BUSINESSES UNDER CLOSE WATCH:
EXAMINING THE FACTORS THAT AFFECT REPUTATION REPAIR

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"It takes many good deeds to build a good reputation, and only one bad deed to lose it" - *Benjamin Franklin*

Abstract

There is a growing body of literature on the importance of corporate reputation and reputation management, but an insufficient amount of research that looks at rebuilding and repairing corporate reputation. While many executives agree that reputation is critical, how to repair and rebuild it is absent from in the literature. This study includes a comprehensive literature review, in-depth interviews with five senior communications managers, content analyses of nine organizations, and an online survey of communications and public relations practitioners. The results of this study strongly suggest that reputation management is a top priority amongst Canadian organizations. The results also indicate that the majority of survey participants and interviewees use multiple tools to monitor and measure reputation. The interview results demonstrated that communications teams had representation at the executive level. This study highlights the need for a standardized method to measure reputation.

Key words: Reputation management; Crisis communications; Issues management; Reputation repair.

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1.0 Introduction

A strong and positive reputation is essential to the success of any organization that engages with the public. Companies with strong reputations are more attractive to investors, customers, suppliers and employees (Reuber & Fischer, 2007), and can more easily sell their products at higher price points (van Riel & Fombrun, 2007). Therefore, a positive reputation is one of the most valuable intangible assets (Reuber & Fischer, 2007; Bracey, 2012).

Corporate reputation has entered what many believe to be a critical period, where it has gained significant importance amongst groups including chief executive officers, board members, and academics alike (Flynn, 2006). Watson (2010) and Bracey (2012) both assert reputation has, and is increasing in importance. Cravens and Oliver (2006) articulate reputation is one of the few assets that affects the entire company and has the potential to generate long-term benefits.

The business world has changed in the last few decades. With the advancement of technology, social media, and 24 hour news networks, an issue or crisis can become front-and-center as information can rapidly spread across channels and networks in a matter of seconds (Hagan, 2007). A study conducted by the company Harris Poll (2014) found that five in ten people chose not to do business with a firm based on something they learned about its behaviour. As more information becomes accessible and shareable over the internet and social networks, the findings of the Harris Poll (2014) study could have a serious and damaging impact on firms.

Corporate organizations are increasingly interested in improving their relationships with all of their stakeholders. The report, *Safeguarding Reputation*, written

by the public relations firm, Weber Shandwick (2007), found that 29 percent of chief communications officers from Forutne 500 companies reported reputation management was their top priority. Therefore, companies have now realized that in order to gain a competitive advantage, they need to develop strong relationships with all stakeholder groups (Diermeier, 2011; Fombrun & van Riel, 2003).

Many scholars, chief executive officers and communicators concur that a strong reputation is invaluable to any firm. While some chief executive officers and board members believe reputation is one of the firm's most valuable assets (Diermeirer, 2014), other chief executive officers and board members argue it is the single most valuable asset to the organization (Hall, 1993; Gibson, Gonzales & Castanon, 2006). Business influencers estimate that 63 percent of a firm's market value can be attributed to reputation (Weber Shandwick, 2007). Thus, reputation is essential for corporate survival (Bracey, 2012).

An issue or crisis can arise from a variety of reasons (Diermeirer, 2011), regardless of a firm's good intentions or behaviour (Dukerich & Carter, 2000). These issues and crises include financial losses, product recalls, changes in stakeholder perceptions and changes in the media's perceptions (Dukerich & Carter, 2000). Reputation damaging events have become an unfortunate but prevalent trend. Diermeirer (2011) explains that reputation-damaging events make headlines at least once per month, and the Weber Shandwick (2007) report, *Safeguarding Reputation*, notes the number reputation-damaging events is on the rise. Similarly, Sims (2009) notes there was a significant increase of reputation-damaging events between 1999 and 2009. The same Weber Shandwick (2007) report found that 66 percent of business executives believe that

it is harder to recover from a reputation-damaging event than it is to build and maintain reputation. Likewise, research done by Tonello (2007) also reported that building and maintaining reputation was easier than recovering from a reputation-damaging event.

2.0 Research Problem

There is a growing amount of literature that focuses on the importance of corporate reputation (Fombrun, 2012). In the corporate sector, reputation is widely recognized as critically important as it is one of the few assets that affects the entire company and has the potential to generate long-term benefits (Cravens & Oliver, 2006). Many scholars have recognized that a good reputation can add significant value to any company (Diermeier, 2011; Gibson et al., 2006; Reuber & Fischer, 2007; Bracey, 2012).

Despite extensive scholarship on crisis management, minimal research exists concerning how to optimally repair reputation following an issue or crisis. The last several years have highlighted the need for an increased understanding on rebuilding damaged companies (Sims, 2009).

While a large volume of case studies exists on reputation repair, the focus remains on short-term crisis/issue containment, and short-term solutions (Ruth & York, 2004). There is a lack of case studies that highlight reputation repair strategies in the aftermath of a crisis (Carroll, 2009). While the number of reputation-damaging events are on the rise (Weber Shandwick, 2007; Sims, 2009), it is surprising to see little academic literature or research that looks at the best methods to repair reputation, the most effective ways to repair reputation and the most efficient ways to repair reputation.

Despite the lack of academic attention with regards to reputation repair, there seems to be a widespread agreement that reputation is critically important and a top

priority (Weber Shandwick, 2007). This paper, therefore, explored the process of reputation repair amongst Canadian companies and companies located in Canada, through a comprehensive literature review, followed by research that included in-depth interviews with communicators and public relations practitioners, an online survey of communicators and public relations practitioners and content analyses of media coverage post-issue or post-crisis.

Specific topics explored include how reputation is defined, how crises and issues are defined, the importance and benefits of corporate reputation, how stakeholders are influenced, how to reputation can be repaired, the importance of addressing root causes, the importance of two-way symmetrical communication, the importance of measuring relationships and reputation, and who owns reputation management. Special attention is placed on the importance of addressing the root causes and finding effective solutions.

This work is intended to help Canadian companies and companies with locations in Canada better understand the importance of effective reputation repair, better manage reputation repair, as well as contribute to what is now a very small body of academic work in the field of reputation management.

3.0 Research Questions

Based on this research problem, this research project examined three core questions:

RQ1: What are the most effective tactics and strategies used to repair corporate reputation?

RQ2: How do organizations communicate their efforts of reputation repair?

RQ3: What are the greatest challenges companies in Canada have to overcome to repair their reputation?

4.0 Literature Review

The author completed a review of both academic and industry articles related to reputation management, crisis communications, repairing reputations as well as reputation and relationship measurement. The literature review revealed little to no scholarly work that advised how to repair reputation, although there has been some research done through case studies. There were numerous scholarly articles on corporate reputation including definitions, importance and measurement.

4.1 Defining Corporate Reputation

Corporate image and corporate reputation are often used interchangeably, however, while they are interconnected, they are not the same. According to Cornelissen (2008), corporate image is a person's immediate impression of a company, related to a specific message. On the other hand, Cornelissen (2008) defines corporate reputation as "a person's collective experiences and engagements with an organization that is established over time" (Cornelissen, 2008, p. 70). Gotsi and Wilson (2001) propose a similar definition to Cornelissen's (2008), and explain that corporate reputation is a person's overall evaluation of a company over time, and is often based on direct experiences with the organization.

There are many similar definitions to the one proposed by Gotsi and Wilson (2001), as these scholars believe that corporate reputation is based on evaluations of an organization over time (Balmer & Greyser, 2003; Fombrun & Shanley, 1990; Fombrun & van Riel, 2003). However, the scholars add that these evaluations are based on actions, behaviours, information and collective experiences of the organization (Balmer & Greyser, 2003; Fombrun & Shanley, 1990; Fombrun & van Riel, 2003).

