Crisis Communication: Planning or No Planning?

An assessment of the importance of crisis planning

Master Thesis – Cand.ling.merc.

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1 Introduction

All companies, big as well as small, can experience various types of crisis situation and these crises are by nature unique and unpredictable\(^{1}\). These business crises can trigger negative reactions from stakeholders and thereby affect the overall performance of the company. Therefore, it is important for the companies to respond to the crises in order to limit the damage. However, not all potential crises have to turn into crisis situations because it is possible for companies to prepare themselves for these situations. By creating crisis plans before the crisis occurs, the companies can make it easier for themselves to manage crisis situations - or avoid them completely, and thereby, they can minimize the reputational damage of the company.\(^{2}\)

1.1 Problem Statement

When a company faces a crisis, it is always a risk that the crisis escalades due to imperfect communication. By planning for crisis situations, this risk may be strongly reduced or removed completely.

My assumption is that there will be an obvious difference between crisis communication from companies with crisis plans compared with companies without crisis plans and that it may be assessed, based on communication material, whether a company has had a crisis plan before the crisis occurred.

\textbf{Research question:} What is the importance of planning communication for crisis situations before they occur?

1.2 Purpose

Many companies face challenges and crises, and therefore, it is relevant to study crisis planning from a practical standpoint as it is important for companies to know what they can do to limit the amount and effect of crisis situations.

As previously mentioned, crises are both unique and unpredictable, and therefore it may be argued that it is irrelevant to create a crisis management plan, as it is difficult to cover all aspects and all types of potential crisis situations. Additionally, it is not even certain that the company will ever face a crisis. However, the underlying philosophy of this thesis is that there are some common characteristics that can be covered by one crisis plan, thereby making the communication process easier and more controlled if a crisis situation should arise.

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\(^{1}\) Coombs: Ongoing crisis communication – planning, managing and responding, p. 3

\(^{2}\) Argenti: Crisis Communication, p. 212
1.3 Methodology

The plan is to carry out an empirical study of crisis communication material from three different companies and thereby try to assess whether these companies have had effective crisis plans or if anything could be improved. The focus of the thesis will be on the precrisis elements (cf. Coombs: Outline of the three-stage approach\(^3\)). However, to determine the value of crisis planning, also the crisis event and the postcrisis process will be mentioned.

One of the main challenges of the thesis was to get information about crisis plans from the three case companies as crisis management plans are usually confidential\(^4\). Despite several attempts, it has not been possible to retrieve this information. As a result, it has not been possible to verify whether the companies have or have not had crisis plans, and therefore, the discussion of the crises will be based on the communication material from the case companies. The communication material will be analysed based on image restoration strategies and crisis planning.

1.4 Delimitation and Choice of Theory

The thesis will be based on various theories on crisis communication and crisis planning. It will mainly be drawn on theories made by Coombs and Benoit as these theorists are renowned for their research within crisis communication. Their theories are, for that reason, relevant to examine in connection with this thesis. Furthermore, Coombs have been looking into the three stage division of crisis communication, and thereby, he is looking into preparing for crisis situations, which is the focus of this thesis. Both Coombs and Benoit have been looking into image restoration, and this will be used in the analysis and discussion of the case crises and for estimating whether the case companies have had crisis plans. The theories by Coombs and Benoit will be supplemented by other theories, as this will give a better overall result. The main focus, however, will be on the previously mentioned theorists as all theories cannot be thoroughly discussed due to limitations to the thesis.

In the case study, I have not chosen to focus on a single industry as crisis situations, as mentioned, can occur for all companies in all industries and crisis plans are therefore not limited to one industry. Besides this, I have not chosen to focus on a single crisis type as all crisis types can be devastating for corporations if managed incorrectly.

\(^3\) Coombs: Ibid, p. 17-20
\(^4\) Coombs: Ibid, p. 91
1.5 Selection of Empirical Data

The crisis situations that will be analysed in this thesis are the British Petroleum oil spill in the Mexican Gulf (2010), the Toyota product recalls (2009/2010), and the VisitDenmark crisis with the Karen video (2009). The crises are relatively resent international crises involving different industries and audiences, and therefore, they are relevant to analyse in connection with crisis planning.

In order to get a clear picture of the communication material from the case companies, more messages from each company will be examined. This may also make it possible to determine whether the companies have had crisis plans as a clear crisis plan should be mirrored in the response and make the messages consistent.

1.6 Thesis Structure

This thesis consists of seven parts: introduction, theory, analysis, discussion, additional thoughts, conclusion and further perspectives.

The introduction presents the overall framework of the thesis. It covers, among others, the subject that will be examined, choice of methodology and choice of theory and empirical data.

The purpose of the theory part is to introduce the key concepts of crisis communication and to go into detail with the crisis planning process. It covers crisis definitions, crisis types, definitions of identity, image and reputation, image restoration and crisis planning.

In the analysis part, communication material from the previously mentioned case companies will be analysed to determine the communicative strategies used by the companies. The companies will briefly be introduced together with a brief introduction to the actual crisis situation the company has faced. Besides this, the analysis will contain a description of the case crisis types and an evaluation of the crisis communication material based on Image Restoration (cf. Coombs: Situational Crisis Communication Theory5).

The discussion will focus on the case companies and their crisis plans. I will, based on the analysed communication material, estimate whether the companies have had crisis plans and if these crisis plans have been effective. Following the discussion will be a section covering further thoughts on crisis planning.

The conclusion will go over the main results of the thesis, hence try to give an overview of the importance of crisis planning and thereby answer the research question. This will be followed by a section discussing further perspectives that would have been interesting to look into in the writing process.

2 Theory

Crisis management - and crisis planning - belongs under the category of Public Relations, also known as PR. According to ‘Longman Dictionary of English Language and Culture’, PR is:

“The work of forming in the minds of the general public a favourable opinion of an organization.”

This means that PR covers all aspects of communication that have to do with maintaining a good relationship with the stakeholders and maintaining a healthy reputation.

The stakeholders are defined as people who have the ability to influence the overall performance of the corporation or who are influenced by the corporation:

“A stakeholder is any group or individual who can affect or is affected by the achievements of the organization’s purpose and objectives.”

This part will discuss the theory of the thesis. I will look into what crises and crisis plans are. Besides this, the terms identity, image and reputation will be discussed as they are important aspects of PR and crisis communication.

Furthermore, I will look into image restoration strategies, as this will be used for the case analysis later in the thesis. Based on the response analysis, it will be estimated whether or not the case companies have had crisis plans and if these crisis plans have been used effectively.

2.1 Crisis Situation

Before looking into crisis planning, it is important to have a clear definition of what crises are because this may help companies detect the crisis situations as they will know what to look for.

There are many definitions of the term crisis. According to Barton in ‘Responding to Crisis’, a crisis is:

“A situation faced by an individual, group or organization which they are unable to cope with by the use of normal routine procedures and in which stress is created by sudden change.”

This definition states that crises are something out of the ordinary, both intentional and accidental incidents, which happen suddenly, meaning that the company can do nothing to foresee the crisis or to prevent it from happening.

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6 Longman Dictionary of English Language and Culture: p. 1116
7 Cornelissen, Joep: Corporate Communication – a guide to theory and practice, p. 42
8 Millar & Heath: A Rhetorical Approach to Crisis Communication, p. 3
Many crisis definitions do not take into account that some crisis situations develop over a longer period of time. As mentioned in the introduction, crisis situations are usually unpredictable; however, they are not always completely unexpected. In a number of cases, there have been some forewarnings before the crisis occurs or it has been possible for the corporation to foresee that the crisis could occur. This has, for example, been taken into consideration in the definition by Tench and Yeomans in ‘Exploring Public Relations’:

“A crisis is an event that disrupts normal operations of a company and, if badly managed, can ruin hard-worn reputations in just days and even, in some cases, destroy companies.” \(^9\)

This definition, like the previous definition by Barton, states that a crisis is something out of the ordinary and it also adds that a crisis has the potential of damaging the image and reputation of a corporation. However, this definition does not have a time limit, meaning that a crisis does not necessarily have to be a sudden occurrence; it can, hence, develop over a longer period of time.

Also Argenti takes the unpredictable development of crises into consideration in his definition in ‘Corporate Communication’. He defines a crisis as:

“A major catastrophe that may occur either naturally or as a result of human error, intervention or even malicious intent. It can include tangible devastation, such as the destruction of lives or assets, or intangible devastation, such as the loss of an organization’s credibility or other reputational damage. The latter outcomes may be result of management’s response to tangible devastation or the result of human error.” \(^10\)

Besides mentioning the development of crises, Argenti mentions that the results of these crises can be both tangible and intangible, meaning that it is not necessarily something that can be directly seen or measured. Also, he mentions that there are different types of crises. Crisis types will be discussed further in paragraph 2.1.4.

To sum up, a crisis is any situation that is out of the ordinary and that challenges the reputation of a company. It can develop slowly or it can be a sudden occurrence.

According to Timothy Coombs in ‘Ongoing Crisis Communication’, a crisis can be divided into three stages: precrisis, crisis and postcrisis.\(^11\) This approach will be the basis for this thesis. The focus will be on the

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\(^9\) Tench & Yeomans: Exploring Public Relations, p. 386
\(^10\) Argenti: Corporate Communication, p. 213
\(^11\) Coombs: Ibid, p. 17
precrisis period as the planning process occurs before the actual crisis situation takes place. All the stages are, however, equally important as they are all a part of managing the crisis situation.

2.1.1 Precrisis

The precrisis period consists of all aspects of crisis communication that goes on before the actual crisis occurs. It can be divided into three stages: 1) signal detection, 2) prevention and 3) crisis preparation.¹²

The first stage, signal detection, is where the corporation becomes aware of a potential crisis. By collecting and analyzing information from multiple sources, the corporation will be able to detect signs of potential crisis situations. A company may be able to prevent some crisis situations if they are aware of early warning signs. By searching for warning signs, some crisis situations can be prevented before they occur as the company can react to the signs and thereby prevent the crisis from evolving, which is the next stage.¹³

When the company has noticed the potential crisis (detected signals), they should try to prevent it from developing into a crisis situation by responding to the signals they have detected and thereby reducing the threat that the signals represent. The prevention stage consists of change and monitoring. The change should eliminate or reduce the risk that the signals represent and it should be monitored to make sure that the change was actually successful. It will, however, not always be possible for the corporations to prevent the crises from occurring, and therefore, the third stage of precrisis is also necessary.¹⁴

The third stage is crisis preparation. It is important for companies to remember that not all crises can be avoided, and therefore, it is important for them to be ready to deal with the crisis when it takes place. Therefore, they must plan their response in case of a crisis situation.

The main focus of the thesis will be on the precrisis period. The third stage of the precrisis period is preparation, and it is in this stage that the crisis plan is created. The first two stages (signal detection and prevention) are, of course, also important in the precrisis period as these may stop the crises from happening. However, they are not a part of the crisis plan as the plan should be used to respond correctly to the crisis and to limit the damage of the company’s reputation. The preparation stage and the crisis plan will be discussed further in paragraph 2.2.

¹² Coombs: Ibid, p. 18
¹³ Coombs: Ibid, chap. 3
¹⁴ Coombs: Ibid, chap. 4
2.1.2 Crisis

The crisis period contains the actual crisis situation – the company is in the crisis period when the crisis is actually happening. It consists of crisis recognition and crisis containment.\(^\text{15}\)

The first thing the company does when it enters into a crisis situation is, naturally, to recognize that the crisis is there. Even though there may have been pre-warnings, the crisis situation itself will be set off by an event that will make it obvious to the company that they now find themselves in a crisis situation. The corporation may not be responsible for the crisis or the event triggering it, but they may still be faced with a crisis as perceptions can be more important than facts in crisis situations. If stakeholders believe that the corporation is faced with a crisis, they are, and they should therefore take actions to contain the situation.\(^\text{16}\)

This leads to the crisis containment stage.

When the company has realized that a crisis has been triggered, they must react and try to contain the crisis situation (crisis containment). The company should consider the type of crisis (cf. Crisis Types: paragraph 2.1.4), and based on that, they should find the optimal response that will help restore the image and reputation of the company (cf. Image Restoration Strategies: paragraph 2.3).

2.1.3 Postcrisis

Even though the actual crisis has been resolved, the crisis situation is still not completely over for the corporation as they should evaluate the communication that took place during the crisis. This is what the postcrisis period is about.\(^\text{17}\)

The postcrisis period is a very important aspect of crisis communication even though the crisis has already been prevented or resolved as it evaluates the response to the crisis. The postcrisis period focuses on three aspects:

1. Better preparation for the next crisis
2. Reputation (does the stakeholders think we resolved the crisis correctly?)
3. Make sure the crisis is really resolved

The company can be better prepared for the next crisis if they evaluate their response to this crisis. If improvements are needed, the crisis plan should be adapted and thereby mistakes can be prevented from repeating themselves when the company is faced with a new crisis situation.

\(^{15}\) Coombs: Ibid, p. 19
\(^{16}\) Benoit: Image Restoration Discourse and Crisis Communication, p. 264
\(^{17}\) Coombs: Ibid, p. 19
Besides adapting the crisis plan, the corporation should analyse reactions from the stakeholders as this will make it possible for them to detect whether the stakeholders believe that the crisis has been resolved successfully. This will, naturally, have a big influence on the reputation, as the reputation consists of the stakeholders’ attitude towards the corporation (cf. Identity, Image and Reputation: paragraph 2.2).

The final aspect is to make sure that the crisis has actually been resolved. Even though the corporation believes that the crisis has been resolved, the crisis situation is not over until the event that triggered the crisis has been resolved and the stakeholders believe that the crisis has been resolved. As mentioned, perception can be more important than facts in crisis situations, and therefore, the crisis is not over until stakeholders believe that it is – regardless of the facts.

The postcrisis period should, in other words, be used to put an end to the crisis and to make sure that the reputation has not been severely damaged.

2.1.4 Crisis Types
As previously mentioned in the crisis definition by Argenti, there are different types of crises. This is important to keep in mind when creating a crisis plan, as different crisis types may require different responses.

A company can face many different types of crises. Argenti refers to crises based on natural occurrences, human error, intervention and malicious intent.

According to Seymour and Moore, there are only two types of crises: the Cobra crisis and the Python crisis. The Cobra crisis is a crisis that occurs suddenly and that the company has no chance to foresee. The Python, also known as the slow-burning crisis, on the other hand, is a crisis that develops over a longer period of time. This division of crises into two stages only takes the time factor of the crisis development into consideration and it does not mention the cause of the crises. A crisis can, though, be caused by many different things. It can be earthquakes, fires, fights, car crashes, vandalism, etc. The causes of the crises are the focus of the division mentioned by Coombs in ‘Protecting Organizational Reputations During a Crisis’.

He divides crisis situations into ten types:

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18 Argenti: Ibid, p. 213
19 Argenti: Ibid, p. 213
20 Tench & Yeomans: Ibid, p. 386-387
21 Coombs: http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550049a.html, Table 1
- Natural disasters (e.g. earthquakes, tsunamis, fires – crisis situations caused by nature)
- Workplace violence (an employee being attacked by another employee or former employee)
- Rumours (false information about the company being spread)
- Malevolence (external person tampering with the products)
- Challenges (stakeholders believing that the corporation is managed incorrectly)
- Technical-error accidents (accidents caused by technology or equipment failure)
- Technical-error product harm (products being recalled due to technology or equipment failure)
- Human-error accidents (errors made by e.g. an employee is the cause of an accident)
- Human-error product harm (products being recalled due to human error)
- Organizational misdeeds (the management breaking the law or placing the stakeholders at risk)

These types do not take the time perspective into consideration; they can all be both sudden and slow-burning. They do, however, give a clear picture of the diversity of crisis situations as they include a variety of different causes. They can further be divided into three clusters based on the stability and control of the situation: the victim cluster, the accidental cluster and the preventable cluster. The victim cluster holds natural disasters, rumour, workplace violence and malevolence. They are all unstable crises where the company is not directly responsible and therefore can be seen as a victim. The accidental cluster covers the crisis situations that were created by unintentional actions taken by the corporation. Challenges, technical-error accidents and technical-error product harm belong in this cluster. The last cluster, preventable, covers crises that were caused by intentional actions that the company had control over, and thereby, the situations could have been prevented. These crisis types are human-error accidents, human-error product harm and organizational misdeeds.

