

中国企业危机管理丛书

复旦大学管理学院 院长
上海交通大学安泰管理学院 院长
中欧国际工商管理学院 名誉院长

共同推荐

危机公关

PR CLINIC FOR CRISIS MANAGEMENT

诊所

倪剑 主编

文匯出版社

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- 中欧国际工商管理学院名誉院长、复旦大学管理学院院长、上海交通大学安泰管理学院院长 **共同推荐**
 - 《哈佛商业评论》前理事长 Stephen A. Greyser 教授 **作序推荐**

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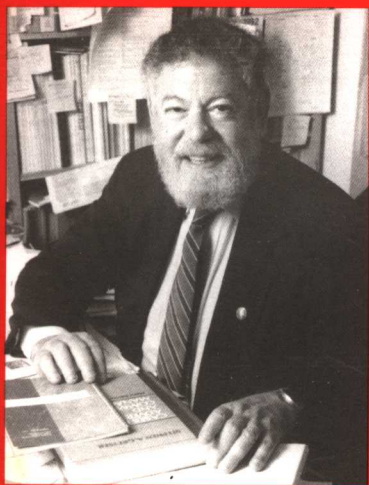


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Nina毕业于复旦大学新闻学院国际新闻专业。1990年赴美深造，并获得纽约哥伦比亚大学国际传媒专业国际关系硕士和新泽西州立大学兰普学院MBA学位。

Nina女士曾担任新闻集团上海办事处政府公关经理、上海广播电视报业集团总经理、上海东方明珠移动多媒体有限公司副总经理。主编了《危机门——传媒飓风与40品牌成败》、《打开危机门——危机管理30技巧》、《实用英汉汉英传媒词典》，策划出版了《全球化视界：财经传媒报道》、《走向成功——跨国公司在上海》。

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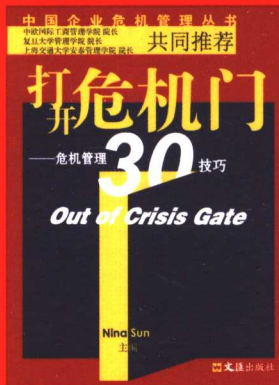
Stephen A. Greyser

史迪芬·格雷瑟 (Stephen A. Greyser) 教授是美国哈佛商学院著名教授，曾担任知名的《哈佛商业评论》杂志的主编及理事长，也是近50年来活跃在世界行销与传播领域的管理大师。他专门从事品牌行销、广告和传播、体育经营以及非营利性组织管理方面的研究，协助许多全球知名企业及非政府组织获得了巨大的商业成功。

格雷瑟教授出版过16本有关广告、营销的著作，以及300多个哈佛大学商学院的案例研究成果。在四十多年的教学中他因从未缺课而受到哈佛师生的格外尊重。

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Nina Sun 是中国最有影响力的危机管理咨询专家之一。她在这一重要的新兴领域的见识无以伦比,这是她从与不断创新的高层次的公司领袖们长期交往中获取的。目前中国还没有任何人完成这样一套丛书——它内含商业成功的密码。

罗宾·路易斯
美国哥伦比亚大学国际关系与公共事务学院常务院长
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Nina Sun is one of China's top crisis management consultants. Her knowledge of this important new field is without equal, and is based on long experience with high-level, fast-moving corporate leaders. Nobody else in China could have written these books——its insights are a sure roadmap to business success.



Associate Dean and Executive Director (Global Public Policy Network), School of
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PREFACE

INSIGHTS INTO BRAND CRISES

The What, Why, and How of Recognizing and Addressing Brand Crises

Tylenol. Perrier. Intel Pentium. Exxon (Valdez). Union Carbide (Bhopal). The U. S. Catholic Church. Martha Stewart OmniMedia. Arthur Andersen. These and numerous other corporate and nonprofit organizations outside of China have been confronted with serious brand crises. They faced threats from deterioration in consumer and business customer approval and from decline in public trust.

These threats arose from a wide variety of causes. Some were sudden, such as when seven people died in a single day from tainted Tylenol capsules, when traces of benzene were found in bottles of Perrier, and when an explosion in a Union Carbide facility in India killed many hundreds of people. Others were the result of problems that festered over longer periods, such as the priest sex abuse scandal affecting many Catholic archdioceses in the U. S. , the accounting scandal that eventually ruined the once-respectable accounting firm Arthur Andersen, or the bribery scandal over selection of sites that tarnished the reputation of the International Olympic Committee.

In this rather brief treatment, I shall offer an anatomy of the kinds of reasons brands can be in reputational crisis, how to know that the situation is serious, and what steps companies can try to take to prevent or if necessary to overcome such crises.