An article by Walker (2010) references Fombrun and van Riel's (1997) definition of corporate reputation. Fombrun and van Riel (1997) explain corporate reputation as "a collective representation of a firm's past actions and results that describes the firm's ability to deliver valued outcomes to multiple stakeholders" (Walker, 2010, p. 368). Like the definition proposed by Cornelissen (2008), Fombrun and van Riel (1997) agree that reputation is based on collective experiences, however, the authors add that reputation is also based on the firm's ability to deliver valued outcomes.

When discussing the importance of personal experiences with the organization, it is important to refer to the marketing literature. Both Fombrun (2012) and Fombrun and van Riel (2003) cite the work of Keller (1998) who notes the key driver of customer satisfaction is the personal experiences individuals have with the firm, its products and its services. This would resonate with the many scholars who agree reputation is based on direct experiences with the organization (Gotsi & Wilson, 2001; Balmer & Greyser, 2003; Fombrun & Shanley, 1990; Fombrun & van Riel, 2003). While both the public relations literature and marketing literature highly value positive experiences between the customer and the brand, Fombrun (2012) also stresses the importance of positive experiences. Fombrun (2012) asserts positive experiences are important as they generate "stakeholder satisfaction, engagement and identification with the firm" (p. 103).

A similar opinion is expressed by MacMillan, Money, Downing and Hillenbrand (2005), who note the more positive the experiences, the more likely stakeholders will trust the organization and have positive feelings towards it. MacMillan et al. (2005) also assert that strong, positive feelings towards the firm will likely yield stakeholders that will be supportive to the organization in the future.

Other important factors about how a firm is rated by stakeholders include workplace environment and social responsibility. Fombrun and van Riel (2003) believe that workplace environment and social responsibility are also predictors of how well consumers rate an organization. The authors note consumers highly rate companies they perceive as acting fairly, responsibly and respectfully (Fombrun & van Riel, 2003).

Harvey and Morris (2012) note reputation is comprised of the opinions and perceptions of both internal and external stakeholders. Internal stakeholders include employees, investors, and shareholders whereas external stakeholders include customers/clients, competitors and suppliers (Harvey & Morris, 2012). Harvey and Morris (2012) explain that not all impressions of a company are derived from direct experiences. The authors note that rumours and gossips also play a role in the formation of reputation (Harvey & Morris, 2012).

While it is important to define reputation for this project, it is also critical to explain the factors and dimensions that make up reputation. Fombrun and van Riel's (2003) research lead them to develop the reputation quotient, comprised of six dimensions and twenty attributes which they believe make up reputation. The six dimensions include emotional appeal, the quality of products and services, financial performance, vision and leadership, workplace environment and social responsibility (Fombrun & van Riel, 2003).

Evidence suggests corporations can have multiple reputations that vary by stakeholder group, as each group evaluates the corporation differently (Walker, 2010). Walker (2010) provides the example that a firm can have a great reputation with their customers, but a poor reputation with their employees. Dukerich and Carter (2000)

reported similar findings. The authors, site Bromley (1993) and Carter and Deephouse (1999), and explain that reputation is complex as each stakeholder group has different interests and concerns which lead to the organization having multiple reputations (Dukerich & Carter, 2000). On the contrary, Fombrun (1996) suggests that a firm's overall reputation is comprised of its relationships with seven audiences including customers, investors, employees, competitors, the local community, governments and the wider public.

While reputation can differ from one stakeholder group to the other, it can also vary by issue. According to Walker (2010), a firm's reputation can vary by profitability, environmental responsibility, social responsibility, treatment of employees and product quality. Therefore, a firm may have an excellent reputation for profitability, but a poor reputation for environmental responsibility (Walker, 2010). Another important point to consider is that reputations can also vary by industry. Roberts and Dowling (2002) explain that firms in the advertising, marketing and pharmaceutical industries typically receive much higher reputation ratings than companies in the banking and insurance industry.

4.2 Defining Issues and Crises

Issues and crisis management are relatively new specializations in both academic literature and in practice (Gilpin & Murphy, 2008). While people refer to issues and crises interchangeably, it is important to define and distinguish the two terms. Heugens, van Riel and van den Bosch (2004) explain damages to a reputation can results from either a crisis or issue. According to Crable and Vibbert (1985), an issue is created when stakeholders attach significance to a situation, or perceive a problem. Heugens et al.

(2004) explain issues are caused by gaps between the stakeholders' perceptions of the organization and stakeholders' expectations. Heugens, et al. (2004) provide an example of an issue - a firm performing poorly, causing shareholders to sell off their stocks.

On the other hand, a crisis is anything that interrupts the normal flow of business (Fearn-Banks, 2002), and can range from events that leave minimal damage in terms of profit and reputation, to events that have significant effects on the organization, the industry, the stakeholders, and threaten the survival of the firm (Carroll, 2009). A crisis can arise from several different events, including product failure and corporate misbehaviour, unethical practices and misleading information (Greyser, 2009; Watson, 2010).

4.3 The Importance and Benefits of Reputation

Building a strong and positive reputation is a key goal for many organizations as it provides a wide variety of benefits to the firm. Rhee and Kim (2012) explain companies that are successful at building and maintaining good reputations enjoy various advantages. Fombrun (1996) emphasizes that a good reputation has the ability to increase both the firm's credibility and customer confidence. It is important to note firms with strong reputations are also better able to improve and strengthen performance over time (Fombrun & van Riel, 2003). Additionally, a report done by Weber Shandwick (2007), found that business success and sustainability have become increasingly dependent on reputation.

It is evident that reputation is critical in any business as it directly impacts the bottom-line (Ruth & York, 2004; Tonello, 2007). Ruth and York (2004) emphasize reputation plays a vital role in the firm's ability to attract and retain: employees, investors

and customers. A similar opinion is expressed by Fombrun and Shanley (1990), who state reputation helps to drive awareness and recognition, as well as gain access to new markets. It is imperative to note better regarded companies tend to be cushioned from crises and issues (Gregory, 1998). Similarly, Tonello (2007) asserts that firms with strong track records of high corporate reputation find it easier recover from a reputation loss.

While firms with strong reputations enjoy a variety of benefits, they also experience advantages on stock exchanges. Fombrun and van Riel (2003) assert firms with better reputations typically experience less market volatility than companies with weaker reputations. Similarly, Gregory (1998), found that market values of companies with high reputations were less affected by market crashes than those of companies with lower reputations. Fombrun and van Riel (2003) have an explanation for this; the authors propose that better-regarded firms are likely to experience less financial volatility as they are perceived to be more authentic (Fombrun & van Riel, 2003).

4.4 How Stakeholders are Influenced

In cannot be denied that the media has a role in the formation and changes of reputation, but it is not the only player involved. Van Riel and Fombrun (2007) reference Bromley (2000) and explain there are three levels that influence how stakeholders perceive an organization; personal experiences, opinions of peers and the media. Personal experiences are at the primary level and are given the most significance (Bromley, 2000). The secondary level is comprised of the opinions of peers which include friends, family and coworkers (Bromley, 2000). The third level is mass media, which includes both traditional and online sources (Bromley, 2000). According to van Riel & Fombrun (2007), the greatest level of impact on reputation is at the primary level, personal

experiences with the organization, however, it is the least used when building reputation. Together, the secondary and tertiary levels are the biggest sources of information, but are also the least influential when it comes to shaping stakeholders' perceptions (van Riel & Fombrun, 2007).