The more control the corporation has over the cause of the crisis, the more severe the reputational damage can be. This means that the first cluster represents a mild threat to the corporation and the last cluster represents a severe threat to the corporation.

2.2 Identity, Image and Reputation

As previously mentioned, PR is about maintaining a good relationship with the stakeholders, and thereby maintaining a good reputation. Crisis situations challenge the good relationship, and therefore, it is important to further examine the terms identity, image and reputation. They are vital concepts when discussing crisis communication and crisis planning, as a badly managed crisis situation can result in severe

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22 Coombs: [http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550049a.html](http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550049a.html), Table 1
damage of the reputation of the corporation. Besides this, the response should be consistent with the actual identity of the corporation as an inconsistent response could also damage the reputation.

Some theorists only distinguish between identity, image and reputation\(^{23}\), whereas others distinguish between different types of identities\(^{24}\). This thesis will focus on the latter approach as this includes more aspects that are important for the overall picture of the company and its communication, and it also takes the terms image and reputation into consideration.

According to Balmer and Greyser, all companies have 5 identities (AC\(^2\)ID): actual identity, communicated identity, conceived identity, ideal identity and desired identity.\(^{25}\) Major incongruence between any of these identities can potentially harm the overall performance of the corporation as it will give the stakeholders an unclear representation of the corporation.

The **actual identity** of a corporation is the characteristics that differentiate the company from other companies. In other words, it portrays who the company is. It includes both tangible and intangible aspects such as logo, company ownership, behaviour, values, strategy, etc. The actual identity should represent the way stakeholders see the corporation if it is communicated correctly to them. It is the actual identity that theorists like Argenti call identity\(^{26}\).

Whenever a corporation sends out press releases, gives interviews, has staff meetings, etc., they are in one way or another communicating with their stakeholders. All this communication belongs under the category of **communicated identity** as this is the identity that the corporation communicates to the public.

The communicated identity includes both controllable and uncontrollable communication, meaning that not all communication about the corporation can be controlled by the corporation. It can be press releases, speeches, interviews, advertisements, word-of-mouth, etc. In other words, it includes all forms of communication about the corporation.

The **conceived identity** is how the stakeholders see the corporation. Image and reputation are the main concepts within this category as they represent how the stakeholders perceive and define the corporation at a given time.

\(^{23}\) Argenti: [http://reputationinstitute.com/crr/V03/Argenti.pdf](http://reputationinstitute.com/crr/V03/Argenti.pdf)

\(^{24}\) Balmer & Greyser: Managing the Multiple Identities of the Corporation

\(^{25}\) Balmer & Greyser: Ibid

\(^{26}\) Argenti: [http://reputationinstitute.com/crr/V03/Argenti.pdf](http://reputationinstitute.com/crr/V03/Argenti.pdf)
**Image**

The image of a corporation is the way the corporation is perceived by stakeholders based on how well the actual identity is communicated to them. It is how the corporation appears to individual stakeholder groups at a given time.\(^27\)\(^-\)\(^28\) This should as mentioned reflect the identity of the corporation, as people should see the corporation as who they really are.

A bad image could be the result of a misalignment between the actual identity and the communicated identity. If a company claims to be socially responsible (communicated identity) but they use child labour (actual identity), this would be a major misalignment and it could therefore damage the conceived identity.

**Reputation**

The reputation of a corporation is the opinion that all the stakeholders have of it based on the information they get.\(^29\) It is the stakeholders’ common attitude towards the corporation. In contrast to the image, the reputation is build up over a longer period of time, and it is the result of the images that the individual stakeholder groups have of the corporation.\(^30\)\(^-\)\(^31\) If the actual identity and the image are in alignment, the corporation should have a strong reputation, as the stakeholders should perceive the corporation as it really is.

The **ideal identity** of the corporation is the identity that will be optimal for the corporation in its current market position. It is the identity that will be the best identity for the corporation at a given time.

The **desired identity** refers to the identity that the management wishes that the corporation has. This identity may reflect the personality and drives of the management.

### 2.2.1 Crisis Communication and AC2ID

When looking at crisis communication and crisis planning, three of the most important identities are the actual identity, the communicated identity and the conceived identity. The actual identity should be mirrored in the communication materials from the company (cf. communicated identity), and this should again reflect on the conceived identity because the stakeholders should view the company as who they really are.

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\(^27\) Argenti: [http://reputationinstitute.com/crr/V03/Argenti.pdf](http://reputationinstitute.com/crr/V03/Argenti.pdf)


\(^30\) Argenti: [http://reputationinstitute.com/crr/V03/Argenti.pdf](http://reputationinstitute.com/crr/V03/Argenti.pdf)

By taking this into consideration when creating the crisis plan, it may be possible to prevent major damage of the conceived identity of the corporation, hence the image and reputation of the corporation. As the previous section states, the reputation is built up over time. However, this does not mean that it is also takes time to damage it. A badly managed crisis can severely damage a reputation in a very short time, and therefore, it is important to keep the reputation in mind when creating a crisis plan. This may help the corporation avoid severe reputational damage. In crisis situations, the positive corporate reputation that has been build up over many years can be severely damaged in a matter of seconds. Companies can, by considering the reputation when they create their crisis response (cf. image restoration strategies, paragraph 2.3), limit the damage of the reputation.

If the corporation does not consider the actual identity when they communicate with the stakeholders about the crisis, they are in risk of aggravating the crisis situation and thereby further damage the conceived identity.

As the reputation is based on image, the corporation can use image restoration strategies to prevent, limit or repair the reputational damage. This will be discussed in the following section.

### 2.3 Image Restoration

When the image of a corporation could be or has been damaged, the corporation can use image restoration strategies when trying to repair it. Image restoration strategies are approaches used by corporations to repair or limit the damage of their images and thereby also their reputations.\(^{32}\)\(^{33}\)

According to Benoit, there are five general strategies and 14 total options of image restoration\(^ {34}\):

1. **Denial**
   a. Simple denial (deny that the event was result of company actions)
   b. Shift the blame (deny that the corporation was responsible – blame someone else)

2. **Evasion of responsibility**
   a. Provocation (responsible reaction to someone’s offensive action)
   b. Defeasibility (the crisis is a result of lack of information or ability)
   c. Accident (the crisis is a result of an accident)
   d. Good intentions (inform stakeholders that the actions are a result of good intentions)

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\(^{32}\) Benoit: Accounts, Excuses and Apologies, p. 74-86

\(^{33}\) Benoit: Image Restoration Discourse and Crisis Communication, chap. 17

\(^{34}\) Benoit: Ibid, figure 17.1
4. Reducing offensiveness
   a. Bolstering (inform stakeholders of past good actions)
   b. Minimization (minimize the offensiveness of the crisis)
   c. Differentiation (inform stakeholders that the crisis is less severe than others)
   d. Transcendence (shifting the attention to other areas)
   e. Attack accuser (making the accuser less credible)
   f. Compensation (give involved people compensation for their difficulty)

5. Corrective action (solving the problem and making sure it will not be repeated)

6. Mortification (apologizing for the crisis)

These strategies all represent solutions to difficult situations, and if companies use them correctly, they should be able to repair or limit the damage of their reputations. An early and honest response is vital in crisis communication\textsuperscript{35} as this will quickly give the stakeholders the correct image of what is going on and thereby the corporation may avoid exaggerations and misinformation. Therefore, image restoration strategies should be taken into consideration as soon as the crisis is triggered so the corporations can respond correctly to the crisis as soon as possible.

Coombs and Benoit have the same fundamental idea about image restoration strategies: responses should limit or prevent the reputation from being damaged. The main difference is that Benoit’s theory is based on case studies and does not take the crisis type into consideration, whereas Coombs’ Situational Crisis Communication Theory is build on evidence-based framework and it includes combining crisis responses and crisis types.\textsuperscript{36}

Coombs divides the image restoration strategies into primary and secondary responses in his Situational Crisis Communication Theory:\textsuperscript{37}

**Primary responses**

*Deny*

- Attack the accuser (making the accuser less credible)
- Denial (Deny that the crisis exists)
- Scapegoat (outside person/persons blamed for the crisis)

\textsuperscript{35} Benoit: Ibid, p. 263
\textsuperscript{37} Coombs: [http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550049a.html](http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550049a.html), Table 2
Primary responses (continued)

Diminish
- Excuse (minimize responsibility by claiming good will or loss of control of the trigger)
- Justification (minimize the perceived damage)

Rebuild
- Compensation (money or gifts for the victims)
- Apology (asking for forgiveness)
- Corrective action (restore order and get back to normal operations)

Secondary responses

Bolstering
- Reminder (inform stakeholders of past good actions)
- Ingratiation (praise stakeholders and inform them of past good actions)
- Victimage (remind stakeholders that the corporation is also a victim)

The primary responses can be used individually whereas secondary responses should be used as supplements to the primary strategies. Secondary responses are more efficient when they are used together with the primary responses as they would not give the stakeholders a satisfying amount of information about the crisis and how it is being handled if they are used alone. More strategies can be combined in the same message in order to give stakeholders a more fulfilling representation of the crisis situation.

Coombs builds on the image restoration theory by Benoit in his Situational Crisis Communication Theory (SCCT) by combining crisis situations and crisis responses strategies. He states that:

“by understanding the crisis situation, the crisis manager can determine which crisis response strategy or strategies will maximize reputational protection.” 38

In this quote, Coombs indicates that some crisis responses are better fit for certain crisis situations, meaning that not all responses would be useful in all crisis situations. A response that does not fit the situation would not only have no positive effect, it could also potentially damage the reputation of the corporation further by e.g. giving incorrect information to the stakeholders.

Coombs argues that there are three points that should be taken into consideration when trying to understand crisis situations and how to match them successfully with crisis responses. These are stability, external control and personal control/locus.\footnote{Coombs & Holladay: Reasoned Action in Crisis Communication: An Attribution Theory-Based Approach to crisis management, p. 97}

The first point is stability. It is important to consider how often the cause of the event occurs. Is it something that happens with regular intervals or is it a onetime occurrence? If a crisis is stable (has happened before) the reputational damage could be more severe as it could indicate to the stakeholders that the corporation has not learned from the previous crisis situation.

External control is the next thing that should be considered. If the cause of the event was controlled by another person, there is a strong external control and the corporation only has little responsibility.

Finally, the corporation should look into personal control/locus. This covers the question of whether the corporation had the opportunity to control the situation and whether the cause was created by a person or by a situation. Internal locus is when the crisis is caused by a person and external locus is when the crisis is caused by a situation.

If a crisis is unstable, has a strong external control, has limited personal control and external locus, the corporation only has minimal responsibility for the crisis. On the other hand, if the crisis is stable, has limited external control, has strong personal control and internal locus, the corporation is highly responsible for the crisis situation. A crisis where the corporation only has minimal responsibility should not harm the reputation as severely as a crisis with high corporate responsibility. As Benoit mentions, “...the more serious the offence ... the greater the damage to the reputation”\footnote{Benoit: Image Restoration Discourse and Crisis Communication, p. 265}. Therefore, this should be reflected in the response, and by using the three points, it should be possible to match image restoration strategies to crisis situations. In the case of a natural disaster, for example, it would be inappropriate to deny that the act has taken place as it is obvious to the stakeholders that it has. It would be more appropriate to inform stakeholders of the situation together with e.g. the use of victimage as the company is not responsible for the crisis and it is, as well as the stakeholders, a victim of the crisis situation.

In paragraph 2.1.4, I mention that Coombs has divided crisis types into three clusters: victim, accidental and preventable. This division has been based on the three above mentioned points: stability, external control and personal control/locus. This is combined with the image restoration strategies in table 3 in
'Protecting Organizational Reputation During a Crisis': The Development and Application of Situational Crisis Communication Theory. According to Coombs, there are eight possible solutions to crisis situations: 41

1. Informing and adjusting information can be sufficient when there is minimal responsibility (victim cluster), no prior similar crises and when the corporation has a good reputation. In these cases, the reputational damage should be minimal as the offence is minimal.

2. Victimage can be useful in cases of workplace violence, product tampering, natural disasters and rumours (victim cluster) as the corporation has little responsibility and is also a victim of the crisis.

3. Diminish should be used for crisis situations with limited responsibility (victim cluster), prior cases similar to this crisis and/or when the corporation has a bad reputation. This should convince the stakeholders that the corporation meant no harm or that the crisis is not as serious as first suggested.

4. Diminish could also be used when there is a low level of responsibility (accident cluster), there are no prior similar crises and/or when the corporation has a good reputation. Again, this should inform the stakeholders that the corporation acted in good will or that the crisis is less serious than anticipated.

5. The rebuild crisis response strategies should be used for crisis with low responsibility (accidental cluster), but with prior cases similar to this crisis and/or when the corporation has a bad reputation. By using these strategies, the corporation should be able to limit the reputational damage as they admit their responsibility and apologize to and/or compensate the stakeholders.

6. The rebuild crisis response strategies should also be used for crisis with high responsibility (preventable cluster). The corporation should again take responsibility for their actions and apologize to and/or compensate the stakeholders.

7. In cases of rumour and challenge crisis, the corporation should use denial as a response, when it is possible. This should convince the stakeholders, that the allegations are wrong and that there is no crisis situation.

8. Consistency in crisis response strategies is important, as combining e.g. denial and apology will limit the success of the response as they contradict each other, and it will most likely confuse the stakeholders.

By taking crisis types into consideration when creating the crisis response, it should be possible for the corporation to avoid further damage to the reputation, as the response would be ideal for the specific crisis situation. A wrong response could bring further damage to the reputation as it may appear to the

41 Coombs: http://www.palgrave-journals.com/crr/journal/v10/n3/full/1550049a.html, Table 3
stakeholders that the corporation is not in control of the situation. As point eight states, it is also important
to keep the response consistent. It is, though, still important to keep in mind that different groups of
stakeholders might need different kinds of crisis information.\footnote{Benoit: Image Restoration Discourse and Crisis Communication, p. 274} Therefore, messages aimed at different
stakeholders might be slightly different so they fit stakeholder needs. The overall crisis response should,
however, still be consistent to avoid confusion and further damage to the reputation. The response should
also be in alignment with the actual identity of the corporation to avoid stakeholder confusion and
reputational damage.

If a corporation quickly manages to respond correctly and limit the damage of the crisis situation, the
corporation might even have a better reputation at the end of the crisis. If the stakeholders can see that
the corporation has taken the crisis situation seriously and that they have responded to it with no
hesitation or mistakes, the corporation could be seen as a responsible and caring, and thereby they can
strengthen their reputations during crisis situations by responding swiftly and correctly to the crises.

### 2.4 Sub-conclusion

From the previous parts it can be concluded that there are many aspects of crisis communication and that
they are all important for the overall crisis performance of the corporation and therefore should be taken
into consideration when creating a crisis plan. First of all, the companies must know what crises are as this
should make it possible for them to detect crisis situations. When a crisis is triggered, it is important for
companies to respond fast and correctly to avoid massive damage to the reputation. The responses should
be based on the crisis type and the actual identity of the corporation, as this will help the company create
the optimal response for limiting the damage of the reputation or even improving the reputation.

