
Crisis Communications

A Casebook Approach
Fourth Edition

Kathleen Fearn-Banks
University of Washington

Brief Contents

<i>Preface</i>	x
1 Crisis Communications Today	1
2 Crisis Communications Theory	16
3 Communications to Prevent Crises	27
4 Communications When the Crisis Strikes	33
5 Social Media and Crisis Communications	55
6 Rumors and Cybercrises	63
7 “Textbook” Crises	90
8 Culture Crises: Foreign and Domestic	110
9 Environmental Crisis	161
10 Natural Disasters	176
11 Transportation Crises	215
12 Product Failure and Product Tampering	236
13 Death and Injury	260
14 Individuals in Crises	291
15 The Crisis Communications Plan	301

Appendix A	Generic Crisis Communications Plan for a Large Company	320
Appendix B	Crisis Communications Plan for Seattle's Union Gospel Mission	340
Appendix C	Crisis Communications Plan for a Fictitious Small Business	347
	<i>Sources</i>	366
	<i>Index</i>	377

Full Contents

<i>Preface</i>	x
1 Crisis Communications Today	1
<i>What is a Crisis and What is Crisis Communications?</i>	2
<i>The Five Stages of a Crisis</i>	4
<i>Public Opinion</i>	9
<i>Mini-Case: White Star Line's Titanic Sinks</i>	10
2 Crisis Communications Theory	16
<i>Apologia Theory</i>	16
<i>Image Restoration Theory</i>	18
<i>Decision Theory</i>	19
<i>Diffusion Theory</i>	19
<i>Excellence Theory</i>	20
<i>Summary</i>	26
3 Communications to Prevent Crises	27
<i>The News Media</i>	27
<i>Internal Publics</i>	28
<i>Customers/Consumers</i>	30
4 Communications When the Crisis Strikes	33
<i>Communicating with the News Media</i>	34
<i>Communicating with Lawyers</i>	44
<i>Communicating with Internal Publics</i>	47
<i>Communicating with External Publics</i>	49
<i>Communicating Directly with the Masses</i>	50
5 Social Media and Crisis Communications	55

6	Rumors and Cybercrises	63
	<i>Word-of-Mouth Rumors, E-mail Rumors, Rogue Websites, and Blogs</i>	64
	<i>The Nature of Rumors</i>	64
	<i>How Rumors Start</i>	65
	<i>Mini-Case: Procter & Gamble and the Satanism Rumor</i>	66
	<i>Case: Snapps Restaurant and the AIDS Rumor</i>	66
	<i>Types of Rumor</i>	72
	<i>How Rumors Spread</i>	75
	<i>Detecting a Rumor and Preventing its Spread</i>	75
	<i>Fighting the Rumor</i>	77
	<i>Social Media Rumors</i>	78
	<i>Battling Online Rumors</i>	79
	<i>Mini-Case: Microsoft Fights Fake E-Mailed News Release</i>	81
	<i>Mini-Case: The Killer Banana Rumor</i>	82
	<i>Rogue Websites</i>	82
	<i>How Do Companies Prevent Rogue Websites?</i>	84
	<i>What to Do After an Attack Site Is Up</i>	85
	<i>Mini-Case: Alaska Airlines and the Good and Bad News Websites</i>	86
	<i>Mini-Case: Dunkin' Donuts Adopts a Rogue Website</i>	87
	<i>Mini-Case: America Online and a "Sucks" Site</i>	88
	<i>Blogs</i>	89
	<i>Conclusion</i>	89
7	"Textbook" Crises	90
	<i>Case: Johnson & Johnson and the Tylenol Murders</i>	90
	<i>Case: Exxon and the Valdez Oil Spill</i>	101
8	Culture Crises: Foreign and Domestic	110
	<i>Case: Saginaw Valley State University and the Theater Controversy</i>	110
	<i>Case: AIDS in Africa</i>	116
	<i>Case: Texas A&M University and the Bonfire Tragedy</i>	145
9	Environmental Crisis	161
	<i>Case: Häagen-Dazs and Honey Bees</i>	161
10	Natural Disasters	176
	<i>Case: Hurricane Katrina and New Orleans</i>	176

11	Transportation Crises	215
	<i>Case: Holland America Line and Cruise Crises</i>	215
	<i>Case: US Airways and the Emergency Landing in the Hudson</i>	226
12	Product Failure and Product Tampering	236
	<i>Case: Yuhan-Kimberly and Baby Wet Wipes</i>	236
	<i>Case: Maple Leaf Foods and the Battle against Listeria</i>	243
	<i>Case: Wendy's and the Finger-in-the-Chili Hoax</i>	252
	<i>Mini-Case: Domino's Pizza</i>	258
13	Death and Injury	260
	<i>Case: Columbine High School and the Shooting Tragedy</i>	260
	<i>Case: Metro Transit: Driver Shot, Bus Flies Off a Bridge</i>	275
14	Individuals in Crises	291
	<i>The Public Person</i>	293
	<i>Publicist or Lawyer?</i>	294
	<i>Apologies</i>	294
	<i>Talk or Keep Silent?</i>	297
	<i>Responding to a Scandal</i>	298
15	The Crisis Communications Plan	301
	<i>Crisis Inventory</i>	301
	<i>Developing the Crisis Communications Plan</i>	306
	Appendix A:	320
	Generic Crisis Communications Plan for a Large Company	
	Appendix B:	340
	Crisis Communications Plan for Seattle's Union Gospel Mission	
	Appendix C:	347
	Crisis Communications Plan for a Fictitious Small Business	
	<i>Sources</i>	366
	<i>Index</i>	377