While personal experiences with the organization and the opinions of peers help to shape stakeholder perceptions (Bromley, 2000), there is substantial evidence that media plays a significant role as well. Both Carroll and McCombs (2003) and Wartick (2002) explain that media plays a powerful role in directing the public's attention toward a particular organization or specific issue. Other researchers have put forward similar statements regarding the role of the media and formation of reputation. Deephouse (2000) notes media plays a key role in shaping people's perceptions about companies. Duncan and Moriarty (1997, 1998) explain news networks that comment on the activities and behaviours of firms are particularly influential at shaping the public's opinions. Rindova, Pollock and Hayward (2006) offer an explanation for this; Rindova et al. (2006) explain that the media plays a key role in creating and shaping reputations, as they often control the messages and information stakeholders receive. Similarly, Coombs (2007) notes that the majority of the messages and information stakeholders receive about an organization are from the media. Fombrun (2012) notes that the more favourable the coverage, the more likely the public will view a company positively.

4.5 Reputation Repair

Scholarly work in the area of reputation repair is very much underdeveloped and in an infancy state (Rhee & Hadwick, 2011; Coombs, 1995). While Rhee and Kim (2012) explain there have been many case studies on reputation repair, the authors note there are

no specific models or guides that would aid an organization in repairing its reputation. Hagan (2007) asserts public relations scholars offer more of a prescriptive approach to handling post-crisis situations.

Gaines-Ross (2008) advises that reputation recovery is a long and ongoing process that does not end after a quick moment of success. The author suggests many companies appear to recover, but stumble again shortly afterwards (Gaines-Ross, 2008). From a stakeholder's perspective, Gaines-Ross (2008) notes that recovery is not certain until a successful track record has been in place for sometime. Several scholars agree that reputation recovery takes approximately three-and-a-half years (Gaines-Ross, 2008; Weber Shandwick, 2007; Tonello, 2007). The report, *Safeguarding Reputation*, done by Weber Shandwick (2007) found that crisis-ridden companies need at least seven positive quarters before declaring that a turnaround is approaching. The report asserts stakeholders have become increasingly skeptical of business leaders, and therefore reputation repair requires many quarters of solid returns for the company to be deemed as credible and trustworthy (Weber Shandwick, 2007).

The same report indicates that financial performance is necessary, but not the only factor in sustaining reputation (Weber Shandwick, 2007). The Weber Shandwick (2007) report surveyed global business executives and asked them to rate the strategies that work best after a crisis strikes. Interestingly, the report revealed that executives share a global perspective on reputation recovery regardless of "business practices, cultures and work styles" (Weber Shandwick, 2007, p. 7). The report found that nearly three-quarters of respondents noted the best steps to beginning the reputation recovery process were: "announcing specific actions the company was taking to fix the issue, creating early

warning systems to prevent the problem from recurring, and creating new procedures and policies for the company to follow" (Weber Shandwick, 2007, p. 5). Gaines-Ross (2008) would agree with the findings of the Weber Shandwick (2007) report, and stresses the importance for chief executive officers to explain how the organization plans to address the problem on both an immediate and regular basis.

Herbig, Milewicz and Golden (1994) assert that its takes several attempts to restore a company's reputation to its pre-crisis state. Likewise, Aleksander and Stachowicz-Stanusch (2012) emphasize that rebuilding a corporate reputation is a complex process involving multiple actions to be taken by an organization. An article by Chasan (2014) highlights research done at Stanford and Emory Universities, which found that after organizations admitted inaccurate financial reporting, the firms took an average of ten actions to repair their corporate images.

Coombs and Holladay (2005) note that communication about the actions the firm has taken since the issue or crisis can contribute to the repairing of reputation. An article by Andrews (2014) references a study co-authored by Ed deHaan and the Stanford Graduate School of Business. Contrary to popular belief, the research indicates that shareholders care about the actions a company takes to recover its reputation (Andrews, 2014). The results of the study demonstrate that repairing reputational is a top priority for shareholders and investors (Andrews, 2014). Andrews' (2014) article notes the study examined close to 10,000 media releases, and found the companies sharply increased the number of reputation repairing actions, including announcements aimed at investors and lenders. The study found that approximately half, 51 percent, of the reputation repair efforts were not targeted at investors and lenders (Andrews, 2014). Of the 898 releases

about reputation repair, 216 were aimed at local communities, 189 were directed to customers and 54 were targeted to employees (Andrews, 2014). The research illustrates that the investors and shareholders care about reputation repair and believe it to be a top priority (Andrews, 2014).

4.6 The Importance of Addressing Root Problems

Properly addressing the root of the problem, which caused the issue or crisis, is imperative to the company's future. Tucker and Edmondson (2003) note that organizations experiencing a reputation-damaging event are likely to settle on short-term solutions without an effort to implement change for long-term solutions. Rhee and Kim (2012) offer an explanation for this; the authors suggest that most existing studies on reputation repair focus on the immediate solutions not long-term solutions (Rhee & Kim, 2012).

In their work, Rhee and Kim, (2012) examine and compare the effectiveness of substantive responses to superficial responses after a damaging event. The authors explain superficial reputation repair is when an organization temporarily conceals the problem rather than addressing it (Rhee & Kim, 2012). On the other hand, substantive repair involves changing the organization's behaviours and actions, removing the cause(s) of the reputation-damaging event, and preventing recurrence of similar issues (Rhee & Kim, 2012).

Rhee and Kim (2012) believe one of the most effective ways to repair reputation is by changing the organization's behaviour. According to Sitkin (1992) and Winter (2000), a crisis can be seen as a catalyst that is likely to motivate and enhance reputation repair. Likewise, Carley and Harrald (1997) assert that a crisis creates an opportunity for

organizational changes to occur that may not happen otherwise. Lampel, Shamsie, and Shapira (2009) suggest that organizations may be more likely to focus on problem-solving and organizational change in the case of rare events as they may contain more useful lessons to the company and the industry.

Rhee and Kim (2012) view reputation repair as a process of problem solving, consisting of three steps: problem recognition, search for solutions and implementation of the solutions. While many companies put their best effort forward to recover from a reputation-damaging event, their efforts may not always be successful (Carley & Harrald, 1997). Organization may experience difficulty at various steps including properly identifying the problem, finding the appropriate solutions, and effectively implementing the solutions (Rhee & Kim, 2012).

In order to begin the process, the organization must recognize that there is a problem (Rhee & Kim, 2012). If an organization perceives the problem can immediately be solved, the cause of the damaging event will never be examined and therefore never properly acknowledged (Rhee & Kim, 2012). Rhee and Kim (2012) note that if the organization is successful with a short-term solution, then management is likely to apply the same short-term solution again if a similar problem occurs. Similarly, Rhee and Kim (2012) explain that if root causes are not addressed, an organization cannot establish long-term, effective reputation repair. As a result of not addressing the root causes, stakeholders are less likely to be convinced that the organization has the capability to recover (Fombrun, 1996). If a similar reputation-damaging event occurs, the organization is likely to suffer more severe reactions from its stakeholders (Coombs, 2004).

Once the problem has been properly addressed, Rhee and Kim (2012) assert that the organization makes cause-and-effect inferences to find and implement solutions that would repair the damaged reputation. Rhee and Kim (2012) affirm that the cause-and-effect method will also significantly reduce the recurrence of additional reputation-damaging events. It is important to note organizational learning occurs at each step: problem recognition, search for solutions and implementation of solutions. (Carley & Harrald, 1997; Miner, Kim, Holzinger & Haunschild, 1999; Haunschild & Rhee, 2004).