Categorizing Causes of Crises

Crises can come in many forms and from many different publics (stakeholder groups). Some principal causes:



- ◆ Product failure—Tylenol, Perrier, Firestone (tires implicated as the cause of many deaths in car accidents), the Chernobyl nuclear plant disaster
- ◆ Social responsibility gap — Nike (non-U. S. labor and working conditions)
- ◆ Corporate misbehavior—Arthur Andersen, Enron, Exxon (oil spill in Alaska)
- ◆ Executive misbehavior—Martha Stewart, Dennis Kozlowski (Tyco)
- ◆ Poor business results—Polaroid, K-Mart (giant retailer), many others
- ◆ Spokesperson misbehavior — Kobe Bryant (star NBA athlete and endorser of brands)
- ◆ Death of symbol of company—Wendy's (fast food chain) founder and TV spokesperson Dave Thomas
- ◆ Loss of public support — Louis XVI of France (guillotined and monarchy fell), Edward VIII of England (forced to abdicate the British throne)

Seriousness of Situation

What made some of these crises life-threatening to the organization involved was that they affected what I term “the essence of the brand.” When this occurs a company’s marketplace position and its brand meaning are seriously challenged. If the essence of the brand is not central to the situation, the problem is more likely to be overcome.

Examples:

- **Trust and faith** are the essence of the Catholic Church (or most religions). If the adherents (and the broader public) believe that the essence has been impaired, trouble results. This affects attendance at services, fund-raising, and the credibility of the Church’s positions on public issues.
- **Integrity** is the essence of any accounting firm. In my view, Andersen’s

senior management overlooked the centrality of the “CPA” (Certified Public Accountant) certification to its client relationships, and was willing to have the firm behave inappropriately (and illegally).

- **Efficacy** is the essence of any medicinal product such as Tylenol. The swift and corporately courageous actions of top management at Johnson and Johnson, inspired by their guiding corporate principles (“the Credo”), to withdraw all Tylenol from the market was assuring to the public, although market share sank to 0%. When the public quickly came to believe that the cause of the poisoned pills was external to the company, the opportunity existed to rebuild the brand (including industry-wide tamper-resistant packaging). It regained most of its market share within a year.

- **Integrity of athletic competition** is the essence of a sport’s brand for the public. The current challenge to the Tour de France by bicyclists’ alleged drug use could harm fan interest, marketing support, and television viewing (and rights fees). For the IOC, the bid-city bribery scandals did not affect athletic competition, but adversely affected key business-to-business partners (official worldwide sponsors) who paid tens of millions of dollars to associate their brands with “the five rings.” This brand equity issue led to pressure on the IOC to implement organizational and procedural changes.

- **Accuracy** was a major part of the essence of the Intel Pentium chip. When flawed calculations occurred in certain uses (infrequent but important to a highly professional market segment), the company failed to take prompt action, and portrayed what I interpreted to be an attitude of “if we think you (the user) have a problem, we’ll let you know.” Through internet communication, the affected users became a community whose voices eventually forced the company to reveal the problem to the public and (grudgingly, in my opinion) to rectify it for those who wanted remedy. Fortunately for Intel, its strong R&D continued to develop



improved products and it recovered from the crisis.

Some instances of highly-publicized problems have not been ones that seriously harmed the organization, because the essence of the brand was not the focus. One example is Harvard University. For generations, it has had a motto and logo of “Veritas” (truth). Although only a careful study of the views of relevant publics—notably alumni, faculty, and the communities where Harvard is situated—would confirm (or not) that Veritas is at the heart of “Brand Harvard,” logic points to it. What could harm the substance and style of “Veritas”? Harvard has suffered from revelations of questionable real estate acquisition practices, and experienced a widely-reported situation where its president lost the confidence of the University’s core (Arts and Sciences) faculty and resigned. But neither in my opinion impacted the essence of the brand, even though community relations and some alumni giving were negatively affected. What would affect brand essence would be events such as massive falsification of faculty scientific research data (especially on matters touching public policy), or bribes for faculty appointments or for pre-determined research findings. These were not the case.

Role of Communication

Many experts consider effective communications to be the key to overcoming crises. Certainly communications can play an important role. However, despite my own career-long involvement in communications, I believe that the substance of a company’s response is the most significant element of a crisis situation. Further, I think an organization’s credibility—based on corporate behavior and the performance of its products and services—is at the center of protecting a company from the many unanticipated reputational problems it may confront, especially those not impacting on brand essence.