### 2.5 Crisis Planning

Many of the crisis definitions mentioned in part 2.1 have one very important aspect in common; they
mention in some way that bad crisis management can increase the bad effect of a crisis situation. By using

\[\text{crisis plans},\text{ }\text{it may be possible for the organizations to limit the bad effect of the crisis situation because the crisis plan should prepare the corporation to respond quickly and correctly in crisis situations. Also, the definitions are not limited by industries or company sizes, meaning that no company is too big or too small to experience crisis situations nor are any industries too limited to experience them. Therefore, crisis planning could be used by all types and sizes of companies and in all industries. The crisis plan should help the corporation cope with any situation that occurs as it should be the basis for a successful solution to a given crisis situation.}\]
The crisis planning process is, as mentioned, in the preparation stage of the precrisis period. It is in this period that the corporation should plan how to respond to potential crises situations. By having crisis plans, it should be possible for companies to reduce the response time and minimize the number of communication mistakes made during the crisis.43

According to Coombs in ‘Ongoing Crisis Communication’, the precrisis preparation process includes six aspects: diagnosing crisis vulnerabilities, assessing crisis types, selecting and training a crisis management team (CMT), selecting and training a crisis spokesperson, developing a crisis management plan (CMP) and reviewing the communication system.44

The first aspect of the crisis preparation process is diagnosing vulnerabilities. In any industry and in any corporation, there are some crisis situations that are more likely to happen than others. Different company types and companies from different areas of the world are likely to be faced with different crisis situations. It could be food poisonings in restaurants, earthquakes in Los Angeles, contagious deceases in hospitals, mine collapses, etc. They are all situations that specific corporations can anticipate to occur at some point in their company history. By making a list of potential crisis situations and rating them based on likelihood and impact, the corporation can assess which crises are most likely to happen and which will have the worse impact on the company.45 This will help in the creation of the CMP, as the company can prepare for the potential crisis situations. Diagnosing vulnerabilities might also reveal unnecessary dangers that could be removed. This should be done as soon as they are discovered so the risk of them turning into crisis situations is eliminated.46

Because a company can be facing many different crisis situations, it is unrealistic that they will create a crisis management plan for every situation. Therefore, after creating the list of potential crisis situations and rating them, the corporation should divide them into crisis types (cf. Crisis Types, paragraph 2.1.4). By doing this, it will be possible for the company to create a CMP for the most likely crisis situation of every crisis type, thereby limiting the response time for all crises, as crises belonging to the same categories have common characteristics.47 It will be possible for the company to prepare possible solutions for the most likely crisis but it will not be possible for them to foresee all the details of a potential crisis. This means that the planned response might not be optimal for the crisis situation at hand, and therefore, the response should always be modified when a crisis occurs so it fits the crisis situation. Having different CMP’s for

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43 Benoit: Image Restoration Discourse and Crisis Communication, p. 273
44 Coombs: Ongoing crisis communication, chap. 5
45 Coombs: Ibid, p. 63-64
46 Kamer: http://www.bizforum.org/whitepapers/kamer.htm
47 Coombs: Ibid, p. 64-66
different crisis types might limit the response time as there are fewer factors that need modifying. All crisis management plans should, however, contain the same elements even though the details in them might differ as the overall points of the CMP are important in all crisis situations.

The next thing the company should do is to **select and train a crisis management team**. This team will be responsible for creating the CMP, enacting the CMP and dealing with unforeseen issues in crisis situations. The members of the crisis team will be selected based on their skills and their functions in the corporation. There should be members from all departments of the corporation as all departments can be affected by a given crisis situation and their different skills will therefore be needed. The crisis team should, however, be as small as possible to make it more efficient. Even though the team members have specific skills which could be useful in the crisis situation, they should still have general crisis management skills as a crisis team will be ineffective if these skills are not there. The skills are, according to Coombs, group decision making, functioning as a team, enacting the CMP and listening. Bivins mentions other qualities that are important for the crisis management team members. They should be perceptive, intuitive, knowledgeable in at least one functional area, able to accept additional responsibility, clear thinkers, decisive, calm under stress and capable problem solvers. The qualities mentioned by Coombs are group oriented, whereas the qualities mentioned by Bivins are more focused on the individual team members. Being able to combine the individual skills with the ability to work well in a group will create the ideal CMT. Also, it is important that all team members know what is expected from them both in the planning process and during the crisis situation, and therefore, each member should be assigned specific responsibilities. This will also make it possible to respond faster, as everybody will know what to do if a crisis should be triggered.

Once the crisis team has been selected, they should be trained in handling crisis situations. The training should be based on reviews of the CMP and crisis exercises as this will help the team find vulnerabilities in the CMP together with enabling them to use it effectively. The training should be both individual and group-orientated.

There should also be a **crisis spokesperson** in the crisis team whose main responsibility will be to manage messages coming from the corporation. There should, in fact, be more than one spokesperson. A spokesperson cannot be expected to be accessible at all times or to be able to work nonstop for several

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48 Coombs: Ibid, p. 66-78
49 Kamer: [http://www.bizforum.org/whitepapers/kamer.htm](http://www.bizforum.org/whitepapers/kamer.htm)
50 Bivins: Public Relations Writing, p. 90
51 Kamer: [http://www.bizforum.org/whitepapers/kamer.htm](http://www.bizforum.org/whitepapers/kamer.htm)
52 Coombs: Ibid, p. 66-78
53 Coombs: Ibid, p. 78-86
days. Therefore, there should always be someone who can take over the management of the communication so stakeholders can get the information they need immediately. There should be a clear plan for which spokesperson has the overall responsibility of the response management if there is more than one present during the crisis. Spokespersons should appear pleasant on camera, answer questions correctly, present crisis information clearly and handle difficult questions. All of this should, of course, also be trained so the spokespersons are prepared when the crisis strikes.

The next step is to develop a crisis management plan.\(^5^4\) Crisis management plans enable companies to respond quickly to crisis situations by preparing them for how to react during unexpected situations. Besides this, the crisis team would be more likely to respond quickly to a crisis situation because they are more aware of potential crisis situations\(^5^5\). The CMP should contain background information so the crisis team does not need to use time on finding this when the crisis hits. The plans prepare companies for crisis situations that might occur and help them to quickly respond to the situations if they actually do occur. According to Coombs, a crisis management plan should contain 15 components: cover page, introduction, acknowledgement forms, rehearsal date page, first-action page, crisis management team contact sheet, crisis risk assessment, incident report section, proprietary information section, CMT communication strategy worksheet, secondary contact sheet, stakeholder contact worksheet, business continuity plan, crisis control centre description and postcrisis evaluation forms. A CMP should always be tested as this will help identify vulnerabilities in the plan. Besides this, it will be possible to assess if the crisis team is capable of using it. The CMP will be described in detail in paragraph 2.5.1.

The final point is reviewing the communication system.\(^5^6\) This involves managing the physical aspects of communication – notification system, crisis control centre and online appliance. The revision should ensure that the communication system fits the needs of the crisis management team and that it is ready to use if the crisis should occur. First of all, the mass notification system is a tool which the company can use to send out simple messages to a large number of people in a short time. It is an automatic system that sends messages to a predetermined list of people. Second, the crisis control centre is a place for the CMT to meet and discuss aspects of the CMP or the crisis situation. Companies with more facilities should have crisis centres at each facility as the crisis team should have the opportunity to be close to the crisis situation. However, the centre should be separated from normal operations as it is mainly used in unusual situation. Last, the online appliances describe the use of Intranet and Internet. Intranets can be used to store information and to share information with a limited amount of people. Some information might be

\(^{5^4}\) Coombs: Ibid, p. 89-97
\(^{5^5}\) ICM: http://www.crisisexperts.com/essence_main.htm
\(^{5^6}\) Coombs: Ibid, p. 97-102
confidential and should not be shared with all the stakeholders, making the Intranet an optimal channel for sharing this information. Also the internet is a useful medium during crisis situations. It allows outside stakeholders to access information that is available for the public. The company might have a dark site on their homepage which is only active during crisis situations. This site should contain information about the crisis situation at hand, and it is a fast way for the company to update information regarding the crisis situation and share it with the stakeholders.

2.5.1 Crisis Planning and Social Media

A thing that previous theories on crisis planning have not taken into consideration is the massive use of social media in the world today. People are connected through various types of social media all over the world and everything can be shared worldwide in a matter of seconds.\(^57\) There are many different social networking sites such as blogs, YouTube, Reddit, MySpace, Facebook, Twitter, etc. Also Google has created a social networking site called Google+, which was launched in June 2011. Facebook reached 750 million users in June 2011\(^58\), Twitter has 175 million users and even the new Google+ has 20 million users from all over the world.\(^59\) The development of computers, Internet and mobile phones has also made it possible to access these social media whenever it is convenient.\(^60\) The fact that so many people are connected through social networking sites can be both a good thing and a bad thing for crisis communication. The information of a crisis will most likely reach a lot of people in a very short time and this can make the crisis seem more severe than it actually is. However, social media also makes it possible for companies to get their response to the crisis out to a lot of people in a very short time. This can actually help contain the crisis and make sure that people get the correct information quickly and from first hand sources.

The multiple users of social networking sites make it essential for companies to get involved. Social media should, hence, not only be used in crisis situations as it takes time to build solid relationships with the stakeholders.\(^61\) The sites are flexible, two-way communication tools, and therefore they are not only used to communicate to the stakeholders; it is an opportunity for the company to hear what the stakeholders think about the company, and by listening to their comments, the company might be able to detect crisis situations early and thereby contain them before they escalate.

By involving themselves in social networks, the company can build up relationships with their stakeholders online, making it easy and fast to reach them during a crisis situation. The stakeholders will be using social media.

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networking sites in crisis situations either to get information or to discuss the situation with friends or other stakeholders. If the company is a part of the network, it will be possible for them to listen to the conversation, correct false information, contribute with relevant and correct information and try to restore the image.

The power of social media and the networkers is enormous. Including the use of social networking in the crisis plan can make it possible for the corporation to detect signs of a crisis at an early stage and to respond quickly to it\(^\text{62}\). In crisis situations, it is always important for companies to get their message out to their stakeholders quickly, and social media can help them do this. During the crisis, there should always be a member of the CMT who is responsible for monitoring the social media and responding to comments and questions from the stakeholders. This could help limit the damage caused by the crisis situation.

As social networking is so widespread, companies could also be facing crisis online. Even if the corporation is not itself a part of social networks, people can discuss it on social networking sites and all this communication is not necessarily good. Companies risk facing social media crisis, and in these cases, it would be optimal for the companies to be part of the networks so they can respond to the situation. By not being a part of the networking community, the company risks severe reputational damage as they will not themselves be able to react to the crisis as soon as it occurs, and besides this, they cannot reply through the media on which the crisis occurred.

Social media does not necessarily have to be treated as a separate point of the crisis plan. It could be added to the ‘reviewing the communication system’ face of the crisis plan, as social networking is a communication system. It could furthermore be described as an online appliance and a part of the Internet. However, the Internet is a way of communication to the stakeholders, for example through the homepage, and social networks are two-way communication tools allowing the not only the company to talk to the stakeholders but also the stakeholders to talk to the company. As social networking is an extremely valuable tool for communicating with – and not to – the stakeholders and it is essential for maintaining good relationships with the stakeholders, social media should have its own category. Social networks enable the corporation to respond quickly to issues and thereby the company might be able to prevent the issues from ever turning into crisis situations. Besides this, social networks could be very useful in the postcrisis period, as it would allow the company to analyse the stakeholders’ reactions to the solution of the crisis situation.

Even though the social networking response should be treated as a separate point in the revision of communication system, the response should still be in alignment with the rest of the responses from the corporation as inconsistency could damage the relationships with the stakeholders and thereby damage the reputation of the corporation.

2.5.2 The Crisis Management Plan

In the following paragraph, the steps of a possible crisis management plan will be discussed. The Institute for Crisis Management states that crisis plans are needed to minimize the bad effects of a potential crisis.\textsuperscript{63}

As mentioned in the previous section, the CMP should contain 15 elements\textsuperscript{64}: cover page, introduction, acknowledgement forms, rehearsal date page, first-action page, crisis management team contact sheet, crisis risk assessment, incident report section, proprietary information section, CMT communication strategy worksheet, secondary contact sheet, stakeholder contact worksheet, business continuity plan, crisis control centre description and postcrisis evaluation forms.

The first part of the CMP is the \textit{cover page}. This page identifies the CMP and it should contain information about the latest revision date and the number of CMP copies.

The cover page is followed by the \textit{introduction}. This is usually written by the CEO and it stresses the importance of having and using the CMP.

\textbf{Acknowledgement forms} are documents that should be signed by employees and placed in individual personnel files. By signing the forms, the employees acknowledge that they have read and understood the crisis management plan.

The first three elements will not be possible to detect in crisis responses, as they are not directly a part of the crisis response. They are explanatory pages that are useful for the CMT when they are working with the crisis plan.

The next part is the \textit{rehearsal dates page}. The information on this page is, as the title implies, dates of rehearsal. Rehearsals will help keep the CMT prepared and the CMP up to date, and therefore it is important to keep track of rehearsal dates to make sure the plan has been reviewed recently. This is not directly in the response, but a well rehearsed crisis plan should improve the crisis response.

The \textit{first-action page} contains information about how to activate the CMP and who is responsible for doing it. This is followed by the \textbf{crisis management team contact sheet}, which contains contact information on all

\textsuperscript{63} ICM: http://www.crisisexperts.com/essence_main.htm
\textsuperscript{64} Coombs: Ibid, p. 90-94
the members of the crisis management team. Besides this, it states the skills and responsibilities of the CMTs and contact information on outside consultants or other relevant stakeholders. Different crisis situations involve different people, and therefore, the CMT contact sheet should be adapted to fit the different crisis situations.

Any company can experience crisis situations but there are some crisis situations that are more likely to happen than others. This is covered by the crisis risk assessment in the CMP. It should not be a total analysis of all potential crisis situations, as this would make the CMP large and confusing. All of the potential crisis should have been identified during the identification of vulnerabilities. The crisis risk assessment should only contain information about the crises that are most likely to happen. By looking at potential crisis, it will be possible for the corporation to prepare potential responses. These responses will, naturally, not be final responses as all crisis situations are unique, and therefore, there can be no guarantees that the details in the potential responses are correct. However, creating potential responses could minimize the response time as it will take less time to prepare the actual response. In the potential responses, the corporation should also remember that different audiences might have different information needs, and therefore, the messages should be aimed at specific audiences.65

The incident report section is a way for the CMT to keep track of the actions taken during the crisis. This information is vital for the postcrisis evaluation. The section should include documentation of when the crisis occurred, when different stakeholders were informed, what actions were taken by whom and what the results of these actions were.

The proprietary information section is there to remind CMTs that some aspects of the crisis could be confidential and should therefore not be shared with the public.

CMT communication strategy worksheet should remind the team members of the nature of communication – there is always a purpose. They should consider who they are talking to, consider different audiences and different goals, keep in mind what they want to achieve and attach a copy of the first crisis response. Other relevant information can also be included.

The secondary contact sheet holds contact information on stakeholders that are not mentioned in the CMT contact sheet. There might be a need to contact these stakeholders and the contact sheet holds their contact information together with the name of the person who is responsible for the communication with the stakeholders.

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65 Bivins: Public Relations Writing, p. 94
The **stakeholder contact worksheet** should help the corporation prepare for stakeholders contacting them during a crisis. In a crisis situation, it is not only the media that need information. All stakeholders could have needs for information that should be met. There should be a plan for meeting these information needs. The worksheet should specify where calls should be transferred and who should be answering these calls. Different stakeholders might need different kinds of information and this should be taken into consideration in this process, as their calls could be transferred to different CMT members. The plan should not only contain information of how to handle phone calls as there are many ways in which the stakeholders can contact the company. All communication channels should be taken into consideration in the CMP so they can be monitored and questions can be answered.