It is understandable that not every organization will have the time or resources to solve the root causes of the reputation-damaging event. Rhee and Kim (2012) assert firms are often under pressure to resume business as usual after the issue or crisis. Therefore the amount of time given to solve the problem is often inadequate (Rhee & Kim, 2012). Similarly, Ocasio (1995) explains that under intensive time pressure, it may be difficult for an organization to effectively invest the time and resources needed to identify the root causes of the problem, and learn from its mistakes.

While a crisis can occur almost instantaneously, the literature explains that issues tend to evolve relatively slowly, which allows an organization to engage in the learning process and make the necessary changes (Heugens, et al., 2004; Zollo & Winter, 2002). Therefore Rhee and Kim (2012) argue issues supply the organization with enough time and resources to create change and repair reputation. Heugens et al. (2004) assert crises and issues have different implications for the search and learning process, as well as for the reputation repair process. Therefore, crises and issues may not be solved in the same way, and can call for different processes all together.

Rhee and Hadwick (2011) assert the process of repairing an organization's damaged reputation is not independent of the process of restoring the stakeholders trust in the organization. Levinthal (1997) notes since one of the main issues of a reputation loss is the stakeholders' negative reactions, many organizations search for solutions that will directly change the stakeholders' perceptions of the company, rather than removing the root causes and searching for a solution. It is understandable that such attention is paid to stakeholders' perceptions, as reputations are formed and through stakeholders' opinions (Harvey & Morris, 2012).

The report, *Safeguarding Reputation*, done by Weber Shandwick (2007), emphasizes it is critical for an organization to properly fix the problem and fully understand what went wrong. Rhee and Kim (2012) explain that in order for a firm's reputation repair to be successful, it must encompass both the restoring of stakeholders' perceptions of the organization (Coombs, 2007) as well as identifying the root causes and changing the organization's behaviour (Haunschild & Rhee, 2004).

While some organizations are under urgent pressure to solve the problem and return to business as usual, other organizations can be overly cautious, spending too many resources. Dukerich and Carter (2000) note that organizations with a strong commitment to maintaining a good reputation are more likely to overreact and allocate too many resources while responding to an issue or crisis. Overreacting to a reputation-loss can cause even further damage the firm's reputation, as stakeholders believe that there must be something "very wrong" with the organization (Dukerich & Carter, 2000). Therefore, Dukerich and Carter (2000) warn that an accurate perception of the organization's reputation-loss is a crucial element to responding effectively. At the

opposite end of the spectrum, Dukerich and Carter (2000) assert organizations can under react and allocate an insufficient amount of resources towards repairing reputation as they have minimized the amount of reputation that has been lost.

Rhee and Kim (2012) underline the importance of organizational learning while repairing reputation. Argyris and Schon (1978) explain there are two ways of learning: single-loop and double loop. Argyris and Schon (1978) describe single-loop learning as detecting and correcting errors so that the organization can carry on with its present objectives. On the other hand, the authors explain double-loop learning as detecting and correcting errors to change underlying policies and objectives (Argyris & Schon, 1978). The authors explain that firms have a tendency to fall into single-loop learning rather than tackle double-loop learning (Argyris & Schon, 1978), which can be problematic in the recurrence of similar events. Simms (2009) notes that the firms have to undergo significant changes to ensure such an event does not happen again. In their research, D'Aveni and MacMillan (1990) found the surviving firms focused on "the real, long-term sources of the problem" (p. 651). In their work, both Rhee and Kim (2012) and Argyris and Schon (1978) assert that addressing the root causes to the problem, and changing underlying policies and procedures are the only ways to repair reputation.

4.7 Measuring Relationships

Measuring results and relationships are imperative to reputational repair as they show the success or failure of the firm's efforts. Hon and Grunig (1999) note most of the public relations evaluation has focused on measuring the outputs and outcomes of programs, and not on measuring the relationships themselves. Outputs are defined as the immediate results of a particular program or activity, and measure the amount of

exposure the organization receives, such as the number of press releases issued (Hon &
Grunig, 1999). On the other hand, outcomes measure whether or not stakeholders or
target audiences actually receive the messages directed at them, and whether or not they
pay attention to those messages. (Hon & Grunig, 1999).

Hon and Grunig (1999) assert that while it is important to measure public
relations outputs and outcomes, it is critical for a firm to measure relationships with its
stakeholders. Hon and Grunig (1999) explain that measuring outputs and outcomes only
provide information on the effectiveness of public relations campaigns and programs.
Similarly, Hon and Grunig (1999) note that most public relations evaluation has been
one-way, and designed to measure only the effects of communication on stakeholders.
The authors note that measuring relationships assumes a two-way method of
communication, examining the effects on both parties in the relationship (Hon & Grunig,
1999).

Grunig, Grunig and Dozier (2002) assert that the quality of relationships
determines reputation, and that quality relationships and reputation result more from the
behaviour of organizations than from messages stakeholders receive from the
organization. Hon and Grunig (1999) created relationship scales to help document and
assess relationships with stakeholders. The instrument uses nine point scales to examine
factors such as trust, control mutuality, commitment, satisfaction, communal
relationships, and exchange relationships. (Hon & Grunig, 1999).

4.8 The Importance of Two-Way Symmetrical Communication

While the theme of two-way symmetrical communication may not directly fit in
this research paper, the literature explains it plays a vital role in repairing reputation. Hon

and Grunig (1999) assert the most productive relationships in both the short and long terms are those that benefit both the stakeholders and the organization. Likewise, Flynn (2006) explains that reputation can be enhanced when the organization has mutually beneficial relationships with its key stakeholders.

Grunig (2000) explains that communications strategies that are symmetrical are more effective than asymmetrical strategies. Symmetrical communication occurs when public relations professionals communicate in a way that "helps to balance the interests of both the organization and its publics" (Grunig, 2002, p. 6). On the other hand, asymmetrical communication occurs when public relations practitioners strive for a relationship that benefits the organization and is "not willing to change its behaviour to improve the relationship" (Grunig, 2002, p. 6). Grunig (1992) notes that symmetrical communication takes place through "dialogue, negotiation and listening" (p. 231).

Bonini, Court and Marchi (2009) emphasize the importance for corporations to use two-way communication. Bednar, Welch and Graziano (2007) explain "one-way communication disseminates information as a monologue" (p. 171). On the other hand, the authors explain "two-way communication exchanges information through a dialogue" (Bednar et al., 2007, p. 171). Hagan (2007) cites Grunig et al. (2002), who found that "excellent organizations" use two-way communication with their stakeholders. The same study, done by Grunig et al. (2002) found that these organizations communicate openly about what they are doing in both negative and positive situations. An article from the Globe and Mail (2014b) explains companies that ranked the highest on the Harris Poll Reputation Quotient offered transparency, and honest communication. Likewise, an article by the Corporate Excellence Centre for Reputational Leadership (2012) asserts

that in order to achieve engagement with stakeholders, the organization must create a more direct and transparent relationship with them.

4.9 The Importance of Monitoring and Measuring Reputation

While reputation most certainly has value, it is often difficult, if not nearly impossible to measure (Omar & Williams, 2006). Likewise, both Aleksander and Stachowicz-Stanusch (2012) and Likely (2000) explain measuring reputation repair can be a difficult and daunting task. Fombrun and van Riel (2003) stress that reputation management must begin with an audit of stakeholders' perceptions. According to Fombrun and van Riel (2003), reputational audits and communication audits are different, and that the two distinct audits must be compared to one another. Fombrun and van Riel (2003), explain that a communications audit is an analysis of what the company is announcing to stakeholders, and examines how well the company is communicating those messages. On the other hand, a reputational audit assesses how the messages are being interpreted and received by the stakeholders (Fombrun & van Riel, 2003). The authors note that the audits can be either quantitative or qualitative (Fombrun & van Riel, 2003). Fombrun and van Riel (2003) assert that quantitative data has the ability to pinpoint the problematic areas with particular stakeholder groups, whereas qualitative audits can help to capture the broader picture (Fombrun & van Riel, 2003).

