

Week 5. Crisis prevention

6 February 2017

Questions



 Last Refreshed : 2017-02-10 20:58

Train Service Disruption on the Tsuen Wan Line due to an incident at station

This message issued : 2017-02-10 20:50

Tsuen Wan Line service changes

Central Station ↔
Tsuen Wan Station

4-minute intervals

Tsim Sha Tsui Station

*Non-Stop, a free MTR shuttle bus service is operating

*A free MTR shuttle bus service is operating between Tsim Sha Tsui Station and Yau Ma Tei Station, through Jordan Station; or please consider using other transport.

Longer waiting times on Tsuen Wan Line platforms can be expected.

Please allow more time for travel.

MTR staff are handling the situation.

Thank you for your patience and understanding.

http://www.mtr.com.hk/alert/alert_simpletxt_title.html



Nordstrom  @Nordstrom

3 Nov

@SheWhoVotes We hope that offering a vendor's products isn't misunderstood as us taking a political position; we're not. We recognize (1/2)



Nordstrom  @Nordstrom

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@SheWhoVotes our customers can make choices about what they purchase based on personal views & we'll continue to give them options. (2/2)

12:26 AM - 3 Nov 2016



40



206



浙江省卫计委通报一起重大医疗事故

发布日期：2017-02-09

信息来源：省卫生计生委

字体：[大 中 小]

1月26日下午，我委接到浙江省中医院报告，因该院一位技术人员在某次技术操作中严重违反规程，该次操作涉及的治疗者可能存在感染艾滋病病毒风险。

我委对此高度重视，迅速成立调查处置领导小组及专家工作组，立即组织有关单位和专家开展调查和处置工作，紧急对涉及的全部治疗者进行血液筛查，并启动相关责任人调查追责工作。

经查，此次传染源为一名治疗者在治疗过程中因个人原因在医院外感染艾滋病病毒，浙江省中医院一名技术人员违反“一人一管一抛弃”操作规程，在操作中重复使用吸管造成交叉污染，导致部分治疗者感染艾滋病病毒，造成重大医疗事故。经疾控机构检测，确诊5例。

省委、省政府高度重视，主要领导对此事多次做出指示批示，要求本着对人民健康高度负责的态度，全力做好感染者治疗、关怀等工作，依法依规严肃查处责任人。

我委已组织专家根据感染者具体情况采取了规范化治疗和相应的干预措施，并责成有关单位全力做好感染者的关怀和赔偿等后续工作。同时，举一反三，在全省范围内开展医疗安全大排查，认真检查和严格规范医疗操作管理，坚决防止类似事件发生。

目前，有关部门已对省中医院相关责任人做出严肃处理：免去院长的行政职务和党委副书记职务，给予党内严重警告处分；免去党委书记的党内职务和副院长的行政职务；撤销分管副院长职务，免去其党委委员并给予党内严重警告处分；撤销检验科主任职务；免去医务部主任职务；免去院感科科长职务。

直接责任人以涉嫌医疗事故罪，由公安机关立案侦查，并已采取刑事强制措施。

【打印本页】 【关闭窗口】

http://www.zjwjw.gov.cn/art/2017/2/9/art_1202194_5503810.html

Today's learning goals

1. Be able to analyse and evaluate information before a crisis.
 1. Learn the usefulness of measuring likelihood and impact.
2. Analyse how a food related crisis ought or ought not to be managed.
3. Understand the importance of preparation and training.

Crisis Prevention

Identify the sources to scan

We select sources that can be relevant from those identified from issue, risk and reputation management functions.

Collect the information

We systematically scan sources and collect information that we can then transform into knowledge to make threat assessments.

Analyse the information

Information needs to be analysed in a way that helps you decide whether a specific issue or risk is going to become a crisis.

Take action preventively

Evaluate the effectiveness

Volkswagen – Source scanning

- What sources should you scan if you were working for the crisis management team in Volkswagen China? [Tip: Think out of the box and be specific]
 - Send your responses on Mentimeter.
 - Make 5 suggestions.