If the crisis results in damage of facilities or equipment, the corporation should have a plan that describes how they can solve this problem and return to their usual business. This information will be to find in the **business continuity plan**. This plan is not necessarily a part of the CMP, but the CMP should contain information about when and how to implement the business continuity plan.

The **crisis control centre description** should inform crisis team members where to assemble when the CMP is activated.

The last part of the CMP is the **postcrisis evaluation forms**. It will be based on the communication that took place during the crisis situation and it should help improve the CMP and correct any weaknesses. This evaluation will take place in the postcrisis period (cf. Coombs: Outline of the three-stage approach\(^{66}\)), hence when the crisis situation has been resolved.

The crisis management plan should enable the corporation to deal with any crisis they are faced with and it should be kept short and precise to make it easier to implement\(^{67}\). A large and complex plan will be more time consuming in the implementation phase, and seeing that a fast response is important in crisis situations, this would be a waste of valuable time. To limit the amount of information in the CMP, some of the information can be placed in crisis appendixes. These appendixes could hold detailed background information, potential responses, details of CMP exercises, etc.\(^{68}\) This information could be useful during a crisis situation, but it would not be optimal to have it as a part of the basic CMP because it would make the CMP enormous.

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\(^{66}\) Coombs: Ibid, p. 17-20
\(^{67}\) Coombs: Ibid, p. 94
\(^{68}\) Coombs: Ibid, p. 94
Identifying the most likely crisis situations would, as mentioned, make it possible for the company to create different crisis plans for the most likely crisis situations within each crisis type. It would be possible to create one universal CMP; however, creating different plans for different crisis types will limit the response time as the need for changes and additional information will be less significant. This also means that the corporation should have different crisis appendixes for different crisis situations.

Even though crisis plans are important, having created a CMP is not enough. It does not mean that the company is protected from crisis situations or that they can follow the plan blindly. It must be tested regularly and it must be adapted to every single crisis situation, as all crisis situations are unique and therefore require different responses.

2.5.3 Implementing the Crisis Plan

Having a crisis plan is, as mentioned, not enough to prevent crisis situations from occurring or to magically solve the crises when they do occur. Therefore, it is important that the crisis plan is tested regularly\(^{69}\), as this will make it possible to detect any flaws in the plan and to correct them before the real crisis situations occur.

When a crisis situation does occur, there are some basic steps that need to be taken to implement the CMP.\(^ {70}\)

1. Notify CMT (the CMT should be contacted as soon as the crisis is triggered)
2. Notify spokesperson (the spokesperson should, as a part of the CMT, be informed together with the rest of the team)
3. Inform security teams (Security teams should be contacted by the CMT when the crisis has been triggered if it is necessary)
4. Get the facts straight (the CMT should use the facts in responses to make sure they are correct)
5. Activate message and media centre (crisis control centre)
6. Develop or modify key message (potential messages could be present in the CMP)
7. Develop or modify response statements (potential statements could be present in the CMP)
8. Develop or modify response (potential responses could be present in the CMP)
9. Monitor local news media (the CMT should know how the media presents the crisis)
10. Update information and response regularly (new information should be added as soon as it is present)

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\(^{69}\) Coombs: Ibid, p. 76

\(^{70}\) Bivins: Public Relations Writing, p. 91-92
The first steps are naturally to notify the crisis management team and the crisis spokesperson. Their contact information will be in the CMP, which should be activated. The CMT and the spokesperson are essential in the crisis process and they should therefore be informed immediately after the crisis has been triggered. If there is the need for a security team, the next step would be to contact them. All the contact information will be in the CMP, either in the CMT contact sheet or in the secondary contact sheet.

In any crisis situation, it is important to have the correct information so the company will not be responding to a wrong crisis or the spokesperson will not be feeding stakeholders with false information. Therefore, before creating any final messages, the crisis management team should get all the information they need. This information will be collected in the crisis control centre. The crisis management plan may contain some of the background information needed to respond correctly in the crisis appendixes, but details about the specific crisis situation should still be collected.

After this, the company should develop key messages, response statements and final responses. The crisis appendixes might contain possible messages, statements and responses. These should, however, be modified to fit the current crisis situation as not all details will be correct or even present in the pre-prepared messages.

When the responses have been created, it is important for the company to keep track of local news media as they will be reporting the crisis situation. Also international media and social media should be monitored to see if the crisis is being reported correctly and optimally and to make sure that the stakeholders get the information they need. Crisis situation may be exaggerated or downplayed in the media, and therefore, it is important to monitor how the crises are received by the media. Also the timing is important, as minor incidents might not be mentioned at all, if a major crisis has already been revealed. Also social networks should be monitored so the company can hear stakeholder responses.

The last step is to update information and responses regularly. As the crisis develops, the company may get more information on the situation and the response might need to be modified slightly to fit this information. All the information and responses should, however, be saved and included in the crisis management plan as crisis appendixes as the information and responses will be necessary for the postcrisis evaluation.

The crisis management plan is activated when the crisis is triggered and this activation will be followed by the ten steps. By following the ten steps, it should be possible for the corporation to contain the crisis situation and limit the damage to the reputation.
3 Case study

In this part, I will look into the crisis communication from three companies who have recently experienced crisis situations and I will analyse messages from each case company. The three companies are British Petroleum (Gulf Oil Spill), Toyota (Product Recall crisis) and VisitDenmark (Karen Video crisis). I will start out by giving a short description of the case companies (actual identity) and the crisis situations in question. This will be followed by an analysis of communication material regarding the crisis situations (part of the communicated identity). The crises will be analysed by means of crisis types and image restoration strategies. This will help establish whether the companies have had crisis plans as a crisis plan should result in quick and consistent responses. In the analysis, I will, based on Situational Crisis Communication Theory, try to establish whether the companies responded correctly to the crisis situations, and in the discussion in paragraph four, I will try to establish whether the companies have had crisis plans.

The three case companies are from three different countries (England, Japan and Denmark) and they have different backgrounds. This helps point out that crisis situations can occur in all countries, in all industries and for all companies, and therefore it is important for all companies to consider crisis planning to prevent severe reputational damage if a crisis should occur.

3.1 British Petroleum

The first crisis I will look into is the BP Oil Spill in the Gulf of Mexico in April 2010. It has also been called the Gulf of Mexico Oil Spill, the BP Oil Disaster or the Macondo Blowout, but in this thesis it will be called BP Oil Spill.

3.1.1 The Company

British Petroleum, better known as BP, is a global oil and gas company that was founded in 1909. It was then known as the Anglo-Persian Oil Company, which referred to the fact that it was a British company exploring Persian oilfields. Since then the company name has been changed a number of times, and it is now called British Petroleum or BP. The company has its headquarters in London, and it operates in over 80 countries and has more than 80,000 employees worldwide.

The company’s values are to be progressive, responsible, innovative and performance driven. They want to be “competitively responsible and a force for progress.”

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71 http://www.nndb.com/company/026/000051870/
72 http://en.wikipedia.org/wiki/BP
73 http://www.bp.com/subsection.do?categoryId=4&contentId=2006741
74 http://www.bp.com/sectiongenericarticle.do?categoryId=9002630&contentId=7005204

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British Petroleum has involved itself in social media and the company is present on both Twitter\(^{75}\) and Facebook\(^{76}\). On Twitter, the company has 29,268 followers and on Facebook they have 76,964 likes (as of 29 July 2011). That is a total of 106,232 people who follow what is going on with the company on these two social networking sites, also giving them the opportunity to comment on initiatives and other aspects of the corporation.

3.1.2 The Crisis

On 20 April 2010, an explosion on the Deepwater Horizon oil rig in the Mexican Gulf resulted in the deaths of 11 people, injuries of 17 and the largest accidental marine oil spill since 1989.\(^{77}\) The oil rig sunk into the water after having burned for 36 hours (on 22 April 2010), which lead to oil leaking into the Gulf of Mexico for 87 days before the well was closed and the oil flow was successfully stopped.\(^{78}\) It was estimated that about 5,000 barrels of oil fled into the ocean every day\(^{79}\), and approximately 4.9m barrels of oil ended up in the Gulf before the leak was stopped.\(^{80}\) The environmental effects of the oil spill are still unknown and scientists say that it may take decades before all the consequences have been discovered.\(^{81}\)

The BP Oil Spill is a crisis belonging to the preventable cluster (cf. crisis types, paragraph 2.1.4). According to the company, the accident was a result of "a complex and interlinked series of mechanical failures, human judgements, engineering design, operational implementation and team interfaces".\(^{82}\) This could also place the crisis in the accidental cluster as technical error was a part of the cause. However, according to a report written by the National Commission on the BP Deepwater Horizon Oil Spill and Offshore Drilling, the main cause of the spill was "a series of failures and blunders made by BP and its partners."\(^{83}\) The commission states that poor management resulted in the crisis and that the accident could therefore have been avoided. BP also admitted this in an internal report from September 2010, stating that the managers could have avoided the spill if they had been aware of early warning signs.\(^{84}\) British Petroleum is, though, not the only company responsible for the crisis. Transocean, Halliburton and the crew holds some of the responsibility for the crisis situation, as all parties had responsibilities on the rig.

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\(^{75}\) http://twitter.com/#!/BP_America
\(^{76}\) https://www.facebook.com/BPAmerica?ref=ts
\(^{77}\) http://en.wikipedia.org/wiki/Deepwater_Horizon_oil_spill
\(^{78}\) http://www.bp.com/sectiongenericarticle800.do?categoryId=9036575&contentId=7067541
\(^{79}\) http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill
\(^{80}\) http://www.bbc.co.uk/news/world-us-canada-11230757
\(^{82}\) http://www.bbc.co.uk/news/world-us-canada-11230757
\(^{83}\) http://www.bbc.co.uk/news/world-us-canada-12124830
\(^{84}\) http://www.bbc.co.uk/news/world-us-canada-12124830
Since the oil spill, British Petroleum has been working on restoring the environment in the area. They contained the leak, compensated people and communities, and were involved in onshore and offshore clean-up and wildlife rescue and rehabilitation.\(^{(85)}\)

Even though the oil spill happened more than one year ago, the crisis has still not been completely resolved. The effects of the spill are still being examined, and people all over the world are still commenting on the situation on social network sites such as blogs\(^{(86)}\) and twitter\(^{(87)}\). Also, BP is still commenting on the clean-up on the BP Twitter\(^{(88)}\) and Facebook\(^{(89)}\) profiles. Besides this, the company has a section on its homepage that is dedicated to the oil spill and the restoration of the Gulf of Mexico.\(^{(90)}\) As the effects of the crisis have still not been established and the stakeholders are still interested in the oil spill, the crisis has not been resolved and BP should still have an active crisis management plan.

3.1.3 Analysis

In this section, I will analyse four messages from British Petroleum. The messages are: BP Initiates Response to Gulf of Mexico Oil Spill, BP Forges ahead with Gulf of Mexico Oil Spill Response, BP boss admits job on the line over Gulf oil spill and Tony Hayward, BP CEO: Gulf Oil Spill “Relatively Tiny”. The first two messages are press releases taken from the homepage of BP and the last two responses are articles dealing with comments from BP CEO Tony Hayward. As the first two messages are press releases, the primary audience of these are journalists. The secondary audience, which is also the audience of the last messages, consists of multiple stakeholders including customers, employees and activists.

The first message, BP Initiates Response to Gulf of Mexico Oil Spill\(^{(91)}\), was released on 22 April 2010, hence the day of the oil rig collapse. In this message, BP explains which measures that will be taken to stop the oil from spilling into the sea. Besides this, the BP CEO, Tony Hayward, expresses that BP is determined to stop the oil spill and that they will do what they can to limit the damage. The message contains no detailed information about the accident and the extent of the oil spill. This response is a rebuild crisis response (cf. image restoration, paragraph 2.3) focusing on resolving the problem as fast as possible and on getting back to normal operations (corrective action). As rebuild crisis response strategies are useful for crisis situation in the preventable cluster, this response fits the crisis situation.

\(^{(85)}\) http://www.bp.com/subsection.do?categoryId=9036576&contentId=7067590
\(^{(86)}\) http://www.onearth.org/blog/accounting-for-a-manmade-disaster-in-the-gulf-a-year-later
\(^{(87)}\) http://twitter.com/#!/BoycottBP
\(^{(88)}\) http://twitter.com/#!/BP_America
\(^{(89)}\) https://www.facebook.com/BPAmerica?ref=ts
\(^{(90)}\) http://www.bp.com/sectionbodycopy.do?categoryId=41&contentId=7067505
\(^{(91)}\) http://www.bp.com/genericarticle.do?categoryId=2012968&contentId=7061490 (Appendix 1)
The second message, BP Forges ahead with Gulf of Mexico Oil Spill Response\(^\text{92}\), was released on 25 April 2010. This message contains further information about the measures being taken to limit the oil spill, together with information about actions that have already been taken to stop the spill. Also in this message, the CEO declares how committed the company is to solving the problem. This is, as the previous message, a corrective action response, as the company informs stakeholders of how the crisis will be resolved.

The third message, BP boss admits job on the line over Gulf oil spill\(^\text{93}\), was released on 14 May 2010, approximately three weeks after the spill began. In this message, Tony Hayward attempts to justify the oil spill by minimizing the damage of the spill (Diminish crisis response strategy): "The Gulf of Mexico is a very big ocean. The amount of volume of oil and dispersant we are putting into it is tiny in relation to the total water volume."\(^\text{94}\) The diminish crisis response strategies are optimal for victim and accidental crisis, and therefore, this response does not fit this crisis as it is a preventable crisis. The message is, though, not completely unsuitable for the crisis, as Hayward still stresses that BP will resolve the problem. As in the first two messages, this is a rebuild crisis response strategy and it is usable for preventable crisis situations.

The final message is the Tony Hayward, BP CEO: Gulf Oil Spill “Relatively Tiny”\(^\text{95}\), also released on 14 May 2010. It discusses, like the previous message, the CEO’s attempt to downplay the crisis. He also uses the corrective action strategy by saying that they are confident that they can stop the oil from flowing into the ocean.

The messages are relatively consistent as they all contain information of corrective actions and they all contain quotes from the CEO, Tony Hayward. Rebuild crisis response strategies, and thereby corrective action, are relevant to use in cases of preventable crisis situations as the company hereby admits that they are responsible for the crisis and they attempt to limit the damage of it. The four messages are only relatively consistent as the final two messages also includes the diminish strategy justification, which should not be used for preventable crisis situations. By using the diminish strategy, Tony Hayward tries to argue that the crisis is not as bad as it seems because the oil spill only involves a very small percentage of the ocean. However, as the company already at this point has been unable to stop the spill for about 23 days, this is a badly chosen strategy. The oil spill is very serious and it will have a major effect on the environment surrounding it and this should be expressed in the message. If any message should

\(^{92}\) [http://www.bp.com/genericarticle.do?categoryId=2012968&contentId=7061518](http://www.bp.com/genericarticle.do?categoryId=2012968&contentId=7061518) (Appendix 2)

\(^{93}\) [http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill](http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill) (Appendix 3)

\(^{94}\) [http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill](http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill)

\(^{95}\) [http://www.huffingtonpost.com/2010/05/14/bp-ceo-gulf-oil-spill-rel_n_576215.html](http://www.huffingtonpost.com/2010/05/14/bp-ceo-gulf-oil-spill-rel_n_576215.html) (Appendix 4)
supplement the rebuild strategy, it should be a secondary bolstering strategy. The reminder strategy would be optimal, as it will mention the fact that the corporation has previously been involved in many good actions. The ingratiation strategy would also be a possible option for BP.