Without a platform of evidence-based substantive support, communications by themselves cannot leap the tall buildings of reputational trouble. With such support communications can be effective. Together they build trust for an organization. Consider a university with an image of an institution with a little meaningful research, despite a number of actual potentially significant projects and faculty publications. A communications-based program of managed visibility may help — including press releases on meaningful publications, interviews with productive faculty, and substantive research conferences directed to relevant academic audiences. These signal (but do not and should not say) “we are important to knowledge in this field.”

Actions in Reputational Crisis

What can and should companies do when threatened by reputational crises? Where does communications fit in?

My principal recommendation relates to situations of “bad news about the company and the news is really true.”

In the face of crisis, especially when it is rooted in a problem that is or will become visible, I think an organization should admit the truth, even if embarrassing. Also, forthrightly address the problem, even if it involves changing corporate behavior. These are the best (but still bumpy) roads to possible brand rehabilitation or rescue. Communications alone cannot do the job.

Lessons Learned

From my experiences and study of many crisis situations, let me offer four lessons in very abbreviated form:

1. Understand your identity as others see you — not what you say you are or want to be. The latter are important, but perceptions are central. Know your brand’s meaning to key stakeholders, and what could threaten its core.



And monitor public approval and support of the company under different scenarios of trouble—e. g. , a strike, an environmental problem, etc. In short, understand your brand’s essence and what could seriously threaten it.

2. Potential reputational problems are legion. They come in many forms, and from many publics [stakeholders]. But not all affect the essence of the brand.

3. In the event of brand reputational crisis, focus on forthrightness in communications, and on truly substantive credible responses in behavior. These are the most likely avenues to rescue a brand in crisis. They may restore trust, although that is not guaranteed. The most important actions in a reputational crisis, however, can be the ones taken over time to build a “reputational reservoir,” a strong foundation, for the corporate reputation. In some crises, a company can draw down from that reservoir.

4. Remember that at the end of the day, the CEO is the ultimate guardian of the corporation’s reputation.



Companies may differ in structure and ownership in different parts of the world. Consumers may have different levels of financial ability that affect wanting to buy particular products, and different personal interests in wanting to own them. However, the spread of multinational firms as well as the growth of indigenous firms are bringing more choices to consumers. And consumers are recognizing variations in quality and in consistency of performance of available products and services.

We have seen in experiences from the former Soviet-dominated economies that consumers come to want the same kind of reliable products and services they have learned about in the ever-enlarging media and entertainment space. The business-to-business customer marketplace, more global in character than

the consumer marketplace, has learned this faster.

The time is here for companies, nonprofit organizations, and even government entities to realize that reliable products and services from trustworthy providers is becoming a consumer and customer expectation, not just a desire. This in turn poses a challenge to all organizations to address crises in a more responsible manner.

My hope is that this book, and my comments here, help facilitate progress toward the goal of more responsible—and sensible—behavior in the marketplaces all of us inhabit.

Stephen A. Greyser

Richard P. Chapman Professor
(Marketing/Communications), Emeritus
Harvard Business School
December 2006

序 言

洞悉品牌危机 ——品牌危机的识别与应对之道

泰诺、巴黎矿泉水、英特尔奔腾、埃克森(瓦尔迪兹)、美国联合碳化、美国天主教会、玛莎·斯图尔特多媒体、安达信……这些遭遇严峻品牌危机的公司只是那些远在中国之外、数不胜数遇到同样麻烦的公司和非营利性组织的一些典型代表而已。这些公司面临的困境都是因为品牌危机而使消费者和商业客户满意度下降,公众信任程度大打折扣。

这些公司产生困境的原因很多,其中一些来自突发事件,例如,七个人由于服用了受到污染的泰诺胶囊而在同一天猝死;巴黎矿泉水瓶中居然被发现了苯的残留痕迹;美国联合碳化公司在印度的厂房爆炸造成了数百人丧生。而另外一些则是问题日积月累、长期恶化的后果,例如,牧师性虐待丑闻影响了很多美国天主教管区教会的清白;审计帐目丑闻使一度受人尊敬的安达信会计师事务所最终破产;国际奥委会在选择主办城市时的受贿风波也导致该委员会声誉受损。

在这篇短短的序言当中,我将剖析品牌危机的诸种成因,指出如何判断危机的严重性,并简要介绍企业预防危机或化解危机时所可能采取的一些措施。



危机的不同成因

危机可能以各种不同的形式出现,甚至可能起源于不同的上市公司(或类似的公众持股集团)。其产生的主要原因包括:

- ◆ 产品缺陷——如泰诺、巴黎矿泉水、“燧石”轮胎(据称是导致众多车祸死亡的元凶)、切尔诺贝利核事故;
- ◆ 企业未能履行社会职责——如耐克(在非美国区的劳工雇佣及工作条件);
- ◆ 公司操作失误——如安达信、安然、埃克森(阿拉斯加石油泄漏事故);
- ◆ 高管行为不当——如玛莎·斯图尔特、丹尼斯·科兹洛夫斯基(泰科);
- ◆ 经营业绩欠佳——如宝丽来、凯马特(零售业巨人),以及其它众多例子;
- ◆ 代言人的糟糕表现——如科比·布赖恩特(NBA明星运动员、品牌代言人);
- ◆ 企业标志性人物去世——如“温迪”(速食食品连锁店)的创始人和电视代言人戴夫·托马斯;
- ◆ 公众支持的丧失——如法国的路易十六(君主体制崩溃后被推上断头台)、英国的爱德华八世(被强迫退位的英国君主)。

危机的严重性

这些危机威胁到企业和组织的生存和发展,因为它们影响到了我称之为“品牌核心”的东西。当这些危机发生时,企业的市场地位和品牌内涵将面临严重挑战。“品牌核心”如能不受太大冲击,危机相对较易得到

解决。

例如：

- **信任和忠诚**是天主教教会(或大多数宗教)的核心价值。如果宗教信徒(或普通大众)觉得这一核心价值已因危机受到削弱,问题便会接踵而至。教徒参与程度下降,善款募捐及教会在公共事务上的可信度就会受到严重影响。

- **诚信**是任何会计师事务所应尊重的根本准则。在我看来,安达信的高层管理者们忽视了“CPA”(注册会计师)认证对其维护客户关系的重要性,而甘愿采取不恰当(也是不合法)的公司行为。

- **疗效**是任何医药类产品的核心,例如泰诺。强生公司高层迅速一致的勇敢行动来源于公司的指导原则(或称“信条”)——撤回市场上所有的泰诺产品以取信于公众,即便这使得该产品的市场份额降至零点。然而,当公众很快了解到该药品有毒是由公司以外的原因所导致时,重建品牌的机会随之而来(通过推出全行业通行的防污染药品包装)。一年之内,强生就重新获得了大部分原有市场份额。

- **竞赛公正**是体育运动品牌得以向公众推广的关键。环法自行车赛当前面临的最大挑战是一些参赛选手服用违禁药而影响了观众热情、宣传效果和电视收视率(以及播映权收入)。对于国际奥委会来说,投标城市的行贿丑闻不会影响体育比赛本身,恰恰相反,那些关键的商业合作伙伴(官方指定的全球赞助商)却可能望而却步,改变合作初衷——因为正是这些企业投入了数以千万计的美元,试图将其品牌与光彩夺目、象征公平竞争的“奥运五环”标志联系在一起。品牌的公正性问题给国际奥委会带来巨大压力,并促使他们对组织和程序进行改革。

- **精确性**是英特尔奔腾芯片的成功所在。当计算错误发生在某个



环节时(虽然这种情况很少出现,但是对于高度专业化的客户群体来说却至关重要),公司未能及时做出反应,反而表现出一副“如果我们认为你们(用户)会遇到问题,我们会通知你们”的样子。通过互联网,受到影响的用户结成了联盟,他们的怨声载道使得英特尔公司最终不得不向大众公布问题真相并对那些提出索赔的人给予补偿(我认为是相当不情愿的)。对于英特尔来说它还算是非常幸运的,因为它强大的研发能力可以使公司能够继续开发改良的产品,并从危机中复苏。

一些被媒体广泛报道的问题并没有对组织机构产生太大的危害,这是因为品牌核心并不是这些问题的焦点。其中一例是美国的哈佛大学。对于一代又一代的人来说,哈佛的座右铭和标志就是“真理”。尽管只有对相关一部分人(尤其是毕业的校友、学校教职员工以及哈佛所在的社区居民)的观点加以仔细分析之后才能确定“真理”是否就是“哈佛品牌”的核心精神,但是人们一般都认为如此。究竟什么会损害“真理”的实质和风格呢?哈佛大学曾受累于校方在不动产购置过程中的可疑行为,也曾经历过被广泛报道的信任危机——在那次事件中,学校的骨干(文理科)教师对校长失去信心,最终迫使校长辞职。尽管这些事件使学校的社区关系一度紧张,并的确影响了一些校友的捐赠,但我认为这并没有对哈佛的品牌核心产生影响。能够影响品牌核心的会是这样一些事件,例如,学校教师在科研数据上大规模弄虚作假(尤其是公共政策方面的数据),或是在聘用教师时候的行贿受贿,或是违背科学规律,预先设定结果,再去找相关研究证据。哈佛大学所发生的诸多事件并不属于这类不可挽回危机。

沟通的作用

许多专家认为有效沟通是克服危机的良方。诚然,沟通在解决危机