Volkswagen – Source scanning

News media	Magazines	Social media	Other sources
人民日报	汽车周刊	Tianya	Greenpeace China
南方都市报		WeChat influencers	MEP (环境保护部)
中央电视台	财新周刊	汽车之家	
东方卫视	南方周末	太平洋汽车网	
凤凰卫视		盖世汽车资讯	

Recap from last week

- #1 – Analyse data from Factiva (newspaper database)
- #2 – Analyse data from TrendSpottr (social media analysis)

Recap - Factiva

Search TEXT: Volkswagen DATE: 16/03/2013 to 17/03/2013 SOURCE: All Sources MORE ▾ Modify Search

Dow Jones (7) All (358) **Publications** Web News (0) Blogs (0) Pictures (0) Multimedia (0)

Sort by: Oldest first Duplicates: Similar ⏪ ⏩ 🖨 📄 RTF 📌 ? Display Options ▾ ☰ ☰

Authors	Count
Osamu Suzuki	7
Martin Winterkom	5
Rupert Johann Stadler	2
Jonathan Crane	1
Denis Valentinovich Mant...	1
John Bond	1
Carel Johan de Nysschen	1

▼ **Authors** Export

Emily Allen	5
Roberto Ramirez	4
Dan McCrum	3
Graeme Roberts	3
Michael Winerip	3
Enrique Ávila	3
Dan Neil	2
Celine Sun	2
Volker Mester	2
Toby Hagon	2

▼ **Keywords**

rostigste hobby
autorités chinoises
defective cars agencia china
second écran press shop
nine-strong portfolio zuinig auto's
constructeur allemand intense competition

Headlines 1 - 100 of 358 Next 100 ▶ Total duplicates: 14

7. [The Advertiser](#), 16 March 2013, 781 words, [neil dowling](#), NEIL DOWLING, (English)
...wagon here, for example, has the same high-output turbo-petrol engine as its sports-oriented RS sedan model -- itself a reskinned **Volkswagen** Golf GTI. Wagons also share the handling, agility and performance acumen of their sedan equivalents.
+ 1 duplicate article(s) identified

8. [Car news >> \\$30K three-door By all means Pro-cee'd](#)
[The Advertiser](#), 16 March 2013, 433 words, [Joshua Dowling](#), JOSHUA DOWLING, (English)
The news came as the covers came off the brand-new sporty three-door hatch at the Geneva motor show under the watchful eye of the man who styled it, former **Volkswagen** and Audi designer Peter Schreyer.

9. [Head to head >>](#)
[The Advertiser](#), 16 March 2013, 593 words, [paul pottinger](#), PAUL POTTINGER, (English)
When first driven in the US two years ago, the Focus convinced me Ford had turned a corner. A five-star crusher with the complete suite of safety measures, the solidity and quality is closer to Audi than **Volkswagen**, with extremely able dynamics.
+ 1 duplicate article(s) identified

10. [Automobiles: l'Europe à l'assaut de l'Indonésie, juteux bastion japonais](#)
[Agence France Presse](#), 16:03, 16 March 2013, 759 words, [Olivia Rondonuwu](#), OLIVIA RONDONUWU, (French)
Mercedes, BMW et **Volkswagen** ont tous pour projet d'investir dans l'archipel. Les détails sont rares, les groupes préférant rester discrets. On sait seulement que **Volkswagen** prévoit de construire une usine dans les quatre ans à venir, pour un coût non divulgué...
+ 1 duplicate article(s) identified

11. [Watermarking : le signal inaudible qui synchronise tv et second écran](#)
[Agence France Presse](#), 17:32, 16 March 2013, 568 words, (French)
... lors de l'apparition à l'écran de la nouvelle Coccinelle cabriolet dans un sujet de l'émission "Turbo", sur M6, le constructeur **Volkswagen** a proposé sur le second écran des téléspectateurs une "publicité contextuelle synchronisée". Celle-ci les invitait à ...

12. [SMALL IN SIZE, BIG IN PRICE](#)
[The Age](#), 16 March 2013, 657 words, [SALLY DOMINGUEZ MATT CAMPBELL](#), (English)
...about it, considering Nissan only charges \$1500 for the auto in the Micra. But at least Mitsubishi is giving buyers that option - **Volkswagen** isn't even bringing in the self-shifting gearbox for the Up. I was impressed by how well the CVT teamed with the

Recap - TrendSpotter

TRENDING SCORE: 100



Source: www.cnbc.com

First Volkswagen, now Peugeot to assemble cars in Kenya

PARIS Feb 4 (Reuters) - France's PSA Group, the maker of Peugeot, Citroen and DS cars, said on Saturday it had signed a contract to start ...

