Gambro (company), 158
  - communication with employees, 165
  - crises affecting, 161–3
  - crisis communication, 158, 164–6
  - crisis management, 158, 165
  - earthquakes and, 163–4
  - employee donor campaign, 165
  - and the global financial crisis, 162
  - interim production arrangements, 166
  - nature of the manufacturing facility, 161, 162
  - 'One Voice' communication strategy, 164–6
  - outcomes and recovery, 166–7
  - relationship with the community, 163
  - reputational impact, 166
  - restructuring process, 162
  - round table of stakeholders, 164
  - rumours about, 162, 166
  - sales network, 166
  - target publics of, 164
  - task forces, 164, 166
  - use of media, 165
- Gandy, O., 96, 100
- Geelong Chemical Action Network, 31
- Gibson, Neil, 51
- Glenny, L. 160
- Good Agricultural Practice Guidelines for Palm Oil, 85
- Gray, B., 49, 53
- Greenberg and Elliott, 45, 51

- Greenpeace, 80–91, 111  
 activism on deforestation, 86  
 campaign against Asia Pulp and Paper, 113  
 campaign against Unilever, 87, 88  
 collaboration with Unilever, 88  
 issue management, 88  
 online videos, 113  
 greenwashing, 112  
 Groser, Tim, 47  
 Grunig, James, 13, 14, 23, 26
- Hambrick, M., 63  
 Hamilton, Tyler, 67  
 Harrison, K., 3, 159, 165  
 Hartland, Colleen, 31  
 Hearit, Keith, 24  
 Heart Foundation, 124  
 Heath, R., 4, 7, 8, 13  
 Helm, S., 51  
 Homedes, Marc, 154  
 Hunt, T., 14
- image restoration theory, 25  
 impression management, 25  
 information subsidies, 100  
 Invisible Children, 108, 114–16  
 negative media attention, 116  
 results of its campaign, 114  
 and slacktivism, 115–16  
 use of Facebook and Twitter, 115  
 website management, 115  
 issue management, 1, 3–4, 5–6  
 boom and bust cycles, 107–18  
 and crisis management, 4  
 criteria for monitoring issues, 7  
 and cross-sector collaboration, 81–4  
 through cross-sector collaboration, 80–91  
 functions in, 4  
 proactive, 80  
 as a public policy role, 5  
 responsibility for, 81  
 role of slacktivism, 108  
 role in strategic planning, 4  
 and social media, 116  
 token support and, 109  
 tools for, 1  
 issues communication, 1  
 Italy  
 manufacture of biomedical products, 161–2  
 political and economic instability in, 162  
 Iyer, E. S., 84
- journalism  
 quality journalism, 101  
 verification and social media stories, 100
- journalists  
 and crisis management routines, 148  
 factors affecting decisions, 97  
 news values, 97–8
- Kemp, Charles, 6  
 Key, John, 44, 47  
 KFC  
 apology to Danny Ng, 76  
 co-creation strategy, 78  
 containment strategy, 77–8  
 crisis communication, 77  
 crisis management, 77–8  
 'KFC finds love again' campaign, 78  
 recruitment of radio DJs, 78  
 strategy of containment, co-creation and convincing, 77  
 strategy to convince, 78  
 kidney dialysis, 159  
 Klout score, 12  
 Kony 12 campaign, 114–16  
 criticisms of, 114  
 Kony, Joseph, 114  
 Kristofferson, K., 109, 110, 112  
 Kwanash-Aidoo, K., 3, 149, 151, 153  
 Kyoto Protocol, 111
- Landy, John, 31  
 lay publics, 33, 36  
 Lerbinger, Otto, 15–16, 21, 25  
 Lifeline Australia, 127  
 Livestrong Foundation, 62, 67, 69  
 Lord's Resistance Army, 114
- Malaysia  
 background on the i-City KFC fight, 75–6  
 breadth of use of social media, 74  
 cultural, racial and religious diversity of, 74  
 issues in the KFC fight, 76–7  
 KFC i-City fight, 73–9  
 public reaction to the video clip of the fight, 75  
 racial stability in, 74, 76  
 youth reliance on social media for news, 74  
 Malaysian Airways flight MH370, 20  
 McConnan, Sir Leslie, 5, 6, 7, 8  
 McDowell, Gabriel, 102  
 McGrath Foundation, 126  
 McMullin, Ross, 6  
 Media Access Australia, 125  
 Menzies, Robert, 8  
 Milne, G. R., 84  
 Monsanto (company), 43  
 Morgan, M., 64, 65  
 Mount Franklin Water, 126  
 Movember campaign, 125

- narrative theory, 26  
 National Bank of Australasia, 6  
 National Disability Insurance Scheme, 122  
 nationalisation of banks in Australia, 5, 6–8  
 natural disasters, 132–45, 158  
   bushfires in Catalonia, 146–57  
   effects of, 161  