3.2 Toyota

The second crisis I will look into is the international Toyota product recall crisis that took place in 2009 and 2010.

3.2.1 The Company

Toyota Motor Corporation, better known as Toyota, is a worldwide car manufacturer which was founded by Kiichiro Toyoda in 1937. It started in 1933 as a part of the Toyoda Automatic Loom Works that was founded by Kiichiro Toyoda’s father. Today, there are 317,734 employees all over the world. Toyota is committed to quality, innovation and respect for the planet, and they “aim to exceed expectations and be rewarded with a smile.”

Toyota is also present on various social networking sites, such as Twitter and Facebook. The company has 54,857 followers on Twitter, and 475,704 people on Facebook like the Toyota page (as of 29 July 2011). That is a total of 530,561 people who are involved with the corporation through these two social networks.

3.2.2 The Crisis

On 2 November 2009, 3.8 million Toyota cars were recalled due to floor-mat problems. This number increased to 4.2 million on 26 November 2009. On 26 January 2010, Toyota learned that some car accidents involving Toyota cars had been caused by sticking accelerator pedals and not by the floor-mats and 2.3 million vehicles were recalled in the US due to this problem. By 28 January 2010, approximately 5.2 million cars were recalled due to floor-mat problems and 2.3 million cars were recalled due to sticking accelerator pedals. Further cars were recalled, and a total of approximately 9 million cars had been recalled in a short period of time.

The crisis belongs in the accidental cluster (cf. crisis types, paragraph 2.1.4). It is a technical-error product harm crisis as technical errors resulted in the cars being recalled. Due to the crisis situation, Toyota temporarily stopped the production of cars in the first week of February 2010 to be able to prevent the

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96 http://en.wikipedia.org/wiki/Toyota
97 http://en.wikipedia.org/wiki/Toyota
98 http://www.toyota-global.com/company/vision_philosophy/toyota_global_vision_2020.html
99 http://twitter.com/#!/Toyota
100 https://www.facebook.com/toyota
situation from repeating itself. The crisis situation has been resolved and the recalled cars have been repaired.\footnote{http://en.wikipedia.org/wiki/2009%E2%80%932010_Toyota_vehicle_recalls} In addition to this, the crisis can be said to be a slow-burning crisis as it develops over a longer period of time. The cars were recalled after more incidents of faults were detected and this could not be a sudden occurrence, meaning that the crisis must have developed over time.

3.2.3 Analysis

The analysis of Toyota’s crisis response will be based on three messages: Toyota begins correction of faulty gas pedals, Toyota dealers to start fixing defective gas pedals and Toyota to begin accelerator pedal fix this week. All the messages are from the beginning of February 2010, and they deal with the repairs of the recalled cars. The messages are primarily aimed at Toyota car owners, as these are the people involved in the recalls and the repairs.

The first message, Toyota begins correction of faulty gas pedals\footnote{http://articles.latimes.com/2010/feb/01/business/la-fi-toyota-recall2-2010feb02 (Appendix 5)}, is taken from the Los Angeles Times on 1 February 2010. The message includes two response strategies from the rebuild category, namely corrective action and apology. As the headline states, the “faulty gas pedal” will be repaired. This is a corrective action in itself and it also implies that the corporation will prevent the incident from recurring in the future. This is emphasized by the notion that the solution will last as long as the vehicle. Besides the corrective action, the president and chief operating officer of Toyota’s U.S. sales division, Jim Lentz, apologizes for the inconvenience the customers have experienced.

The second message, Toyota dealers to start fixing defective gas pedals\footnote{http://www.autoguide.com/auto-news/2010/02/toyota-to-begin-accelerator-pedal-fix-this-week.html (Appendix 6)}, is from 1 February 2010. This message contains information about the crisis situation, which cars were included in the recall and how the company wanted to repair the cars. There are more aspects of corrective action in the message. First of all, the company states that the cars will be repaired. This is followed by information about a stop in production, and again by the company’s commitment to ensure safe cars. The message also contains an apology from Jim Lentz, who also mentions that they are “focused on making this recall as simple and trouble-free as possible”

The third and final message in the analysis is Toyota to begin accelerator pedal fix this week\footnote{http://jamaica-gleaner.com/gleaner/20100202/business/business3.html (Appendix 7)} and it is from 2 February 2010. This message is similar to the first two messages in the response as it contains both an apology and corrective action. However, this response also holds a reminder. Jim Lentz mentions that
Toyota has always produced good and safe cars. This response is a secondary response and it can be used successfully together with the primary responses, apology and corrective action.

The three Toyota responses are consistent in the information they contain and they all hold apologies from the president and chief operating officer of Toyota’s U.S. sales division, Jim Lentz, and information of corrective action. These are rebuild crisis response strategies and they are optimal for accident and preventable crisis situations. As the Toyota crisis is a technical-error product harm crisis (accidental crisis), the response strategies are well chosen. Toyota accepts their responsibility and they do what they can to solve the issue. The secondary bolstering response, reminder, is also well chosen as it reminds the stakeholders that the company always has performed well, and it also adds that the cars are still safe as Jim Lentz’ family drives a Toyota.

3.3 VisitDenmark

The last crisis that will be discussed in this thesis is the VisitDenmark “Karen” crisis that involves the YouTube video of the young mother, Karen.

3.3.1 The Company

VisitDenmark is a Danish company working on getting holiday visitors and conference delegates to visit Denmark. In 2007, VisitDenmark was promoting Denmark in 18 countries and this was done by 107 employees, 59 of which were working abroad.

VisitDenmark is consciously using social media to promote Denmark. They use both Facebook and Twitter, and besides this, they have been using YouTube. On July 29, the company had 1,799 followers on the English Twitter account (1,000 on the Danish) and 6,722 likes on Facebook. That is a total of 8,521 (9,521 counting the Danish Twitter followers) people who are interested in VisitDenmark.

3.3.2 The Crisis

On September 10, 2009, a video of a single Danish mother seeking the farther of her 9 month old son August was uploaded on YouTube. The mother is telling the world that she got pregnant after a one-night stand and that she is now seeking the farther of her child. Two days after the video was uploaded, it was exposed as being a fake video, and on 13 September, it was revealed that it had been created by VisitDenmark as a way of promoting Denmark. The video was removed by VisitDenmark on 14 September.

107 http://da.wikipedia.org/wiki/VisitDenmark
108 https://www.facebook.com/denmark
109 http://twitter.com/#!/GoVisitDenmark
2009 when they realized how badly the public reacted to it.\textsuperscript{110} There are still versions of the video available on YouTube\textsuperscript{111}.

The video was criticized for showing Danish women as drunk and irresponsible. Furthermore, VisitDenmark was criticized for trying to promote Denmark on a lie. Three days after the Video was uploaded, the video had been shown in 158 countries, 773,000 times on YouTube, and it had been searched for 1.9 million times on Google. Besides this, 83,000 websites had linked to the story of Karen and her son August.\textsuperscript{112}

The crisis belongs to the accidental cluster (cf. Crisis Types, paragraph 2.1.4). The company is facing a challenge as the stakeholders believe that the corporation is being managed incorrectly. VisitDenmark perceived the video as being sweet and dignified, whereas the stakeholders described it as a lie containing a bad description of Danish women.

After removing the ‘Karen’ video from YouTube, the company has created the new campaign of ‘Ann and Bill in Copenhagen’. Ann and Bill are ‘cartoons’ from the US who are travelling to Denmark. The videos follow Ann and Bill on their holiday in Copenhagen over four episodes.\textsuperscript{113}

\subsection*{3.3.3 Analysis}

The VisitDenmark messages that will be analysed are VisitDenmark bag løgn på YouTube, VisitDenmark: ‘Karen’ er sød og værdig and VisitDenmark fjerner løgn-video. The messages are all in Danish, as the main responses to the crisis are from Danish sources. The articles are primarily aimed at Danish social media users.

VisitDenmark bag løgn på Youtube\textsuperscript{114} is taken from the Danish TV2 news on 13 September 2009. It has just been revealed that VisitDenmark is behind the Karen video on YouTube. The article states that VisitDenmark is happy with the video and they believe that Karen is portrayed as an independent young woman living in a free country with the opportunity to make her own choices without being judged by others. In this article, VisitDenmark uses denial as image restoration strategy. The company denies that there is a crisis, and they reinforce this by explaining their view on the video. Denial is a response that should be used for rumour and challenge crisis when this is possible, and as this is a challenge, this could be the correct response. However, as previously mentioned, stakeholders’ beliefs can be more important in

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\textsuperscript{110} http://nyhederne.tv2.dk/article.php/id-25029383:visitdenmark-bag-l%C3%B8gn-p%C3%A5-youtube.html

\textsuperscript{111} http://www.youtube.com/watch?v=F8Seo5j_mNU

\textsuperscript{112} http://politiken.dk/indland/ECE787965/visitdenmark-karen-er-soed-og-vaedig/

\textsuperscript{113} http://www.youtube.com/results?search_query=Ann+and+Bill+in+copenhagen&aq=f

\textsuperscript{114} http://nyhederne.tv2.dk/article.php/id-25029383:visitdenmark-bag-l%C3%B8gn-p%C3%A5-youtube.html

(Appendix 8)
crisis situations than company beliefs and facts. Therefore, the denial response is not optimal for this situation, as the stakeholders believe that there is a serious flaw in the message of the video and this has created a crisis situation.

The next article, VisitDenmark: ‘Karen’ er sød og værdig, is written by the Danish newspaper Politiken and it is from 13 September 2009. In this article, the CEO, Dorte Kiilerich, mentions that the ‘Karen’ video presents a sweet story about a mature, independent young woman who is taken responsibility for her choices. Also, she mentions that the YouTube video campaign has been a huge success. Again, this is the denial response stressed by the intention of the video and the fact that it has been seen by more than 770,000 people from all over the world.

The last article is from the Danish newspaper EkstraBladet, and it was published on 14 September 2009. This is the VisitDenmark fjerner løgn-video article. The article informs the readers of the fact that VisitDenmark has removed the ‘Karen’ video from YouTube due to the critique of it. The CEO, Dorte Kiilereich, apologizes for the video and adds that it was not the intention of the video to insult anyone. The president of VisitDenmark, Georg Sørensen, admits that the message was unclear and that the commercial therefore was unsuccessful. This response is very different from the two first messages as this is an apology together with an excuse. Dorte Kiilereich apologizes for the message and this is followed by an excuse (the good intentions of the video). These strategies, diminish and rebuild, are both useful in accidental crisis situations.

The three articles contain very different messages. The first two denies that the corporation has done anything wrong and that the crisis is in a crisis situation. Besides this, the company expresses that they are proud of the video. In the last article, the company accepts that there is a crisis which they are responsible for and they apologize for the incorrect message in the video. This crisis situation stresses the importance of stakeholder beliefs. The stakeholders believe that VisitDenmark is acting unethical by promoting Denmark on a lie, and even though this is not the intention of the video, the crisis is still there because of the stakeholders’ beliefs. The responses from VisitDenmark are inconsistent as they contain different statements.

115 http://politiken.dk/indland/ECE787965/visitdenmark-karen-er-soed-og-værdig/ (Appendix 9)
116 http://ekstrabladet.dk/nyheder/samfund/article1221822.ece (Appendix 10)
4 Discussion

In the following sections, the crisis responses from the case companies will be discussed together with the crisis management plan to establish whether there are elements from the CMP that can be detected in the responses. It will not be possible to determine with certainty that the case companies have had crisis plans as they did not wish to inform this. It should, however, be obvious from the responses whether the companies have had crisis plans, and therefore, I will estimate whether this is the case. All aspects of the crisis planning process will not be relevant to discuss (such as cover page and introduction of the crisis management plan) and will therefore not be mentioned in the discussion. Also, not all aspects of the crisis plan and the CMP will be possible to discuss due to lack of information in some areas.

4.1 British Petroleum and Crisis Planning

The first two things a company must do when preparing a crisis plan is, as mentioned in paragraph 2.5, to look for vulnerabilities and rate them. As BP is an international oil and gas company, the fact that an oil spill could occur should not be a surprise to them. Therefore, if BP has a crisis plan, a potential oil spill should be a part of crisis preparation and a crisis management plan. The company can, naturally, also be faced with many other crisis situations. However, as it would not be unlikely that the company was faced with an oil spill crisis at some point and that such a crisis could potentially be very damaging to the reputation, an oil spill would be ideal for a CMP. The company might not expect an oil spill crisis to belong to the preventable cluster but rather to the accidental cluster, and therefore, the potential messages they could have prepared for an accidental oil spill will most likely not be useful completely during this crisis. However, there should be a CMP for a preventable crisis situation with possible responses and the CMP concerning the oil Spill could hold some valuable background information on oil spills and how to react to them.

Having cleared that up, BP should be able to respond relatively quickly to a given crisis situation if they have created a crisis management plan. Therefore, the first step in estimating whether BP has a crisis plan will be looking at the response speed of the crisis messages. One of the first messages the company sent out regarding the crisis was the ‘BP Initiates Response to Gulf of Mexico Oil Spill’ press release which was published on the day of the oil rig collapse - 22 April 2010. It contains information about actions taken to stop the oil spill together with a small amount of information about the actual crisis information. The initiatives taken are quite comprehensive and the information given is relatively detailed, which could lead to the conclusion that it had been prepared before the crisis occurred.

http://www.bp.com/genericarticle.do?categoryId=2012968&contentId=7061490 (Appendix 1)
The next two steps of the crisis plan are selecting and training a crisis management team and selecting and training a crisis spokesperson. The BP CEO, Tony Hayward could be identified as the primary crisis spokesperson as he is quoted in all of the responses. It seems that he is the person responsible for managing the communication between the company and the public. There is no evidence of a second spokesperson in the messages.

The next step is the development of a CMP. Not all parts of the CMP are relevant when trying to determine if a company has a crisis plan as it will naturally not be possible to see in the responses if the CMP has e.g. a cover page or an introduction. However, the swiftness of the response could be a result of a well-written crisis management plan as this would limit the need for finding contact information and background information, and besides this, potential responses might have been prepared beforehand, making the reply process less time consuming. Besides this, as the incident report section should hold up to date information and previous messages dealing with the crisis, this should make it possible to keep the responses relevant and consistent, which has succeeded for BP.

As mentioned, the first press release from BP regarding the oil spill informs about actions taken to stop the oil spill. This response could have been prepared in the business continuity plan, which the CMT should activate when appropriate, hence when the oil spill crisis was triggered.

The last step of the crisis plan is reviewing the communication system. A crisis control centre is a part of this system and it would seem that BP has on as the article ‘BP boss admits job on the line over Gulf oil Spill’ refers to “a (edit) bullish interview with the Guardian at BP’s crisis centre in Houston”\textsuperscript{118}. BP also uses the Internet in the response. They have created a site, which could be a dark site, on the homepage only concerning the BP Oil Spill. This site holds information about the history of the crisis together with up to date information about the Gulf clean-up. Social media is also represented in the BP response to the crisis. As mentioned, both the Facebook and Twitter accounts have comments about the crisis situation.

Even though the CEO uses an incorrect response in some of the messages, it can still be concluded that BP does have a crisis plan and that they are aware of its importance. Several of the steps in the crisis planning process can be recognized in the responses from BP, making the responses prompt, up to date and consistent. As human beings are involved in the crisis response process, there will always be the risk of errors, and the CEO’s response is simply a result of momentary bad judgement.

\textsuperscript{118} \url{http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill}
It is, however, clear that BP has implemented their crisis plan as the CMT and stakeholders are quickly informed of the crisis situation, the company had, despite of bad human judgement call, the facts straight in the responses, and the information on the oil spill and the clean-up is constantly kept up to date on the homepage and social networking sites.