TRENDING SCORE: 19



Source: fortune.com

Audi Recalls 576,000 Vehicles Over Fire Hazard and Airbag Issues

Volkswagen is recalling nearly 600,000 Audi vehicles, citing a fire hazard in one model year and an airbag issue in another

Recent Posts

Sentiment

Momentum

Compare

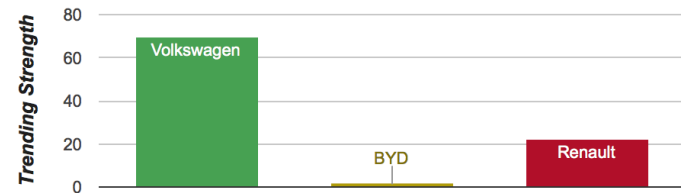
Recent Posts

Sentiment

Momentum

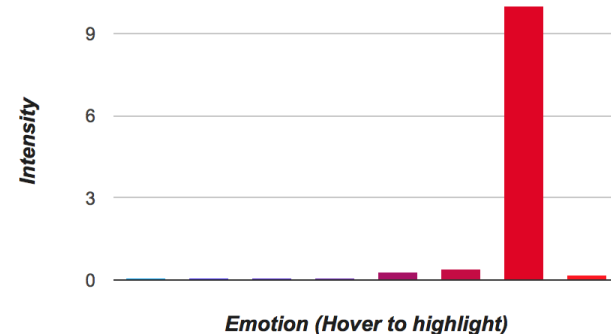
Compare

Compare



Enter additional search term to compare trending strength

Sentiment: Negative

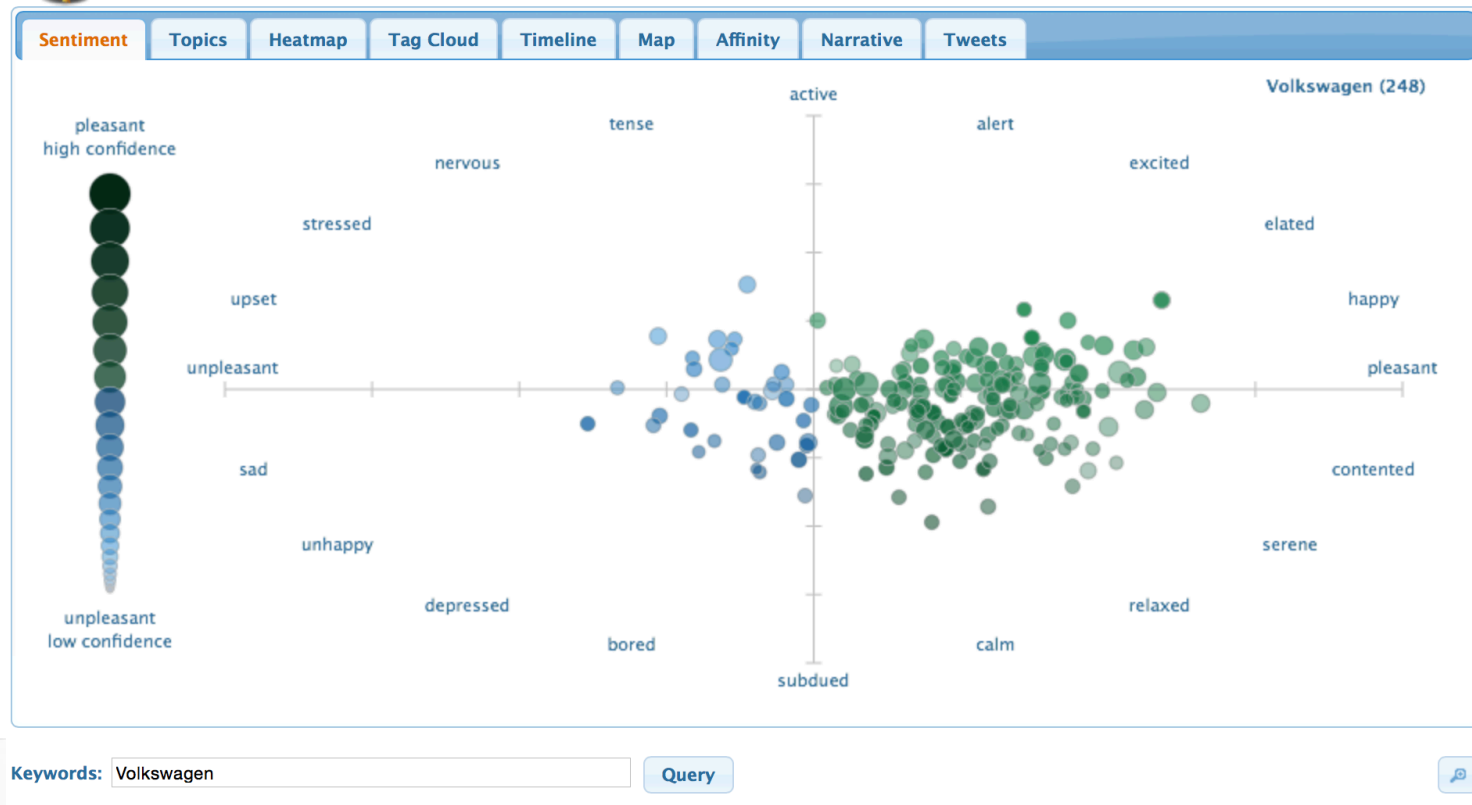


Emotion (Hover to highlight)

Recap – Sentiment Analysis



sentiment viz
Tweet Sentiment Visualization



https://www.csc2.ncsu.edu/faculty/healey/tweet_viz/tweet_app/

Information analysis