A company trying to improve its reputation needs to properly document and assess its efforts and then to benchmark them against the competition (Bonini, et al., 2009). Similarly, Dukerich and Carter (2000) stress the importance of accurately assessing stakeholder's perceptions. Hannington (2004) believes that a company can measure its reputation by surveying various groups of stakeholders. Dukerich and Carter

(2000) would agree with Hannington (2004), and recommend continuously monitoring the opinions of stakeholders, conducting both formal and informal surveys of key stakeholder groups such as customers, employees and suppliers. The authors explain surveys allow the organization to get accurate snapshots of the firm's reputation (Dukerich & Carter, 2000). Dukerich and Carter (2000) note there are other ways to gauge stakeholders' opinions of the firm such as examining purchasing behaviour and conducting opinion polls. Coombs (2007) cites the works of Siomkos and Kurzbard (1994) and Coombs and Holladay (2001) when he asserts post-crisis-reputation is related to stakeholders' behaviours including purchase intentions and support for the organization.

Rayner (2003) references the fourth Corporate Watch survey, done by Hill and Knowlton (2002), which found more than 75 percent of international companies measure their corporate reputation, either formally or informally. The results revealed that in the United States and United Kingdom, more than 80 percent of firms monitored their reputation (Hill & Knowlton, 2002). The same survey found the most favoured measurement methods are word of mouth at just over 70 percent, and customer research at 50 percent (Hill & Knowlton, 2002). The Hill and Knowlton (2002) report notes that other forms of measurement include: financial performance, media coverage and published industry rankings. Regardless of measurement method, Paine (2011) emphasizes the importance of always having fresh data, and measuring results over time, in order to examine trends, not just snapshots.

4.10 Who Owns Reputation Management?

A common questions that is debated among professionals and scholars alike, is who owns reputation management. Tonello (2007) reports that most chief executive officers lack coordination with respect to who owns reputation management and the responsibilities associated with it. A survey conducted by Murray and White (2004) found that the majority of chief executive officers believe they own reputation management with the help of chairmen and board members. The same study revealed that chief executive officers believe the role of public relations professionals is to provide advice on how reputation can be managed and oversee various communications activities (Murray & White, 2004).

In 2005, authors Murray and White conducted a similar study, interviewing fourteen chief executive officers from well-known organizations including Oxfam, the Hilton Group, and Thomas Cook (Murray & White, 2005). The 2005 study essentially revealed the same results as the 2004 study: chief executive officers believe they own reputation management with the help of chairmen and board members (Murray & White, 2005). Just like the 2004 study, the 2005 study also found that chief executive officers believe the role of the public relations practitioner is to provide advice and manage activities (Murray & White, 2005). While the two studies conducted by Murray and White (2004, 2005) revealed public relations practitioners did not own reputation management, Hagan (2007) found that public relations staff were often forced to handle issues and crisis, despite their absence from senior management.

5.0 Methodology

5.1 Research Design

The purpose of this study was to gain a deeper understanding of reputation repair amongst Canadian companies and companies with locations in Canada. This project utilized mixed research methods, one quantitative and two qualitative, to identify communicators' perceptions and experiences about reputation repair practices, and analyze how companies communicated with their stakeholders. Yin (2009) recommends using more than one method in compiling data, and highlights the importance of a multifaceted approach to the collection process. Cresswell (2009) notes that there is more insight to be gained from a combination of both quantitative and qualitative research than either form on its own.

5.2 In-depth Interviews with Senior Communications Managers

One-on-one interview were used to gauge interviewee's perceptions of reputation repair. A series of five in-depth interviews were conducted between April 2015 and May 2015. All of the interviewees were involved in both issues management and reputation repair at their respective companies. According to Stacks (2010), the interview is best used in cases of one or more persons whose knowledge will provide insight on a specific topic or problem. For the interviews, the unit of data collection and the unit of analysis was the response.

The interviews followed a semi-structured approach with predetermined questions for all of the interviewees. However, the researcher was flexible in allowing the interviewees to discuss their own opinions and ideas about reputation management. Each interviewee was asked ten open-ended questions. All of the interviews were recorded and

transcribed. The interviewees represented five firms and five different sectors. These interviewees and their companies are reported in the study anonymously i.e. interviewee #1, company #1. To review the interview questions, please refer to Appendix E.

5.3 Survey of Canadian Communicators and Practitioners

The survey was designed by the author and was sent out as a blog post on the International Association of Business Communicators' website. The survey was administered as a web-based instrument using the Fluid Surveys online service. The survey contained twenty-five questions, of which twenty-four were close-ended and the one was open-ended. To encourage the greatest number of participants, the researcher allowed the survey to be done from the perspective of the respondent's current or former workplace. The first and second questions asked participants if their current or former workplaces had experienced an issue or crisis. Based on their responses, identical sets of questions were asked; one from the perspective of their current company and one from the perspective of their former company. To review the questions in the survey instrument, please refer to Appendix G.

The survey method was chosen as it provided access to a wide range of communicators and allowed them to complete the survey anonymously and in a relatively short amount of time (Dillman, Smyth & Christian, 2009). The researcher used close-ended questions to make the survey quick and easy for the respondents, as a way of getting higher completion rate (Dillman et al., 2009). For surveys, the unit of data collection and the unit of analysis was the response.

The survey participants came from a variety of sectors including education, health care, agency, non-profit, finance and insurance. More than two-thirds of respondents had

15 years or more of work experience. 80 percent of respondents worked at Canadian companies, whereas 10.6 percent worked for an international organization with offices in Canada. The remaining 9.4 percent noted they were self-employed.

5.4 Content Analyses of Canadian Firms

Content analysis was used as the third method as a way to analyze how firms communicated with their stakeholders about reputation repair. The content analysis examined press releases and newspaper articles from nine companies, looking at coverage up to three years after the issue/crisis. The nine companies examined were intended to match the companies of the interviewees, however, some interviewees declined to participate. Only five companies analyzed match the five interviewees. The content analysis method was selected as Stacks (2010) states it has "the ability to objectively and reliably describe a message or group of messages" (p. 120). Manifest content analysis was chosen as Stacks (2010) believes this method is "easily defined, quantified and counted" (p. 121). For the content analysis, the unit of data collection, unit of analysis and unit of measurement was the article/media release.

6.0 Organizations Studied

6.1 Company #1

Founded in the 1960s, Company #1 was created as a "mass-market discount store" (Target Canada, 2015 para. 15). After fifty years of success in the United States, Company #1 decided to expand internationally into Canada (Target Canada, 2015). Company #1 purchased approximately 125 locations in Canada (Austen, 2014) and opened its first Canadian location in the spring of 2013 (Forster, 2013).

In the first year of Company #1's presence in Canada, the company lost over 800 million dollars (Austen, 2014). By the spring of 2014, fourteen months after the company opened its first Canadian location, Company #1 reported a loss of approximately 950 million dollars (McGrath, 2014). In the winter of 2015, less than two years since it opened its first store north of the border, the retailer announced it was leaving Canada (Evans, 2015). With over 1.5 billion dollars in losses in less than two years (Evans, 2015), the close shocked analysts who anticipated the company would close its weakest stores, and try to fix the remaining stores (Ho, 2015).