   phases of, 135–6  
   preparation phase, 135, 144  
   prevention phase, 135  
   recovery phase, 135, 163  
   resourcing of media teams, 143  
   response phase, 135  
   and social media, 144  
 networked journalism, 95  
 New Zealand  
   100% Pure New Zealand branding, 43, 48–9  
   ‘clean and green’ image, 43, 50  
   consumer trust in dairy products, 42  
   food safety scare, 41–53  
   importance of the dairy sector, 43  
   Ministry for Primary Industries, 46, 47, 49  
   ‘NZ Inc’, 43  
   regulatory framework for dairy products, 49  
   reputation for food safety, 48  
 Newman, John Henry Cardinal, 24  
 news agenda, 96  
 news conferences, 21–2  
 news media  
   democratisation of, 104  
   dominance of celebrity and social news, 98  
   effect on public panic and speculation, 67  
   hard and soft news, 97  
 news subsidies, 96–7  
 news values, 97–8, 99–100  
 Ng, Danny, 75  
 Nicholls, S., 160  
 Norton, Chris, 18  
 not-for-profit organisations, 81  
   adversarial organisations, 82  
   advocacy organisations, 124  
   authoritative source of information, 125  
   consistency of organisational messages, 127  
   cross-sector collaboration, 82, 83, 88  
   decision-making hierarchies of, 125  
   distinction between personal and professional  
   communications, 125–6  
   fundraising activities, 125  
   maximisation of meaningful support, 109  
   online communication and social  
   media, 108  
   related to health and wellbeing, 124  
   reliance on volunteers, 121  
   resources of, 121, 122–3, 128  
   and risk aversion, 119–30  
   risks faced by, 119  
   and social media, 119, 120–6, 128, 129  
   target publics of, 125  
   types of, 82, 124–5  
 O’Neill, D., 98, 99  
 orangutans, 86  
 organisations  
   decision-making in, 2  
   internal and external responses to crises, 2  
   and social media adoption and use, 120  
   transparency of, 124  
 outrage management, 30–40  
 Oxfam Australia, 126  
   *The Grow Method* campaign, 122  
   use of social media, 122, 127  
 Palenchar, M., 3, 4, 7, 8  
 palm oil, 85, 88  
 Pelozo, J., 109, 110, 112  
 Pew Research Internet Project, 114  
 political economy, 96  
 Pont, C., 148, 150, 152, 153, 155  
 Porter, M., 161  
 post-crisis period, 22–3  
   assessment of PR damage, 22  
   rebuilding during, 158–68  
   recovery program, 22  
   review of crisis preparation, 23  
   review of crisis response, 23  
   strategic changes, 23  
 private sector responsibility for issue management,  
   81, 82  
 product recalls, 42  
 Prostate Cancer Foundation of Australia, 125  
 public relations  
   *apologia* theory, 23–6  
   asymmetrical approaches to, 13  
   criticisms of, 13  
   definitions of, 13–14  
   emergency management teams, 160  
   models and procedures, 15–23, 26  
   post-symmetrical theory of, 13  
   and social media, 94  
   symmetry in, 14, 23, 26  
 Public Relations Institute of Australia, 13  
 public relations profession, 1  
   participation in newsmaking, 96  
   and social media, 100, 103  
 Queensland, disaster communication in,  
   132–45  
   Emergency Management Queensland, 138  
   *Get Ready Queensland* initiative, 144

- Queensland Fire and Rescue Service, 139
- whole-of-government approach, 133
- racial framing, 74
- racism, 73–9
- Red Cross, 141
- reputation, definition, 107
- reputation risks, 41–53, 121
- reputational damage
  - assessment of, 16
  - quantification of, 44
- resilience, 137
- Responsible Care program, 34
- Rice, Stephanie, 64
- risk, 2–3
  - assessment of, 5–6
  - environmental risks, 30
  - man-made disasters, 30
  - and outrage, 34
  - related to health and wellbeing, 124
  - social risks, 30
- risk audits, 15, 16
  - desk research, 16
  - internal and external, 16
  - ranking of threats, 17
- risk aversion, 119–30
- risk communication, 1, 3, 30–40
  - adjusting information, 135, 143
  - choice of content, 136
  - definition, 32
  - image-based communication, 143
  - instructing information, 135, 136, 142, 143
  - interactive approach, 134
  - internalising information, 136, 143