- Collecting information is of no value, unless it can be analysed in a way that helps crisis managers **determine whether there is a crisis risk.**
 - When gathering information, lots of potential issues and risks will be identified.
 - Only by carefully assessing each of them, will it be possible to know which ones need to be monitored or acted upon.

Information analysis - Challenges

- Nowadays, a lot of information is available to you. Transforming this information into useful knowledge is not easy.
 - Have a clear idea of what sources are relevant and which ones are not.
 - Try different tools for information collection.
 - Adjust the collection and analysis of information to the needs of your organisation

Information analysis

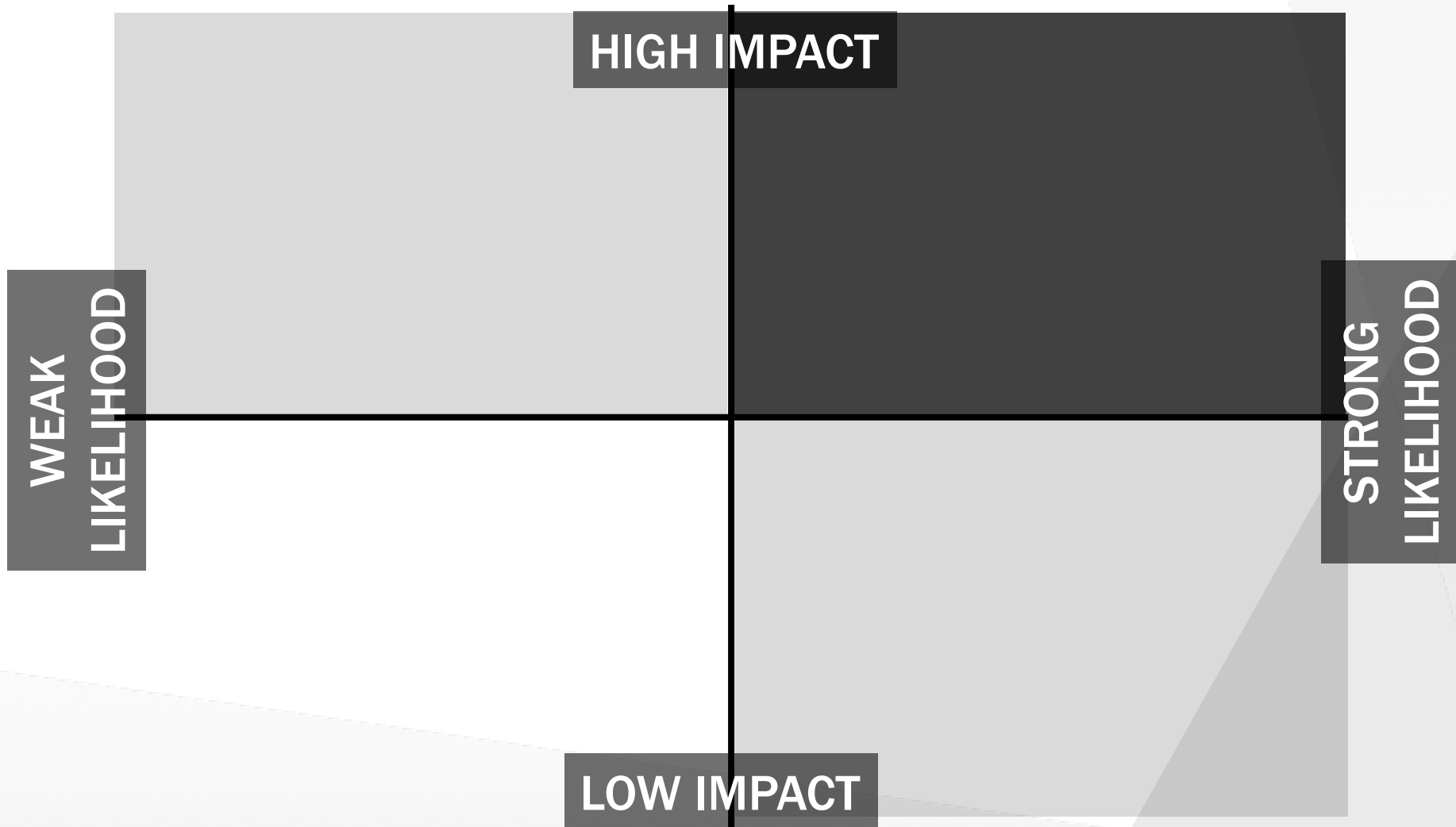
Crisis Threat= Likelihood x
Organizational Impact x
Stakeholder Impact