6.2 Company #2

Company #2 operates in all ten provinces and employs over 6,300 people across Canada (Coca-Cola Canada, 2015a). Company #2 has 50 factories in Canada and produces over 350 beverage products (Coca-Cola Canada, 2015a). Company #2's products have been made and sold in Canada since for over 100 years, with its first operation in Ontario (Coca-Cola Canada, 2015b).

In summer 2013, a subsidiary of Company #2 launched a campaign (Caulfield, 2013) to show Canada's bilingualism (Griner, 2013). The packaging on the product revealed an offensive comment towards people with disabilities, which was done unintentionally (Caulfield, 2013). Coincidentally, the item landed in the hands of a family who had a child with cerebral palsy (Caulfield, 2013) and cognitive delays (Griner, 2013). While Company #2 apologized, and said it did not mean to offend anyone (Griner, 2013) it was found in an online news search that the story made headlines in the United Kingdom, United States and across Canada.

6.3 Company #3

Founded in the early 1970s, Company #3 is an independent, Canadian-owned pharmaceutical firm that produces over 300 types of generic drugs (Apotex, 2015). Company #3 employs over 5,500 people in Canada and 10,000 people globally (Apotex, 2015). The company's Canadian headquarters is located in Ontario and its American headquarters is located in Florida (Apotex, 2014). Company #3's products are used to fill approximately 90 million prescriptions annually, and are exported to over 110 countries including Australia, Mexico, and various European countries (Apotex, 2015).

The Food and Drug Administration (FDA), an American regulations organization, has not been on good terms with the Company #3 in recent years (Silverman, 2014). The Food and Drug Administration has cited numerous violations of "good manufacturing practices" (Silverman, 2014, para 2.). It was found that Company #3 had altered testing data and did not report side-effects suffered by consumers (Bruser & McLean, 2014).

In the spring 2013, Company #3 recalled 50,000 packages of one of their birth control products (Fauteux, 2013). It was discovered that the packaging contained two rows of placebo pills, instead of one, which resulted in 40 unwanted pregnancies and four abortions (Fauteaux, 2013). An article by Mertz (2013) stated that the company should have noticed an error in the products before they were shipped to pharmacies across Canada. Mertz (2013) also stressed the dangers of taking birth control while pregnant. In the fall of 2013, a lawsuit was filed against Company #3, seeking damages for the pregnant mothers (Mertz, 2013).

6.4 Company #4

Founded in 2006, Company #4 is one of Canada's best sources for fast fashion clothing (Joe Fresh, 2013). Company #4's clothes are designed for men, women and children, and are sold at nearly 350 retail locations across Canada (Joe Fresh, 2013). Company #4 manufactures apparel, accessories, footwear and cosmetics, and is known for delivering products at affordable price points (Joe Fresh, 2013). In recent years, Company #4 has expanded into the United States, partnering with a large American department store (Joe Fresh, 2013). In winter 2014, it was announced that Company #4 was expanding to new regions such as the Middle East, Africa, Europe and Asia with the help of retail partners (Shaw, 2014).

In the spring of 2013, a factory used to make Company #4's clothing collapsed with an unknown number of people inside (British Broadcasting Corporation, 2013). One day before the building collapse, the plaza was briefly evacuated when cracks appeared in the concrete walls (British Broadcasting Corporation, 2013). The factory workers were concerned about the cracks, but had been assured by factory owners that the building was safe (Strauss, 2013). The next day, factory workers noted the cracks had significantly increased and remained hesitant to enter the building (Strauss, 2013) Again the workers were reassured the building was safe (Strauss, 2013). Within the first hour of work, the building collapsed (Strauss, 2013).

Within 24 hours of the collapse, more than 200 bodies were discovered (Strauss, 2013). Company #4's parent company quickly realized its involvement in the plant and promptly expressed its condolences to the families (Strauss, 2013). In total, the event killed 1,135 workers and injured over 2,500 more (Sisler, 2014). Company #4's parent

company paid surviving workers about three months of wages, and set up a trust fund to compensate injured workers and the families of deceased workers (Sisler, 2014).

6.5 Company #5

Founded in the late 1990s, Company #5 is an athletic apparel company, headquartered in western Canada (Lululemon, 2015c). The company's mission is to help people live long and healthy lives (Lululemon, 2015c). Company #5 believes the clothing it produces keeps people active and stress-free, therefore making the world a better place (Lululemon, 2015b). In 2007, less than a decade since its first products were created, the company went public (Globe and Mail, 2014a). Today, Company #4 has retail locations across Canada and the United States, as well as in the United Kingdom, Australia and New Zealand (Lululemon, 2015a).

In the spring of 2013, the firm recalled a significant amount of its products (Suddath, 2013). By the fall of 2013, Company #5 claimed to have fixed the problem, and put the products back on store shelves (Lutz, 2014). While customers were told the products had been repaired, customers complained about the clothes, stating the initial problem had not been fixed (Cohn, 2013).

6.6 Company #6

Company #6 is a large consumer packaged meats company that can trace its roots back over 100 years in Canada (Maple Leaf Foods, 2014). The company employs over 12,000 people across Canada, and exports its products to more than 20 global markets including the United States and Asia (Maple Leaf Foods, 2014).

In 2008, Company #6 announced the closure of one of its plant as it had been contaminated with bacteria (Canadian Broadcasting Corporation, 2008). That same week,

the company recalled all of its packaged meat products (Canadian Broadcasting Corporation, 2008). In the days after the recall, the company publicly apologized for its actions (Canadian Broadcasting Corporation, 2008). In total, over 20 Canadians died as a result of consuming Company #6's contaminated products (Canadian Broadcasting Corporation, 2009).

A federal investigation found that poor internal policies had lead to the bacterial outbreak (Canadian Broadcasting Corporation, 2009). After the crisis, Company #6 hired a chief food safety officer who is responsible for overseeing inspection procedures and policies within all of the company's plants (Canadian Broadcasting Corporation, 2009). The new role was to help ensure that another bacterial outbreak did not occur (Canadian Broadcasting Corporation, 2009). The firm now has a zero tolerance policy for contamination, and the company now conducts twice as many tests than it did prior to the outbreak (Canadian Broadcasting Corporation, 2009).

6.7 Company #7

Company #7 is a full-service airline, serving close to 35 million passengers each year (Air Canada, 2014a). Company #8 services 61 Canadian cities, and 50 destinations within the United States (Air Canada 2015). For the last five consecutive years, Company #8 has been voted the best airline in North America (Air Canada 2015).

In the fall of 2013, the airline faced two related incidents, which drew negative attention to the organization (Huffington Post Canada, 2013); Company #8 lost a passenger's pet and dismissed the media's attention regarding the issue (Huffington Post Canada, 2013, para. 2). Two weeks later, the pet was found dead, just a short distance

from the airport (Canadian Press, 2013a). An online news search revealed the story made headlines across Canada, the United States and the United Kingdom.

6.8 Company #8

Company #8 was formed in the early 1900s, and is one of the leading engineering and construction firms in the world (SNC-Lavalin, 2014a). Company #8 has offices in over 50 countries and employs over 45,000 people globally (SNC-Lavalin, 2014a). The firm's employees speak over 60 languages and represent over 80 nationalities (SNC-Lavalin, 2014b). Company #8 works in a variety of sectors including oil and gas, mining, transportation, hydro electricity, nuclear energy and thermal energy (SNC-Lavalin, 2014b). Currently, the organization has ongoing projects in Canada, the United States, the United Kingdom, Australia, Brazil, Peru, Qatar, Angola, and Guinea (SNC-Lavalin, 2014c).