  - lessons from the Bundaberg flood, 142–3
  - multiple sources and channels of information, 136, 143
  - during natural disasters, 132, 134–6, 142
  - one-way communication, 134
  - role of public relations in, 3
  - two-way nature of, 3
  - types of, 135
  - use of experts, 33, 36–8
- risk management, 1, 3, 52
- risk perception, 32, 38, 134
- Roberson, Kasie, 24
- Romano, Gary, 47
- Roundtable on Sustainable Palm Oil, 85
  - membership, 85
- Royal Commission on Banking, 7
- Ruge, M., 97, 98
- Russell, Jason, 115, 116
- Sanderson, 63, 64
- Sandman, Peter, 34, 35–5, 36, 38
- Sanlu (company), 43
- Saxton, G. D., 120, 125
- Sea Shepherd Conservation Society, 82
- search engine optimisation, 18
- Sellnow, T. L., 136
- sexualisation of young girls, 98, 100, 101
- Sinar Mas (company), 112
- situational crisis communication theory, 26
- slacktivism, 107–18
  - power of, 111–12
  - role in online crisis and issues management, 108
  - and token support, 111, 112, 113
- Smith, C. 124
- social identity theory, 63
- social investment, 81
- social media, 69, 123
  - adoption and use of, 119–30
  - archiving and storage of content, 95
  - backlash against Target, 98, 100–4
  - code of conduct, 128
  - and community building, 123
  - complexity of, 108
  - control over, 123, 127
  - cost of, 120
  - and crisis management, 94
  - etiquette on, 123
  - evolution of, 121
  - guidelines or policies and procedures for, 127
  - importance of strategic messages and interaction, 122
  - interactive and converged network systems, 152
  - interactive communication on, 123
  - monitoring tools, 20
  - multiple sources and channels of information, 152
  - and natural disasters, 138
  - need for monitoring of, 101–4, 115
  - noise and, 124
  - opportunities presented by, 120, 127, 129
  - paid posts on, 128
  - professional and personal communication on, 120, 125–6
  - relevance of different sites, 123–4
  - and reputational risk, 122
  - risks associated with, 129
  - rules of engagement, 127
  - and sports fans, 60, 62, 64
  - target publics, audiences and stakeholders of, 108
  - and token support, 110
  - and traditional media, 61, 94–106, 114
  - trends in, 98
  - trolls, 122
  - use by not-for-profit organisations, 126

- Spierings, Theo, 42, 46, 47, 49, 50  
 sport and crisis communication, 60–72  
 sports fans, 60  
   expectations of, 62–4  
   and social media, 63  
 stakeholder expectations, 51, 80  
   cognitive and normative expectations, 52  
 stakeholders, identification of, 80  
 Sturges, D. L., 135  
 subsidised news, 96–7, 100  
 Sumatran tigers, 113  
 Summers, J., 64, 65  
 supply chain slacktivism, 110–11, 112  
 sustainable palm oil, 85  
 symmetry in public relations, 13, 14, 26
- Tajfel, Henri, 63
- Target  
   media crisis over girls' fashions, 94, 95–6, 98–9  
   national news coverage of the issue of girls' fashions, 100  
   response to social media criticism, 99
- Terminals Chemical Storage Facility, 31  
   Responsible Care program, 34
- Tour de France, 62  
 traditional media and social media, 61, 94–106, 114  
 trolls, 122  
 Tropical Cyclone Oswald, 132  
 trust, 160  
 Twitter, 63, 69, 123  
 Tygart, Travis, 61
- Underhill, Kerry, 48
- Unilever, 80–91, 113  
   collaboration with Greenpeace, 88  
   Dove™ self-esteem fund, 87  
   forests action against, 87  
   Good Agricultural Practice Guidelines for Palm Oil, 85  
   integrative relationships, 85  
   issue management, 85, 88  
   partnership initiatives, 86  
   relationship portfolio, 85–8  
   Roundtable on Sustainable Palm Oil, 85  
   social and environmental investment, 85  
   supply chain practices, 86  
   sustainable palm oil, 85  
   values of, 85
- United States Anti-Doping Agency, 61, 62
- Victoria, bushfires in, 147, 152, 155  
   communication lessons from, 148  
   convergent media and, 154
- White, K., 109, 110, 112
- Wide Bay – Burnett region of Queensland, 132
- Wigley, S., 66
- Winfrey, Oprah, 61, 65–6, 67, 114
- World Anti-Doping Agency, 69
- World Cancer Congress, 62
- World Wide Fund for Nature, 112
- Wronging Rights blog, 115
- Zhao, William, 48