

危機

crisis



Crisis Management

Tutor: Yipsir

## What is a crisis?

1. In general?
2. Give some examples of crisis that may happen in an organisation (Disney), in a private company (travel agency), in a tour or in a clubhouse programme.



## Topics

1. The nature of crisis
2. Key and common features of a crisis
3. Seven types of crisis
4. Adverse effects of a crisis
5. Crisis management
6. Risk Communications

## Key features of a Crisis

1. Low probability
2. High impact
3. Uncertain/ambiguous causes and effects
4. Differential perceptions

## Common features of a crisis:

1. Time is short
2. Decisions are required urgently
3. Specific threats are identified
4. Urgent demands for information are received
5. There is sense of loss of control
6. Pressures build over time
7. Demands are made to identify someone to blame
8. Reputation suffers
9. Communications are increasingly difficult to manage

## Seven types of sudden emergencies

1. Natural disasters (e.g. fire, explosions, bad weather)
2. Technical disasters (e.g. faulty equipment)
3. Crises of confrontation (e.g. industrial disputes)
4. Acts of malevolence (e.g. terrorism, kidnapping)
5. Misplaced management values (e.g. strategic investment errors)
6. Acts of deception (e.g. fraud, false invoicing)
7. Management misconduct (e.g. harassment, corruption)

## Specific threats to organisation:

1. Operational viability
2. Reputation
3. Credibility
4. Financial stability
5. Legal action

## Crisis management includes:

1. Prevention Level: risk assessment
2. Remedial Level: crisis communication and crisis decision making



## 危機及突發事件處理的思維方式

### 建立動機

最高理想 (奇蹟創造) - 大膽假設, 小心求証  
次 理想  
再次理想 (逆來順受)

### 執行程序

要兼顧基本原則

### 預期結果

最高理想  
次 理想  
再次理想

1. 自身安全
2. 客人安全
3. 證據搜集 (人物/相片)
4. 客人感受 / 利益
5. 公司聲譽 / 利益
6. 法律問題
7. 合約精神
8. 賠償問題

## Risk assessment is:

1. Identification
  - define and describe
2. Estimation
  - likelihood and consequences
3. Evaluation
  - acceptability of risk

## Crisis Communications



## Communication plan:

### Core elements are:

1. Identifying audiences (Who?)
2. How communication is to take place (How?)
3. What messages are to be communicated (What?)

### The core process is:

Active, two-way communication

### Message Options

- 1) Full apology
- 2) Corrective action
- 3) Ingratiation
- 4) Justification
- 5) Excuse
- 6) Denial
- 7) Attack the attacker

### What does the world want to see?

1. Acceptance of responsibility
2. Willingness to take positive steps

### Critical activities:

1. Initial response
2. Lines to take

### Initial response:

#### Tell the truth as it is known

1. Facts beyond question
2. Actions being taken
3. Acknowledgement of emotions/psychological needs

### Lines to take:

1. Essential responses planned
2. Each new authorised response is logged
  - Database
  - Book
  - Wallchart
  - Message board

### Media demands

1. Accuracy and simplicity
2. Statistics which are explained
3. Context of information
4. Comments from highest authority
5. Some controversial elements
6. Both sides of the issue
7. Speed, speed and speed

## The ideal spokesperson:

1. Polite and patient
2. Well-informed and authoritative
3. Accurate and reliable
4. Articulate
5. Available
6. Trustworthy
7. Evidently committed to the process

## Decision making options

1. Cash reparation
2. Refund of goods and services
3. Alternative substitutes (from most ideal to least acceptable)
4. Immediate medical and logistic support, hotline
5. Letter of apology
6. Policy review and modification
7. Follow up PR, image promotion

## Role Play

Handling the crisis



## Scenario 1



## Scenario 2



## Scenario 3



衛生防護中心



## Scenario 4



Consideration and actions to be undertaken by the operation team

1. Safety
2. Manpower deployment
3. Compensation
4. Alternative arrangement
5. External assistance...
6. Pros and cons of whatever actions

Consideration and actions to be undertaken by the operation team

1. Response: Apology? Explanation?
2. Information to announce, what, how and when
3. Follow up improvement...

## Small group discussion

## Scenario 1



1. Security / and police assistance
2. Ticket refund arrangement
3. Substitute tour arrangement, e.g. Ocean Park + partial refund.
4. Distribute fans, caps and water for the awaiting customers.
5. Arrange ad hoc programmes at the entrance space
6. Arrange picture taking with cartoons figures
7. Announce follow up improvement measures

## Scenario 2



1. State clearly with concrete examples the independent operation and financial matters between two agencies.
2. Assure the public the agency has paid up the 0.3% stamp duty which gives a maximum protection of customers
3. Highlight the strength of the agency and the favourite business record.
4. Use social validation method to lift up your company's image.
5. If possible, take the opportunity to promote some of your first-digit tours.

## Scenario 3



1. Reputable licensed supplier
2. Observe and implement all safety and hygienic procedures serving "Poon Choi" .
3. Display some attractive posters selling the significant and happiness of enjoying "Poon Choi"
4. Arrange some entertainment (e.g. magic show)
5. Get some celebrities to enjoy the meal with customers together
6. Some discounts for group tickets (e.g. buy 6 get 1 free)
7. Negotiate with restaurant for a cut down of partial order for an amicable long term cooperation.

## Scenario 4



1. SOS, TICHK, HK Government, Chinese Consulate
2. Ensure the best medical treatment to the injury
3. Arrange flights and relevant transports for victims' relatives
4. Factual report of the accident to the public
5. Periodic announcement of victims' condition and progress of rescue.
6. Follow up tasks:
  - Response: apology, explanation, argue...
  - Legal liability, financial liability
  - Policy review and improvement
  - ...

# The end