In the last decade, Company #10 has been plagued with numerous scandals both in Canada and overseas (Canadian Broadcasting Corporation, 2013). In Canada, two of the organization's former executives have been changed with fraud, conspiracy and bribery (Perreaux & McArthur, 2013). The two former executives paid over 20 million dollars for the sole purpose of winning a contract (Van Praet, 2013). In the winter of 2013, both men were arrested.

6.9 Company #9

Company #9 is a Canadian academic institution and was formed at the beginning of the 19th century (Saint Mary's University, 2013). The university began as a college, and was one of the first academic institutions in Canada to have a faculty of commerce (Saint Mary's University, 2013). In the early 1950s, the school received university status

by the provincial government (Saint Mary's University, 2013). Today, the school has more than 7,250 full and part-time students (Saint Mary's University, 2013). The university is known for attracting international students; the school has more than 40,000 alumni from over 140 countries (Saint Mary's University, 2013). Today, 25 percent of the current student population is from outside of Canada (Saint Mary's University, 2013).

In the fall of 2013, the university came under public scrutiny as a Welcome Week video went viral and sparked a huge controversy on the campus (Taber, 2013). Members of provincial government and university faculty stated they were disturbed after watching the video of first year students (The Canadian Press, 2013b). In the aftermath of the video, the university created a panel that made several recommendations for future orientation weeks such as vetting and training Welcome Week leaders, and implementing a policy to deal with drugs and alcohol on campus (Canadian Broadcasting Corporation, 2014). The university has also hired a full-time orientation week coordinator to monitor the 2,000 first year students, and more faculty now take part in Welcome Week (Canadian Broadcasting Corporation, 2014).

7.0 Results

The following are the findings from the interviews, survey and content analyses. In the discussion section, the author has examined these results and compared them to previous studies and conclusions.

7.1 In-depth Interviews with Senior Communications Managers

Interviews were held with five Canadian practitioners, who were involved with both issues management and reputation repair at their respective companies. The five interviewees represented five organizations in five different sectors. It is important to note that Participant #3 chose to discuss a different issue than anticipated. Participant #3

spoke about a merger that happened in the early 2000s, as Company #7 acquired a competitor.

The first question posed to the interviewees was "*What do you think are the most effective tactics and strategies for repairing corporate reputations?*" Answers to this question did vary, however there were several overlapping themes. The participants noted the most effective tactics and strategies were honesty and transparency, apologizing to stakeholders, recognizing and addressing the issue, admitting fault, providing stakeholders with updates, and explaining how the firm will move forward post-issue or post-crisis.

The next question posed to participants was "*What are the most effective ways to communicate to stakeholders post-issue or post-crisis?*" For this question, all of the participants noted similar responses. Participants #3 and #5 prefaced their answers by stating their advice was dependent on the stakeholder group, and the nature of the issue.

For the second question posed to participants, the majority of interviewees indicated a firm belief that a combination of both social and traditional media were most effective. Participant #5 noted that social media can be an effective way to get a message out quickly. Participant #4 acknowledged that social media is the fastest, most effective way to communicate to stakeholders, but recognized that not everyone uses it, and that traditional media must be used as well to guarantee the message reaches all stakeholders. Participants #1 and #3 also affirmed that both traditional and social media must be used. Participant #2 indicated that it is best when every channel that the firm has access to is used.

Another overlapping response, stated by Participants #2 and #5, was to host town halls with employees as well as one-on-one meetings with industry leaders and government officials. It is worth noting that Participant #5 spoke from personal experience and claimed the more personal and sincere the message, the more effective.

The third question asked participants "*What was the role of the CEO and senior management in your company's reputation repair efforts*?" Participants #2, #3, #4 and #5 responded that their organizational leaders were on the front lines.

Participant #2 noted that in the cases that reputation has been repaired, both the CEO and senior management had taken a central role. Participant #3 explained that the CEO of his/her organization was the face of their campaign, and took a leading role. Participant #4 mentioned that the CEO of Company #6 understood the role communications plays with reputation and brand repair and was on the front lines throughout the reputation repair process. Participant #5 comes from an educational institution, and explained the president and two vice presidents made all of the decisions around the institution's repair efforts. Participants #2, #3, #4, and #5 noted their organizational leaders were the spokespersons and participated in the majority, if not all of the media interviews. Overall, the majority of interviewees noted their CEOs were actively involved in reputation repair efforts.

The next question participants were asked was "*Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team*?" The participants were divided on this question. Participants #1 and #5 believed having representation on the senior management team would have made a difference, whereas Participants #3 and #4

explained their communications teams had representation at the vice president level. While Participant #2 noted the communications team at his/her organization did have a voice at the executive level, s/he strongly believed 'it is more about the advice the communications team can provide than whether or not they have representation at the table.' Interestingly, Participants #2, #4 and #5 all emphasized it is crucial to have buy-in from the top.

It is important to acknowledge some of the participants' responses. Participant #1 claimed that having a communications person in a senior management position would have helped, but would have not solved the problems the organization faced. Participant #2 indicated that in the past, communications did not a voice at the table. Participant #4 asserted that having someone from communications on the senior team helped 'quite a bit in terms of turning the crisis around quickly.' Participant #5 explained that at the time of reputation repair, the chief public relations officer reported to the president, but was not at the table.

It is worth noting that Participants #3, #4 and #5 mentioned their organizations hired outside help during their respective crises. Both Participants #3 and #4's organizations brought in additional resources as their communications teams could not handle the volume of work that needed to be done. Participant #5 noted his/her organization had to bring in an agency to help convince the vice presidents and president of the basic fundamentals of crisis communication. The participant stated the agency was seen as more trusted and valuable than the internal communications team.

The fifth question posed to participants was "*Do you feel your organization addressed the root causes of the problem?*" The majority of participants, #2, #3, #4 and

#5, concurred and stated that their organizations addressed the root causes of the problem, while Participant #1 stated that his/her organization did not address the root problem.

Participant #1 disagreed and stated that employees at his/her organization voiced their concerns, but no one in senior management listened. Participant #2 asserted that the root causes were addressed at his/her organization, and explained it took a 'comprehensive system' to address the actual issue. Participant #3 stated his/her organization merged with another company during the peak summer travel season and the root causes were addressed to tackle the problem of customer dissatisfaction.

Participant #4 explained that his/her firm was not the only party at fault, but took responsibility and addressed the root causes. Participant #4 expressed that his/her firm also lobbied the government and elevated the entire food safety practice in Canada. Participant #5 stated 'Yes … eventually.' The participant expressed that while his/her organization took action and tried to address the root causes quickly, it was a lengthy process.

When asked "*Did your organization focus on one stakeholder group in particular in order to repair reputation*?" the participants exhibited varying answers. Participants #1 and #2 answered no to this question, while Participant #3 answered yes. Despite the fact that Participants #4 and #5 initially stated no, their organizations did focus one stakeholder group more than the others.

Participant #2 prefaced his/her answer by asserting that communicating to one stakeholder group is no longer relevant. The participant disagreed with the premise of focusing on one stakeholder group and explained that Company #8 made a lot more

'headway' when they took a multi-stakeholder approach. Participant #3's answer was brief and s/he explained that 'the focus was on the customer.' Participant #4 answered the question with both yes and no. S/he explained that customers were the top priority in reputation repair, but his/her company also focused on investors, government, healthcare professionals, and corporate clients such as fast food chains. Participant #4 explained that there was a different strategy for each stakeholder group.

Participant #5 also responded the question with both yes and no. The participant explained that the answer was no in terms of reputation repair, but yes in addressing the root problem. Participant #5 added that the school focused on the students as they are the 'customers,' and it was important for them to feel safe and supported. The participant expressed that the university's reputational repair efforts focused on all stakeholders, but students were the priority; after that, the focus was on alumni, government, and faculty.