### 4.2 Toyota and Crisis Planning

Toyota should, in its crisis plan, have diagnosed crisis vulnerabilities and rated them. The fact that a technical error could result in a product recall should not come as a surprise for the company as this is not an unusual event in the manufacturing industry. Because of this, a crisis management plan could be created to deal with technical-error product harm crisis situations.

Toyota is an international company which sells millions of cars worldwide. Therefore, a product error resulting in a recall could be seen as a major threat to the reputation of the company as stakeholders might see the cars as unsafe. This is where the crisis plan becomes useful. By planning for a product recall crisis, the company can save valuable time in the crisis response as the need for creating communication systems, finding a response responsible and creating responses will already have been taken care of. Of course the details should be modified to fit the crisis situation.

The 2009/2010 Toyota product recall was quite extensive. More than 9 million cars were recalled, meaning that more than 9 million car owners and car salesmen were affected by the crisis. Toyota had probably not expected the crisis to be this severe. The crisis plan should, though, be effective in such a situation because it should contain plans for how to respond.

The crisis plan should, naturally, contain the selection and training of a crisis management team and a crisis spokesperson. In the messages from Toyota regarding the repairs of the acceleration pedals, the president and chief operating officer of Toyota Motor Sales, Jim Lentz, is responsible for the communication. This leads to the conclusion that he has the overall responsibility for the crisis communication and additionally that he is the primary crisis spokesperson.

The articles analysed about the product recall crisis are not first responses, and it can therefore be difficult assess whether the company responded to the crisis when it was triggered.

In the response, the crisis management plan is represented in the incident report section and the CMT communication strategy worksheet. The company is presenting the stakeholders with up to date information about the crisis situation. It also includes instructions for stakeholders in regards to getting their cars repaired. The information is the same in all of the responses, which implies that the information
is being stored and reused. Besides this, it is noticeable that Toyota has a plan with the crisis communication as the messages are very similar. This leads to the conclusion that the responses are well-prepared and based on the crisis situation at hand.

It would seem that the communication system has been well prepared for the product recall. The newsroom on the homepage contains a safety/recall link and several press releases on the recall are present. Facebook and twitter might also have been useful tools during this crisis, as many stakeholders follow/like Toyota online, thereby giving Toyota the possibility to reach them in no time together with giving the company the opportunity to listen to stakeholder opinions.

The Toyota product recall crisis was a slow-burning crisis situation and therefore it is difficult to say whether the company had a crisis plan. Elements of the crisis plan are visible in the responses, such as spokesperson and consistency. However, the company would have had some time to prepare this before the crisis situation was triggered. Despite this, the conclusion will still be that Toyota had a crisis plan in place before the crisis was triggered. This is based on the facts that there is one spokesperson that has the overall responsibility of the communication from the company, the responses are well-considered and consistent, and the main focus is on the happiness of the stakeholders. This also makes it evident that the crisis plan was well implemented as the CMT and the stakeholders were quickly informed about the crisis, the company had all the needed facts for responding and the information was kept up to date.

Even though the crisis response from Toyota was relatively good and the response was based on crisis types, it could be improved, or that is, the company could learn from the situation. As a slow-burning crisis situation, the situation was developing over a long period of time. What Toyota could learn from this is to respond to the situation even earlier. The problem had been revealed in many cars for a while before the company responded and recalled all the implicated cars. By responding earlier, the company could prevent the crisis situation from evolving into such a serious crisis situation as the case was in 2009 and 2010. All car manufacturers can, in fact learn from this, as they are all likely to experience situations where they need to recall cars and get them prepared. It is, hence, important that the company responds when the first signs of a crisis are detected.

4.3 VisitDenmark and Crisis Planning

As any other company, VisitDenmark is facing potential crisis situations such as floods, fires, computer failures, etc. The crisis vulnerabilities should therefore be diagnosed and rated. A crisis situation caused by

\[\text{http://pressroom.toyota.com/search_results.cfm?keywords=accelerator%20pedal&tag_id=0&stype=1,2,3,7,4,5,6&tab=1&start=51&content=1&page=10}\]
a commercial is unusual and not very likely to happen, and therefore, the CMP would most likely not cover this crisis; however, there should be a CMP covering the crisis type challenges. This CMP should be used in this situation as well as responses should be based on crisis type.

VisitDenmark is a relatively small company with only 107 employees (48 in Denmark). However, there should still be a CMT and a crisis spokesperson as any crisis situation requires a fast and well-considered response. The CEO of VisitDenmark, Dorte Kiilerich, seems to be the spokesperson of the crisis team as she is quoted in all of the three messages that have been analysed.

The company should also have a crisis management plan. The incident report section and the crisis management team communication strategy worksheet should help the company keep the message up to date and consistent. From the VisitDenmark responses mentioned in paragraph 3.3.3, it is obvious that the messages are not consistent. The first messages state that the ‘Karen’ video is sweet and harmless, whereas the last message is an apology for the incorrect message in the video. This suggests that VisitDenmark does not have a CMP and that the company is not prepared for dealing with crisis situations. It could, however, also be a case of bad judgement followed by a message admitting this and apologizing for any misunderstandings. The purpose of the response is unclear and there seems to be no consideration of stakeholder needs and beliefs.

The next part of the crisis plan is reviewing the communication system. Based on the information available, it is not possible to determine whether there is a notification system, Intranet or a crisis control centre. The company does have a homepage, but there is no evidence pointing towards them having used it for image restoration during the ‘Karen’ crisis, as there are no mentions of Karen or August. The company also has Facebook and Twitter accounts that could be useful in cases of crisis situations to communicate with the stakeholders. Also YouTube would be useful in connection with the ‘Karen’ video as it was originally uploaded there.

From combining the analysis of the VisitDenmark responses and crisis planning theory, it appears as if VisitDenmark does not have a crisis plan in place. The only obvious aspect of crisis planning in the responses is a spokesperson, and this simply could be a result of the limited size of the company. There is no consistency in the responses, the responses do not fit the crisis situation and there seems to be no consideration of stakeholder beliefs.

The company has handled the crisis situation poorly, and to improve their chances for successful crisis communication in the future, they should create a crisis plan as soon as possible. They are still facing many
potential crisis situations and the responses could be more successful if they were created on the basis of a crisis plan.

4.4 Comparison

In the discussion, it has been made obvious that crisis planning matters. The two case companies with crisis plans, British Petroleum and Toyota, handled their crisis situations with success. VisitDenmark, on the other hand, had no crisis plan in place before the crisis occurred and the response to the crisis was not optimal. The discussion also shows that crisis type plays a role in the response as the case companies used different image restoration strategies to respond to the crisis situations.

BP is faced with a preventable crisis situation and uses the rebuild crisis response strategy, corrective action. This crisis response strategy is optimal for crisis belonging to the preventable cluster as the company admits responsibility and tries to make up for the damage. In some of the messages, the diminish crisis response strategy justification has been used as secondary response. This is a bad choice as the company thereby tries to downplay a very serious situation. It is the worst oil spill in many years, and therefore, trying to downplay the damage caused by the crisis is unfit.

Toyota is faced with an accidental crisis situation - a technical-error product harm crisis. A technical error has forced the company to recall more than 9 million cars to correct the error. Toyota uses two primary responses from the rebuild crisis response category: 1) Corrective action and 2) apology. The company admits that the cars have technical errors, apologizes for inconvenience and wants to correct the errors. Also the secondary response reminder has been used in some messages by Toyota. This goes well together with the crisis situation and the primary response.

VisitDenmark, who is facing a challenge crisis (accidental cluster), uses the deny crisis response strategy denial. Denial can be used for challenges when it is appropriate. However, in the case of the ‘Karen’ video, VisitDenmark does not take stakeholder needs and beliefs into consideration by using the denial response, and thereby, they risk harming their reputation further. They do, though, realize their mistake and end up removing the video from YouTube and apologizing for the message in the video.

Even though the discussion can conclude that crisis planning is important in crisis situations, good crisis plans do not necessarily mean good crisis communication. The BP response is proof of this, as using the diminish crisis response strategy is not suitable for that particular crisis situation. All responses are created by human beings and therefore all responses can potentially be incorrect. However, having a crisis plan minimizes the danger of a badly chosen crisis response as possible responses will be written and possibly tested before the crisis occurs.
In the discussion, the importance of social networking in crisis planning also becomes noticeable. Millions of people all over the world are connected through social networks and these networks are often used during crises to discuss situations with friends and other stakeholders. By using social media, the companies can listen to the comments of the stakeholders, correct false information and provide stakeholders with the correct information.

5 Additional thoughts

In the time that I have been writing this thesis, a number of different crisis situations have occurred which stresses the fact that crisis situations can occur for all companies, in all industries and at all times. Some of these crisis situations are the earthquake followed by a tsunami in Japan (victim cluster)120, the flood in Copenhagen (victim cluster)121, the Honeywell thermostat recall (accidental cluster)122 and the News of the World crisis (preventable cluster)123.

As crisis situations are so common and widespread, it could be expected that all corporations, big as well as small, prepare themselves for these situations by creating, testing and using crisis plans. However, this does not seem to be the case. VisitDenmark and other companies believe that they can handle crisis situations successfully without spending time preparing for them. For a few lucky companies, this may be the case, but for the majority of companies, crisis planning will most likely improve responses and thereby limit the reputational damage of the corporation.

British Petroleum and Toyota are some of the companies that seem to have prepared for crisis situations and this has, obviously, not protected them from crisis situations. However, the discussion shows that being prepared is better than expecting that the company can handle anything. By being prepared for the crisis situations, BP and Toyota have made their responses better and their response time shorter, as the need for additional information has been minimized. Having a crisis plan does not protect the companies from crisis situations and it does not guarantee that the crisis will be solved in no time. As the BP crisis shows, crises can last for years even if the corporation is prepared for crisis situations.

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6 Conclusion

The conclusion will go over the main results of the thesis, hence try to give an overview of the importance of crisis planning. The research question of this thesis was what the importance of planning for crisis situations before they occur is. In this section, I will answer that question based on the findings in the thesis.

All corporations, big as well as small, can experience a broad variety of crisis situations. There can be earthquakes, plant fires, terror attacks, rumours of child labour, use of child labour, etc. These potential crisis situations differ from company to company based on e.g. size, location and industry. When a company faces a crisis, it is always a risk that the crisis escalates due to imperfect communication. By planning for the crisis situations, this risk is strongly reduced or removed completely, as the company will be relatively prepared for most situations that could occur.

There are many aspects of crisis communication and crisis planning. It is, first of all, important for the corporations to know exactly what crises are so they know what to prepare for. Also, it is important to consider different crisis types and different crisis responses. Crisis responses should be based on crisis types as different responses are optimal for different crisis situations.

Crisis situations can be divided into three stages: precrisis, crisis and postcrisis. All three stages are important in crisis communication, as they represent different aspects of the same crisis situations – how to prevent or prepare for the crisis, the actual response to the crisis and the evaluation of the response.

The crisis planning process can be found in the precrisis stage, as it is the corporation’s preparation for crisis situations. Crises are unique as well as unpredictable. Therefore, some people might argue that it is irrelevant to create a crisis management plan, as it is impossible to cover all aspects and all types of potential crises situations. Also, it could be seen as waste of time, as not all companies will ever face crisis situations. This is, however, not the case as the overall crisis plan is the same for all crisis situations and the customized CMPs could hold vital information that should be used in the responses. This would result in a faster response if a crisis should occur as the need for additional information is minimized and potential responses have already been drafted.

A crisis plan consists of six stages: 1) diagnosing vulnerabilities, 2) assessing crisis types, 3) selecting and training a crisis management team, 4) selecting and training a spokesperson, 5) developing a crisis management plan and 6) reviewing the communication system.
The first stage is about finding potential crisis situations and dividing them into groups based on likelihood and damage, meaning which crises are most likely to happen and which crises will potentially be the most damaging for the company. In the second stage, the potential crisis situations should be divided into crisis types.

Good crisis plans can prevent the crisis from turning into a crisis situation. The company will be diagnosing vulnerabilities and rating them as a part of the crisis preparation, and by identifying potential crisis situations, the company can identify issues that do not need to be there. This also means that companies can prevent some of the potential crisis situations from ever occurring by removing the issues.

The third and fourth stages of the crisis plan are to select and train a crisis management team and a crisis spokesperson. The crisis spokesperson will be responsible for all communication with the stakeholders, and the crisis team will be responsible for everything else that has to do with the crisis situation. The different people in the crisis management team should have specific responsibility areas so there are no confusions when the crisis strikes. Also, it is important that the crisis team is trained responding to crises as this will make them better prepared for crisis situations.

The crisis management team should prepare a crisis management plan which should hold all the information needed during a crisis situation. As a company can face different crisis types, the crisis team should create different plans for different crisis situations. This could, again, limit the response time as the need for collecting additional information will be minimal.

As the last point of the CMP, it is important that the necessary physical communication tools are available to the crisis team during a crisis as lack of this could delay the response and potentially damage the reputation of the corporation. This includes, among others, the use of internet and social media. Social media are useful tools during a crisis situation as it is a fast way of communication with the stakeholders. The company can correct wrong information and inform stakeholders of relevant information. Besides this, social networking sites make it possible for the company to listen to stakeholder comments and to talk directly with them. The use of social networking sites can, furthermore, help companies detect crisis situations early as most networkers use the networks when they have something to share, discuss or complain about.

Three crisis situations have been analysed and discussed based on theories of situational crisis communication and crisis planning. These are the British Petroleum Oil Spill starting on 20 April 2010, the Toyota product recall crisis in 2009 and 2010, and finally the VisitDenmark ‘Karen’ video crisis in 2009. A
British Petroleum and Toyota seem to have crisis plans as some of the aspects of the crisis plan are present in the responses. VisitDenmark, on the other hand, does not seem to have a crisis plan.

As the responses from the three case companies imply, there is a difference between communication from companies with crisis plans and companies without crisis plans. Seeing that the companies that had crisis plans have been more successful in their crisis management, it can be concluded that crisis plans are efficient tools for managing crisis situation successfully. They help companies react promptly and correctly, and thereby, it should be possible for them to restore their images. As a result of this, it can also be concluded that companies with crisis plans should be able to communicate better during a crisis situation.

It seems that crisis plans can be detected by looking at communication material from a given crisis situation. However, the analysis of the crisis responses also makes it obvious that a good crisis plan not necessarily is the same as good crisis communication. British Petroleum is an example of this, as one of the responses strategies used is clearly unfit for the crisis. It is still human beings who are responsible for the responses and they can choose the wrong image restoration strategy or medium or they can simply use the plan incorrectly.

As a final conclusion, it can be said that all companies should have crisis plans ready for crisis situations. Crisis plans can be useful in all sizes of companies and in all industries as they help the companies be prepared for worse case scenarios and to respond to correctly in case of a crisis.
7 Further Perspectives

As previously mentioned, crisis communication, and thereby crisis planning, is a part of public relations and is therefore important for the relationship with stakeholders and for the companies’ reputations.

The thesis stresses the importance of crisis communication and crisis planning. Furthermore, the thesis mentions that different crisis types require different crisis response strategies and that this should be taken into consideration in the crisis plan. This is supported by the fact that the crisis responses from the two companies with crisis plans and successful crisis communication (British Petroleum and Toyota) have been based on crisis type.

The three crisis cases are analysed based on written communication material. Three or four messages from each company have been analysed. However, to get the full understanding of the crisis responses from the companies, it would be relevant to investigate more messages from the companies, including messages aimed at different audiences and from different sources such as radio, TV and word-of-mouth. It would also be relevant to investigate communication material from a longer period of time and see whether the response strategies change drastically.