$$CT = L \times OI \times SI$$

Information analysis

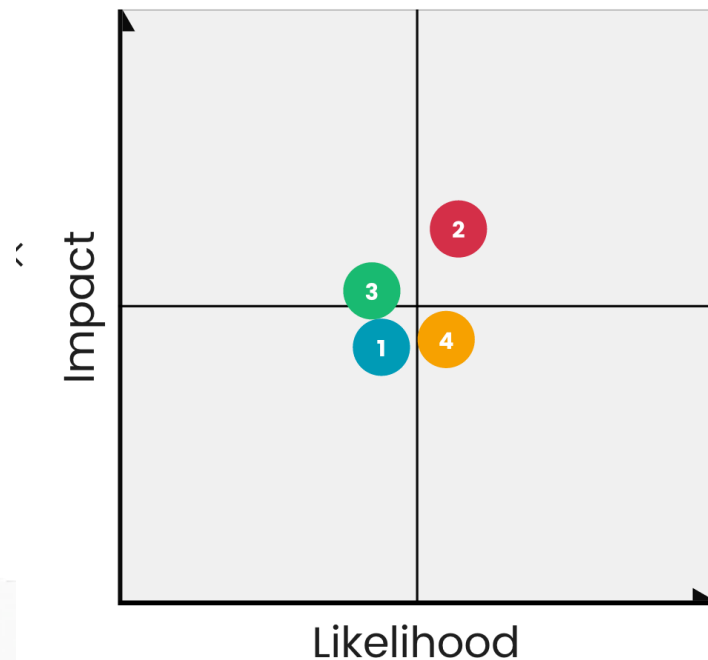
- **Likelihood** is the probability that a threat (issue, risk or reputation) will become a crisis.
- **Impact** is the effect that a potential crisis could have on the organisation and the stakeholders.
- All sources should be analysed along these two dimensions.

Information analysis



Information analysis

You are working at KFC China, how would you rate these issues.



- 1 Boycott of KFC products by netizens in Urumqi
- 2 Rumor on WeChat that KFC sells cat meat
- 3 Proposed new law to tax deep fried foods
- 4 Campaign by NGO against chicken farms



Information analysis - Reputation

- When analysing the likelihood and the impact of a reputational crisis, several steps need to be followed:
 1. Identify stakeholder expectations.
 2. Determine if expectation gaps exist.

Reputational Expectation Gaps

Performance Gap: Organizational actions do not match stakeholder expectations



No Gap: Organizational actions and stakeholder expectations match and are seen by stakeholders



Perception Gap: Organizational actions match expectations, but stakeholders do not see the match.



Information analysis - Reputation

- When analysing the likelihood and the impact of a reputational crisis, several steps need to be followed:
 1. Identify stakeholder expectations.
 2. Determine if expectation gaps exist.
 3. Assess the power, legitimacy and willingness of different stakeholders.
 1. Legitimacy and willingness suggest strong likelihood.
 2. Power and legitimacy can be used to determine the impact.

Crisis Prevention

Identify the sources to scan

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Collect the information

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Analyse the information

Information needs to be analysed in a way that helps you decide whether a specific issue or risk is going to become a crisis.

Take action preventively

Evaluate the effectiveness

Preventive actions

- After warning signs are evaluated, crisis managers need to determine whether action is needed or not. **Many threats are minor and can be ignored.**
 1. Notable threats found during the scanning of sources, can be monitored.
 2. If the threat is deemed serious, actions are taken to manage issues, reduce risks, or build or maintain reputations.