Furthermore, as the thesis is limited to include only three crisis situations, it would be interesting to look at more companies of different sizes, from different industries and from different countries to get a better understanding of crisis planning and the importance of it. It would be relevant to examine whether crisis planning is the same in all countries and to examine whether companies from different countries value crisis planning equally.

The thesis comments on the fact that badly managed crisis situations can result in reputational damage. However, it was not established whether the reputations of the case companies were actually damaged during the crisis situations. In order to investigate this, it would be necessary to know what the reputation was like before the crisis occurred, how the crisis affected it and what it is like after the crisis. To get the needed information about the corporate reputations, it would be necessary to interview different stakeholder groups before, during and after the crisis.

As a final point, it would have been interesting to know if the case companies actually had crisis plans and if they used them during these crisis situations.
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APPENDICES
BP Initiates Response to Gulf of Mexico Oil Spill

Release date: 22 April 2010

BP today activated an extensive oil spill response in the US Gulf of Mexico following the fire and subsequent sinking of the Transocean Deepwater Horizon drilling rig 130 miles south-east of New Orleans.

BP is assisting Transocean in an assessment of the well and subsea blow out preventer with remotely operated vehicles.

BP has also initiated a plan for the drilling of a relief well, if required. A nearby drilling rig will be used to drill the well. The rig is available to begin activity immediately.

BP has mobilized a flotilla of vessels and resources that includes:

- significant mechanical recovery capacity;
- 32 spill response vessels including a large storage barge;
- skimming capacity of more than 171,000 barrels per day, with more available if needed;
- offshore storage capacity of 122,000 barrels and additional 175,000 barrels available and on standby;
- supplies of more than 100,000 gallons of dispersants and four aircraft ready to spray dispersant to the spill, and the pre-approval of the US Coast Guard to use them;
- 500,000 feet of boom increasing to 1,000,000 feet of boom by day’s end;
- pre-planned forecasting of 48-hour spill trajectory which indicates spilled oil will remain well offshore during that period;
- pre-planned staging of resources for protection of environmentally sensitive areas.

"We are determined to do everything in our power to contain this oil spill and resolve the situation as rapidly, safely and effectively as possible," said Group Chief Executive Tony Hayward. "We have assembled and are now deploying world-class facilities, resources and expertise, and can call on more if needed. There should be no doubt of our resolve to limit the escape of oil and protect the marine and coastal environments from its effects."

As part of its planning and approval requirement prior to offshore activity, the area was evaluated for use of dispersants and the plans approved by the US Coast Guard which has now given the go-ahead for their use.

From: http://www.bp.com/genericarticle.do?categoryId=2012968&contentId=7061490
Appendix 2

BP Forges Ahead With Gulf of Mexico Oil Spill Response
Release date: 25 April 2010

BP, as lease operator of Mississippi Canyon Block 252 (MC252), continues to forge ahead with a comprehensive oil well intervention and spill response plan following the April 22 sinking of the Transocean Deepwater Horizon drilling rig 130 miles south-east of New Orleans.

“We are attacking this spill on two fronts – at the wellhead and on the surface offshore,” said BP Group Chief Executive Tony Hayward, who has travelled to Texas and Louisiana this week to meet with response personnel. “The team on the ground and those at sea have the Group’s full resources behind them.”

BP continues to assist Transocean’s work below the surface on the subsea equipment, using remotely operated vehicles to monitor the Macondo/MC252 exploration well, and is planning and mobilizing to activate the blow-out preventer.

BP is preparing to drill relief wells to permanently secure the well. The drilling rig Development Driller III is moving into position to drill a second well to intercept the Macondo well and inject a specialized heavy fluid to securely prevent flow of oil or gas and allow work to be carried out to permanently seal the well.

As of Saturday, April 24, the oil spill response team had recovered more than 1,000 barrels of an oil-water mix of which the vast majority is water. The material has been collected by skimming vessels and vessels towing containment boom. Dispersants have also been applied to the spill. Equipment available for the effort includes:

- 100,000 gallons of dispersant are ready to be deployed, which is a third of the world's dispersant commodity; BP is in contact with manufacturers to procure additional supply as necessary.
- 32 spill response vessels (skimmers, tugs, barges, recovery vessels).
- 5 aircraft (helicopters and fixed wing including a large payload capacity C-130 (Hercules) for dispersant deployment).

In Houma, La. where the field operations response is being coordinated, almost 500 personnel on- and offshore have already been deployed to coordinate the oil spill response. BP’s team of operational and technical experts are working in coordination with several agencies, organizations and companies including United States Coast Guard, Minerals Management Service, Louisiana Department of Environmental Quality, National Oceanic and Atmospheric Administration, US Fish & Wildlife Service, Louisiana Wildlife and Fisheries, and Marine Spill Response Corporation. More teams have been mobilized in Houston and New Orleans to support the effort.

According to Steve Benz, President and CEO of the Marine Spill Response Corporation (MSRC), “At BP’s request we are mounting the single, largest response effort in MSRC’s 20-year history. The many years of working together with BP on drills and exercises has proved invaluable to us as we move forward on this response effort.”

“Given the current conditions and the massive size of our response, we are confident in our ability to tackle this spill offshore,” Hayward added.

Along with the response teams in action, additional resources, both people and equipment, continue to arrive for staging throughout the Gulf states in preparation for deployment should they be needed.

From: http://www.bp.com/genericarticle.do?categoryId=2012968&contentId=7061518
Appendix 3

BP boss admits job on the line over Gulf oil spill

• Under pressure BP boss promises to fix earlier 'bumpy' errors
• 'I will be judged by the response,' says Tony Hayward

Tim Webb, The Guardian, Friday 14 May 2010

Tony Hayward, CEO of BP, has admitted mistakes early on in the Deepwater Horizon Gulf oil spill, and that he 'did not know' if his job was under threat. Photograph: Sarah Lee for the Guardian

Tony Hayward, the beleaguered chief executive of BP, has claimed its oil spill in the Gulf of Mexico is "relatively tiny" compared with the "very big ocean".

In an bullish interview with the Guardian at BP's crisis centre in Houston, Hayward insisted that the leaked oil and the estimated 400,000 gallons of dispersant that BP has pumped into the sea to try to tackle the slick should be put in context.

"The Gulf of Mexico is a very big ocean. The amount of volume of oil and dispersant we are putting into it is tiny in relation to the total water volume," he said.

US authorities estimate that about 5,000 barrels of oil a day are leaking from the damaged pipeline lying on the seabed after attempts to stem the flow failed.

The spill began just over three weeks ago when a buildup of gas erupted from a well being drilled by BP in seabed about 1,500 metres (5,000 ft) below sea level. When the gas ignited at the surface, the explosion sunk the rig, the Deepwater Horizon, and 11 workers were killed.

Hayward promised that BP would "fix" the disaster, which is on course to eclipse the 1989 Exxon Valdez oil spill as the biggest US oil spill in history. "We will fix it. I guarantee it. The only question is we do not know when."

But the BP boss admitted for the first time that his job was on the line because of the Gulf of Mexico disaster. Asked if he felt his job was already under threat, he replied: "I don't at the moment. That of course may change. I will be judged by the nature of the response."

Hayward stressed that BP's efforts to contain the spill had succeeded in dispersing the oil and preventing large amounts reaching the shoreline around the Gulf.

But environmentalists are concerned about the unseen damage being done to marine life by the oil, which is sinking to the seabed.

Hayward said that BP was "increasingly confident" that progress was being made in trying to find ways to seal the faulty blow-out preventer, which failed to shut down the well and stem the flow of oil.
This week, US politicians attacked BP and the other companies involved in the drilling when they gave evidence at Senate hearings into the disaster.

But Hayward insisted that deep-water drilling would continue in the US despite the growing environmental and political backlash against the company.

"Apollo 13 [the unsuccessful third mission to the moon in 1970] did not stop the space race," he said. "Neither did the Air France plane last year coming out of Brazil [which mysteriously crashed] stop the world airline industry flying people around the world. It's the same for the oil industry."

He pointed out that the Gulf of Mexico, much of it in deep waters, represented one-third of the US's oil and gas production.

He insisted that BP was in far better shape to respond to the disaster than it was five years ago under his predecessor, Lord Browne. In 2005, 15 workers died in an explosion at BP's Texas refinery.

BP was then fined a record £53m by the US authorities, who also criticised the company's safety culture. BP also suffered a pipeline leak in Alaska in 2006.

"In the last four or five years we have made major improvements in safety performance. It has made the company much better … Four years ago it could have been very different," Hayward said.

BP's share price has slumped since the disaster. BP told the City yesterday it had now spent $450m (£304m) fighting the oil leak, but some analysts put BP's total bill for the clean-up and damages at $23bn. President Barack Obama has now proposed scrapping a cap on BP's liability for the spill.

Transocean, the world's largest offshore drilling contractor which owned the Deepwater Horizon, filed papers in a Houston court on Thursday seeking to limit its legal liability to $27m.

Hayward said it was "unwise" to speculate about the direct causes of the accident before investigations had been completed. "There is a lot of speculation, red herrings and hearsay." He also admitted that BP had made mistakes in its early response to the crisis. It initially refused to compensate fishermen who were unable to produce written proof of their normal earnings. Most keep no such records.

He also said BP had made a mistake when fishermen signing up to help with the relief effort were required to sign agreements limiting their receipt of any future damages from BP.

"It was a bit bumpy to get it going. We made a few little mistakes early on."

From: http://www.guardian.co.uk/business/2010/may/13/bp-boss-admits-mistakes-gulf-oil-spill
Appendix 4

**Tony Hayward, BP CEO: Gulf Oil Spill 'Relatively Tiny'**

First Posted: 05-14-10 09:20 AM | Updated: 05-14-10 10:03 AM

Don't worry about that pesky oil spill in the Gulf of Mexico, BP CEO Tony Hayward says: It's "relatively tiny" compared to the "very big ocean."

Hayward launched this novel defense of the worst spill in U.S. history during an interview with the Guardian that deserves a full read, especially with BP fighting the Obama administration's push to make the company pay the full tab for cleanup costs. The BP chief executive acknowledged for the first time that he expects his future with the company to be "judged by the nature of the response" to the current crisis; this may help explain his stream of delaying tactics and excuses.

"We will fix it. I guarantee it. The only question is we do not know when," Hayward told the Guardian. "The Gulf of Mexico is a very big ocean. The amount of volume of oil and dispersant we are putting into it is tiny in relation to the total water volume."

Before calling the oil spill analogous to the Apollo 13 flight and comparing it favorably with a deadly 2005 BP rig explosion in Texas, Hayward said BP is "increasingly confident" that they'll find a way to stop the oil flow, and that the company has already prevented significant amounts of oil from reaching the shore.

BP's CEO isn't alone in downplaying the effects of the spill. Mississippi Gov. Haley Barbour (R) told the Associated Press his state is ready for tourism dollars -- just don't get too close to the water while waterskiing.

"We don't wash our face in it, but it doesn't stop us from jumping off the boat to ski," Barbour said

From: [http://www.huffingtonpost.com/2010/05/14/bp-ceo-gulf-oil-spill-rel_n_576215.html](http://www.huffingtonpost.com/2010/05/14/bp-ceo-gulf-oil-spill-rel_n_576215.html)
Appendix 5

**Toyota begins correction of faulty gas pedals**

Published: Tuesday | February 2, 2010

Toyota Motor Corp said Monday its dealers should get parts to fix a sticky gas-pedal problem by the end of this week as the automaker apologised to customers and tried to bring an end to a recall that has affected 4.2 million vehicles worldwide.

The company said in a statement that it has begun shipping parts and is training dealers on the repairs. Some dealers will stay open 24 hours to fix the 2.3 million cars and trucks affected by the recall in the United States (US).

Technical bulletins on how to install the new parts should arrive at dealers by midweek, the company told dealers in an email.

It was not clear exactly when repairs would start, although dealers have said they'll begin as soon as possible.

The automaker also said Monday it would extend the suspension on production of eight US models affected by the recall for this week.

The company suspended sales of the models last week until repairs can be made.

Jim Lentz, president and chief operating officer of Toyota Motor Sales, said in the statement that nothing is more important than customer safety.

In a video clip released by the automaker, Lentz said he wanted to "sincerely apologise to Toyota owners. I know that our recalls have caused many of you concern and for that I am truly sorry."

"Toyota has always prided itself on building high-quality, durable cars that customers can depend on and I know that we've let you down," Lentz said.

Lentz, in an interview on NBC's Today, said the automaker was "confident that we have the fix" for the gas-pedal system. He said the company first developed a report on the problems in late October, and he denied that Toyota had delayed addressing the problem. "I drive Toyotas. My family members drive Toyotas ... I would not have them in products that I knew were not safe," Lentz said.

Toyota recalled the vehicles on January 21, determining that excess friction in the gas pedal assembly could, in rare cases, cause the pedals to stick.

Engineers traced the problem to a friction device in the assembly that is supposed to provide the proper pedal "feel" by adding resistance, Toyota said in a statement.
The device has a shoe that rubs against a nearby metal surface during normal pedal use. But wear and environmental conditions can, over time, cause the pedals to not operate smoothly or, in rare cases, stick partially open.

The company said a steel reinforcement bar will be installed, reducing the friction.

The recall in the US includes: 2009-10 RAV4 crossover; 2009-10 Corolla; 2009-10 Matrix hatchback; 2005-10 Avalon; 2007-10 Camry; 2010 Highlander crossover; 2007-10 Tundra pickup; and 2008-10 Sequoia SUV.

It also has been expanded to another 1.9 million vehicles in Europe and China.

Toyota said that not all the models of Camry, RAV4, Corolla and Highlander listed in the recall have the faulty gas pedals, which were made by CTS Corp of Elkhart, Indiana.

Dealers can tell which models have the CTS pedals.

Models made in Japan, and some models built in the US, have pedal systems made by another parts supplier, Denso Corp, which function well.

All Matrix, Avalon, Tundra and Sequoia models covered by the recall have the faulty pedals.

Toyota announced late Friday that it would begin shipping new gas pedal systems to dealers as well.

The pedal recall is separate from another recall involving floor mats that can bend and push down accelerators. The two recalls combined affect more than seven million vehicles worldwide.

The repairs will not bring an end to public scrutiny on how Toyota handled the problems.

The US House Oversight and Government Reform Committee is launching an investigation.

A February 10 hearing is scheduled and Yoshi Inaba, chairman and chief executive officer of Toyota Motor North America, has been asked to testify.

Separately, a House investigative panel is planning a February 25 hearing.

-AP

Appendix 6

Toyota dealers to start fixing defective gas pedals
The automaker has a remedy that is 'effective and simple' and will 'last for as long as the life of the vehicle.' The parts are being sent to dealers, many of whom will stay open 24/7 to make repairs.

February 01, 2010 By Ken Bensinger

Toyota Motor Corp. apologized to customers on Monday as it announced a plan to fix a sticking pedal problem that led it to halt sales and production of eight models.

"We are truly sorry for what has happened," said Jim Lentz, president and chief operating officer of Toyota's U.S. sales division in a conference call with reporters. He detailed the remedy, which he said was already being shipped to dealerships so that repairs could begin this week.

"We're sorry for what we put our customers through," Lentz added.

The sales stoppage, which company executives have characterized as unprecedented at the six-decade-old company, has put a big dent in Toyota's reputation for quality. A poll by HCD Research showed that 56% of respondents said they were less likely to buy a Toyota after watching Lentz's appearance on the NBC's "Today" show to explain the fix Monday morning.

The Japanese automaker said that it had isolated the problem to a "friction device" within the pedals in the more than 4 million vehicles it has recalled worldwide and -- in the U.S. -- temporarily stopped selling and producing altogether.

The fix, which Toyota characterized as "both effective and simple," involves installing a steel reinforcement bar into the pedal assembly in order to reduce friction.

While that fix will be conducted on consumers' vehicles, newly produced cars and trucks subject to the action will receive entirely new pedal assemblies, Toyota said. Production of those vehicles, on six assembly lines in the U.S. and Canada, ceased Monday, but will begin again Feb. 8, the automaker said.

Bob Waltz, Toyota's vice president of product quality and service support, said the automaker had rigorously tested both fixes and that they would "last for as long as the life of the vehicle."

With parts arriving later this week, many dealerships will remain open 24 hours a day to make the repair, officials said.

Toyota has come under increasing fire for its decision last month to announce the recall of the defective pedals, which the automaker said can cause vehicles to suddenly accelerate out of control, without immediately determining a remedy. That step, along with a
subsequent announcement last week that it would halt all sales and production of some of its most popular vehicles, led to widespread confusion among consumers and dealers.

The affected models -- the Corolla, RAV4, Matrix, Avalon, Highlander, Tundra, Sequoia and certain Camry sedans -- represented 57% of Toyota's U.S. sales last year. In addition, the Pontiac Vibe, made by Toyota in a joint venture with General Motors Co., was named in the recall.

Last week, rival automakers including General Motors, Ford Motor Co. and Hyundai Motor Co., announced sales incentives aimed at Toyota owners, while Toyota's stock price fell more than 15%. In early trading Monday, Toyota shares increased $2.49, or 3.2%.

The sticking pedal recall, which affects 2.3 million vehicles in the U.S. and 1.8 million in Europe, is Toyota's second in recent months to handle a nagging sudden acceleration problem.

Last fall, Toyota said it would recall seven models to prevent the risk that the vehicles' floor mats could entrap the gas pedal, which it says can cause vehicles to accelerate out of control. Last month, it expanded the recall to include five additional models, increasing the overall scope of that action to 5.3 million cars and trucks, its largest recall ever.

Toyota has blamed floor mat interference in a San Diego county accident in a Lexus ES that took the lives of a California Highway Patrol officer and his family last August and brought national attention to the issue. A San Diego County Sheriff's report on the accident indicated that while floor mats could be the culprit, other mechanical or electronic problems, including the vehicle's electronic throttle control system, could not be ruled out.

Many safety experts question the idea that sudden acceleration is caused by sticking pedals or floor mats. They suggest that the problem, which the Times has found has caused at least 19 deaths since 2001 -- more than all other automakers combined -- is housed in the complex electronics housed in Toyota vehicles.

Toyota's Waltz denied Monday that the computers and wiring in cars were at fault, saying the company had run "extensive testing" of vehicles yet has "never been able to get our systems to fail in any of the tests that are done on them."

In the pedal recall, Toyota has pointed the finger at supplier CTS Corp., which makes many of the pedals used in Toyota vehicles made in North America. The Elkhart, Ind.-based company subsequently said that it was cooperating with the automaker to make a fix, although it noted that the design was Toyota's.

On Friday, the supplier denied that its pedals had ever been the cause of sudden acceleration, which it said was a problem in Toyota vehicles dating prior to the time the automaker began using CTS parts.

From: http://articles.latimes.com/2010/feb/01/business/la-fi-toyota-recall2-2010feb02
Appendix 7

**Toyota To Begin Accelerator Pedal Fix This Week**

Monday February 1 2010 | By Colum Wood

In an effort to assure its customers (and its stockholders) Toyota has now officially announced details of its plan to fix potentially sticky accelerator pedals in 2.3 million recalled vehicles. Repairs to affected vehicles will begin this week.

A “fix” has been developed for the recalled vehicles that includes reinforcing the pedal mechanism to eliminate the friction that could have caused a sticking accelerator pedal. In addition, Toyota has worked with the pedal supplier to create a new pedal that will be used on newly-manufactured Toyota models.

Toyota will, however, continue as planned with the temporary closing of many of its North American plans for this week.

“Nothing is more important to us than the safety and reliability of the vehicles our customers drive,” said Jim Lentz, president and COO at Toyota USA. “We deeply regret the concern that our recalls have caused for our customers and we are doing everything we can – as fast as we can – to make things right. Stopping production is never an easy decision, but we are 100% confident it was the right decision. We know what’s causing the sticking accelerator pedals, and we know what we have to do to fix it. We also know it is most important to fix this problem in the cars on the road.”

Lentz also said that many dealerships will work 24 hours a day to fix potentially faulty accelerator pedals. “We want to demonstrate that our commitment to safety is as high as ever and that our commitment to our customers is unwavering,” he said.


No Camry, RAV4, Corolla or Highlander vehicles with VIN numbers that begin with J are affected, nor are any Lexus or Scion models.

In the event of a sticky gas pedal, Toyota advises to apply the brakes until the vehicle comes to a stop and to then turn the vehicle off. Experts also suggest that applying the brakes and then putting the vehicle into Neutral may help to slow the car.

Official release after the jump:

Toyota Announces Comprehensive Plan to Fix Accelerator Pedals on Recalled Vehicles and Ensure Customer Safety

Toycota Answers Customer Questions About the Solution for Sticking Accelerator Pedals

Rigorously Tested Reinforced Pedals Will Eliminate the Excess Friction that Caused Sticking

Toyota Will Make Concerted Effort to Repair Recalled Vehicles as Quickly and Conveniently as Possible

TORRANCE, Calif., February 1, 2010 – Toyota Motor Sales (TMS) U.S.A., Inc., today announced it will begin fixing accelerator pedals in recalled Toyota Division vehicles this week. Toyota's engineers have developed and rigorously tested a solution that involves reinforcing the pedal assembly in a manner that eliminates the excess friction that has caused the pedals to stick in rare instances. In addition, Toyota has developed an effective solution for vehicles in production.

Parts to reinforce the pedals are already being shipped for use by dealers, and dealer training is under way. Many Toyota dealers will work extended hours to complete the recall campaign as quickly and conveniently as possible, some even staying open 24 hours a day. The company has also taken the unprecedented action of stopping production of affected vehicles for the week of February 1.

“Nothing is more important to us than the safety and reliability of the vehicles our customers drive,” said Jim Lentz, president and Chief Operating Officer, TMS. “We deeply regret the concern that our recalls have caused for our customers and we are doing everything we can – as fast as we can – to make things right. Stopping production is never an easy decision, but we are 100% confident it was the right decision. We know what’s causing the sticking accelerator pedals, and we know what we have to do to fix it. We also know it is most important to fix this problem in the cars on the road.”

Lentz added: “We are focused on making this recall as simple and trouble-free as possible, and will work day and night with our dealers to fix recalled vehicles quickly. We want to demonstrate that our commitment to safety is as high as ever and that our commitment to our customers is unwavering.”
On January 21, Toyota announced its intention to recall approximately 2.3 million select Toyota Division vehicles equipped with a specific pedal assembly and suspended sales of the eight models involved in the recall on January 26.

Toyota vehicles affected by the recall include:

- Certain 2009-2010 RAV4
- Certain 2009-2010 Corolla
- 2009-2010 Matrix
- 2005-2010 Avalon
- Certain 2007-2010 Camry
- Certain 2010 Highlander
- 2007-2010 Tundra
- 2008-2010 Sequoia

No Lexus Division or Scion vehicles are affected by these actions. Also not affected are Toyota Prius, Tacoma, Sienna, Venza, Solara, Yaris, 4Runner, FJ Cruiser, Land Cruiser, Highlander hybrids and certain Camry models, including Camry hybrids, all of which remain for sale.

Further, Camry, RAV4, Corolla and Highlander vehicles with Vehicle Identification Numbers (VIN) that begin with “J” are not affected by the accelerator pedal recall.

In the event that a driver experiences an accelerator pedal that sticks in a partial open throttle position or returns slowly to idle position, the vehicle can be controlled with firm and steady application of the brakes. The brakes should not be pumped repeatedly because it could deplete vacuum assist, requiring stronger brake pedal pressure. The vehicle should be driven to the nearest safe location, the engine shut off and a Toyota dealer contacted for assistance.

Detailed information and answers to questions about issues related to this recall are available to customers at [www.toyota.com/recall](http://www.toyota.com/recall) and at the Toyota Customer Experience Center at 1-800-331-4331.

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Toyota has pinpointed the issue that could, on rare occasions, cause accelerator pedals in recalled vehicles to stick in a partially open position. The issue involves a friction device in the pedal designed to provide the proper “feel” by adding resistance and making the pedal steady and stable. The device includes a shoe that rubs against an adjoining surface during normal pedal operation. Due to the materials used, wear and environmental conditions, these surfaces may, over time, begin to stick and release instead of operating smoothly. In some cases, friction could increase to a point that the pedal is slow to return to the idle position or, in rare cases, the pedal sticks, leaving the throttle partially open.

Toyota’s solution for current owners is both effective and simple. A precision-cut steel reinforcement bar will be installed into the assembly that will reduce the surface tension between the friction shoe and the adjoining surface. With this reinforcement in place, the excess friction that can cause the pedal to stick is eliminated. The company has confirmed the effectiveness of the newly reinforced pedals through rigorous testing on pedal assemblies that had previously shown a tendency to stick.

Separately from the recall for sticking accelerator pedals, Toyota is in the process of recalling vehicles to address rare instances in which floor mats have trapped the accelerator pedal in certain Toyota and Lexus models (announced November 25, 2009), and is already notifying customers about how it will fix this issue. In the case of vehicles covered by both recalls, it is Toyota’s intention to remedy both at the same time.

Appendix 8

VisitDenmark bag løgn på YouTube


Det viser sig nu at være turistorganis-ationen VisitDenmark, der står bag en video på internetportalen YouTube, hvor en ung dansk kvinde ved navn Karen efterlyser faren til sin søn August.

I løbet af de fire dage videoen har ligget på YouTube, er den blevet set mere end 770.000 gange.

Historien skulle bruges til at lokke flere turister til landet, oplyser organisationen, der således har brugt danske skattekroner til at markedsføre landet på en løgn.

For i virkeligheden hedder kvinden ikke 'Karen', men Ditte Arnth Jørgensen og er skuespiller. Og barnet er heller ikke hendes. Hele historien er opdigtet.

En fri kvinde
I VisitDenmark er de glade og stolte over deres reklame.

"Historien viser, at Karen er en dansk kvinde som med værdighed og selvstændighed lever i et frit samfund, som giver hende rammerne til, at hun kan treffe de valg, hun som kvinde har lyst til i sit liv. Så vi markedsfører Danmark som et frit sted med plads, og det er vi glade for, at så mange rundt omkring i verden har valgt at se," siger administrerende direktør i VisitDenmark Dorte Kiilerich.

Uenighed om effektiviteten
"Jeg tror, det er den mest effektive kampagne, der er skabt nogensinde for en dansk virksomhed," siger Peter Helstrup, strategisk direktør i Reklamebureauet Grey, der står bag videoen.

Men ekspert i sociale netværk Jonas Klit Nielsen mener, reklamen er grebet forkert an. De folk, der har set videoen og finder ud af, at det hele er løgn, bliver skuffede, mener han.

"Det her er almindelige mennesker som giver budskaber videre til hinanden og identificere sig med de budskaber. De føler sig løjet for, og de trækker væk fra dit eventuelle produkt eller mærke," siger han.

From: http://nyhederne.tv2.dk/article.php/id-25029383:visitdenmark-bag-l%C3%B8gn-p%C3%A5-youtube.html
Appendix 9

VisitDenmark

VisitDenmark: 'Karen' er sød og værdig

DANMARK 13. SEP. 2009 KL. 20.45

En falsk video med en enlig mor skal gøre Danmark kendt. Turistchef mener, at 'Karen' er en god ekspONENT for danske kvinder.

»Karens historie viser, at Danmark er et frit sted med plads til at være som, du har lyst. Filmen er en god eksponent for danske, selvstændige og værdige kvinder, der tør tage deres egne valg«.

Sådan siger Dorte Kiilerich, adm. direktør for VisitDenmark til politiken.dk.

LÆSTuristorganisation står bag falsk mor


Video betalt med offentlige midler

»Jeg bebrejder dig ingenting, men jeg synes, at du har krav på at vide, at August findes«, siger den unge, lyshårede kvinde i filmen og henviser til sønnen på ni måneder.

TVSe videoen her


Siden i torsdags har videoen cirkuleret rundt i 153 lande og er blevet set af foreløbig 773.000 mennesker på YouTube. 1.9 million gange er der blevet søgt på den på Google. Den har været i Hollandsk tv og 83.000 websites har linket til fortællingen.

LÆSDansker fupper hele verden med falsk søn

»Det er den mest succesfulde viralklæde nogensinde. Vi er trængt igennem mediestøjen. Og den har kostet det samme som et 30 sekunders reklame spot, der bliver vist et par gange på TV2«, siger Peter Helstrup fra reklamefirmaet Grey, der har lavet kampagnen.

VisitDenmark: Karen er en ansvarlig kvinde

Også Dorte Kiilerich kalder historien om Karen en kæmpe succes.

Hvorfor vælger I, at markedsfører Danmark som et land med fulde kvinder, der har ubeskyttet sex med tilfældige turister?

»Det er ikke en historie, jeg kan genkende. Vi fortæller en god og sød historie om en moden, ansvarlig kvinde, der lever i et frit samfund og tager konsekvensen af sine valg. Og så bruger hun et moderne, socialt medie«, siger Dorte Kiilerich.

From: http://politiken.dk/indland/ECE787965/visitdenmark-karen-er-soed-og-vaerdig/
Appendix 10

VisitDenmark fjerner løgn-video

You-tube-indslaget med den falske mor 'Karen' har givet bagslag, erkender turistorganisationen

12:07, 14. sep 2009 | Mette Pedersen

VisitDenmark har fjernet 'Karen'-videoen fra Youtube. (Foto: VisitDenmark)

Kritikken er haglet ned over VisitDenmark, siden det kom frem, at den danske turistorganisation står bag Youtube-videoen med 'Karen', der efterlyser faderen til sit barn efter et one night stand.

Nu har den danske turistorganisation taget konsekvensen og fjernet videoen fra Youtube.

- Jeg beklager meget, at filmen har stødt mange mennesker, det har slet ikke været meningen. Målet har været at skabe positivt kendskab til Danmark og skabe konversationer om Danmark. For ikke fortsat at støde folk, har vi nu taget filmen af YouTube, siger adm. direktør i VisitDenmark, Dorte Kiilerich.

- VisitDenmark har til opgave at markedsføre Danmark i udlandet og skal naturligvis finde nye og anderledes måder at gøre det på. Når det så sker, er det vigtigt, at man er meget tydelig i sin kommunikation, ellers risikerer man, det modsatte sker. Og det må man sige, er sket her. Derfor har jeg med tilfredshed noteret mig, at filmen er blevet taget af, siger formand for VisitDenmark, Georg Sørensen.

VisitDenmark lavede videoen - med skattekroner - for at lokke flere turister til landet. Både kommunikationsekspert Henrik Byager og kvindeforsker Karen Sjørup mener dog, at kampagnen er forfejlet.

- Da jeg så den, tænkte jeg 'hvad foregår der inde i deres hoveder?'. Den reklamekampagne er så grænseoverskridende og forfejlet. Den giver et forkert og ubehageligt billede af Danmark og danske kvinder, siger Karen Sjørup, der er lektor ved Roskilde Universitetscenter til ekstrabladet.dk.

Videoen nåede at blive vist 1.012.723 gange på KarenDK26's profil.

Andre brugere har dog også uploaded videoen.

From:

http://ekstrabladet.dk/nyheder/samfund/article1221822.ece