Effectiveness Evaluation

- Once action is taken, it is necessary to **assess the impact**. It should never be assumed that ANY action will improve the situation.
- Evaluations should **compare the consequences** of the actions taken with the **intended consequences**.
- Evaluations should be repeated regularly.

Case Studies Feedback (Sources)

- Look for multiple academic sources for your literature review. Do not overuse journalistic sources.
- Make use of Chinese sources (please!). You have the advantage of speaking two languages, take advantage of that.
- Be careful when selecting your sources. Not everything you read on the internet has the same journalistic value.

Case Studies Feedback (Theory)

- Theories are not only tools to describe crisis responses, they are **analytical tools**. Put them to use in reviewing how organizations reacted to the crisis.
- When applying a theory, I **would strongly recommend** that you read one of the key readings for that theory that I gave you on week 3.

Case Studies Feedback

- Watch out for consistency. If each of you writes a different part, you still need to make sure that the text looks like it was written by just one person.

Case Study #1 - KFC

Denial

**Reducing
offensiveness**

Denial

**Reducing
offensiveness**

Denial

**Evading
responsibility**

**Reducing
offensiveness**

**Corrective
action**

Mortification

**Corrective
action**

Case Study #2 - Sanlu

Dec 2007 -
Consumers
complain

May 2008 -
Boy dies

Jul 2008 - Gansu
reports cases to
Beijing

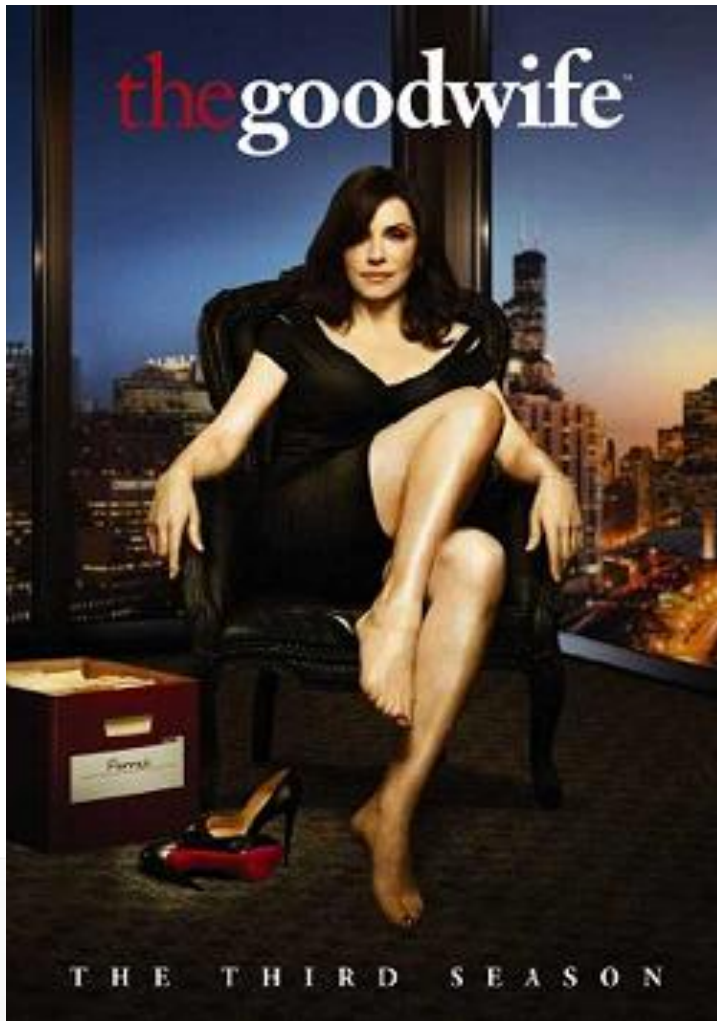
Aug 2008 - Sanlu
reports cases

Sep 2008 - Health
ministry accuses
Sanlu

Dec 2009 -
Sanlu GM
sentenced to life

...

A little bit of popular culture...



- In the clip you are about to watch there is a crisis in the **cheese industry**.
- Using the SCCT framework think about:
 - What **type of crisis** is it?
 - What **strategies** are adopted?

Results from class exercise:

<https://www.mentimeter.com/s/084c9e75bb3a487e3d62e7b9c934b111/d42eecb4b045>

Questions