The seventh question participants were asked was "*How did your organization monitor and measure reputation recovery?*" Answers to this question again were varied, however there were some overlapping themes. The participants noted surveys, market analyses, media and social media monitoring, and conversations with government and business leaders.

Participant #1 noted that his/her organization used various methods including surveys, market analyses, conversations with business leaders, and monitoring both traditional and social media. Participant #1 explained that while Company #1 gathered a multitude of valuable data, none of it was used to improve the business. Participant #2 noted that his/her company relies on third-party surveys to examine client perceptions, employee perceptions and public perceptions. Participant #2 explained that Company #8

also monitors both social and traditional media and receives feedback from one-on-one conversations with government officials and industry leaders.

Participant #3 explained that the crisis s/he was referring to happened in the early 2000s, where internet usage was less frequent and social media tools were non-existent. Participant #3 noted Company #7 used monthly customer satisfaction surveys to monitor improvement. Participant #3 noted that his/her organization used reputational surveys as well, but depended more on customer satisfaction surveys. Participant #4 stated that there were numerous ways Company #6 monitored and measured reputation recovery. The participant noted Company #6 used 'in-market' research throughout the whole recovery process. Company #6 monitored the stock market as they were a publicly traded company, monitored sales, and assessed the consumer affairs feedback line. The participant noted if the crisis happened in 2015, Company #6 would have monitored social media.

Participant #5 admitted Company #9 does not have a good handle on social media and media monitoring. While the educational institution did monitoring during the crisis, and 'continues to do some monitoring,' Participant #5 explained the communications team has no qualitative or quantitative data about stakeholders' perceptions of the organization.

The participants were divided when asked "*What were the greatest challenges your company had overcome to repair reputation*?" Participants #1 and #3 noted operational issues, while Participants #2, #4, and #5 noted communication issues.

Participant #1 explained that the operational issues that Company #1 faced were not addressed in a timely manner. Examples of these operational issues included empty

shelves, high prices and lack of selection. Participant #3 prefaced his/her answer by explaining the reputational challenges that his/her company faced had always been related to customer service such as bags travelling on the same planes as the customers.

Participant #2 stated the biggest challenge was 'getting all of your ducks in a row' such as organizing the company's approach to the issue/crisis, speaking to all internal stakeholder groups, and positioning the key messages. Participant #2 also explained that an ongoing challenge Company #8 is using measurement to drive decision-making. The participant suggested the company often goes with 'what they think' rather than the data gathered. Participant #4 stated that like other companies, no organization is ever 100 percent ready to face a crisis. The participant noted that the crisis opened up how Company #6 operated such as how their products were produced and how their plants were inspected.

Participant #5 admitted that school initially did not appreciate the seriousness of the issue and there was a lengthy amount of time until the school responded. Participant #5 also mentioned the actions the school took to solve the problem were initially unclear. Participant #5 recognized another challenge; the public wanted to know how the students were disciplined, which was confidential information.

The ninth question posed to participants was "*In hindsight, what do you think your organization could have done differently?*" Answers to this question again were varied, however there were some overlapping themes. Participants #3, #4 and #5 noted their organizations could have communicated both faster and earlier to stakeholders, while Participant #2 noted Company #8 could have done a better job communicating with the public and media.

Again, Participant #1 noted organizational issues that could have been done differently, not communications issues. The participant explained that his/her firm 'grew too big too quickly,' without the right leadership in place. Participant #1 suggested that his/her firm did not properly understand the Canadian market, and did not have a strong strategy.

Participant #2 noted Company #8 did of good job communicating to its stakeholders but could have done a better job with communicating to the public and the media. The participant suggested that in the past there was a disconnect between the communications team and the executives. The participant highlighted the communications team did what they thought should be done, whereas now they listen to the executive team, and follow their direction and advice. S/he stated 'if you do not listen, you cannot be considered a strategic partner.' Participant #3 stated that if the integration of the two corporations had been planned over a longer period of time, perhaps it would have been a smoother transition for the customers. Additionally, the participant suggested that Company #7 should have foreseen issues beforehand and communicated earlier with its customers.

Participant #4 stated his/her organization could have done 'a lot of little things' better, as nothing is ever perfectly executed in a crisis situation. The participant explained Company #6 could have 'gone out sooner with their message'. Additionally, the participant noted that the firm could have communicated better with its smaller clients such as university and college cafeterias.

Participant #5 noted similar responses to question #8 including that the educational institution could have communicated earlier, and that the staff did not

comprehend the nature and severity of the issue. The participant also suggested his/her organization should have let stakeholders know they were working on resolving the issue. The participant explained that the university president did an interview on the six o'clock news and he appeared humble and truthful. However, Participant #5 indicated that only so many stakeholders watch that news channel, and the same thing should have occured over YouTube. The participant highlighted this was a missed opportunity.

The last question posed to interviewees asked "*What advice can you give to other Canadian organizations facing issues or crises*?" Not surprisingly, the participants displayed varying, but somewhat anticipated responses. Both Participants #2 and #5 prefaced their answers by stating each issue/crisis is different. Participants #3 and #5 stated openness and honesty, and Participants #2 and #3 stressed to address the issue.

Participant #1 answered the question quite comically by stating to do everything opposite that his/her firm did. Participant #1 advised to start small, know the Canadian market and have the right leaders in place. Additionally, Participant #1 recommended that the business plan must include corporate social responsibility and that it must be done well. Participant #2 prefaced his/her answer by stating the advice s/he would lend would be situational as every issue/crisis is different. The participant stated the best advice was to prepare a position statement, align internal stakeholders and communicate to the public. Participant #2 stressed that in order to contain an issue or crisis, the firm must deliver early by addressing and explaining the problem.

Participant #3 prefaced his/her answer by explaining s/he only has experience with customer-based issues and crises. The participant advised to be as honest, transparent and upfront as early as possible. Participant #3 noted to acknowledge the

issue right away and have the most senior person available layout the action plan. Lastly, the participant noted to address the root causes so that the issue or crisis never happens again. Participant #4 emphasized not to shy away from the problem(s) at hand. The participant stressed to take ownership, outline how the firm is going to fix the problem, and then deliver on the promises made. Participant #4 advised that if the firm does not have the right crisis management people around the table, 'find them and bring them to the table.'

Participant #5 emphasized never to underestimate the value of media training such as how to develop key messages and understand how to support them. S/he stressed the more staff that are media trained, the better. Additionally, Participant #5 advised to be prepared to answer the hard questions; research and prepare in advance.

7.2 Survey of Canadian Communicators and Practitioners

A total of 55 participants completed the survey. While 131 participants began the survey, 76 closed the survey after the first few questions. Those surveys that were incomplete were discarded and not counted in this analysis.

The online survey was open to Canadian public relations practitioners and communicators. The survey ended early for those respondents who had indicated they had not experienced an issue or crisis at either their current or former workplaces. A total of 8 surveys were terminated early when the respondents noted they had never experienced an issue or crisis.

The survey participants were from a variety of sectors. The two largest sectors represented were education at 14.9% (n=7), and healthcare at 14.9% (n=7). The next largest sectors included agency/multiple sectors at 12.8% (n=6), and non-profit at 12.8%

(n=6). The next category, in terms of size, included finance and insurance at 10.6% (n=5) and government at 8.5% (n=4). Other sectors represented were professional services at 4.3 % (n=2), marketing at 4.3 % (n=2), while food and beverage, environment, real estate, media, entertainment, technology military, and oil and gas were each at 2.1% (n=1) respectively. A total of 47 participants answered this question. Figure 1. provides a detailed breakdown by sector.

Figure 1. Respondent's sectors
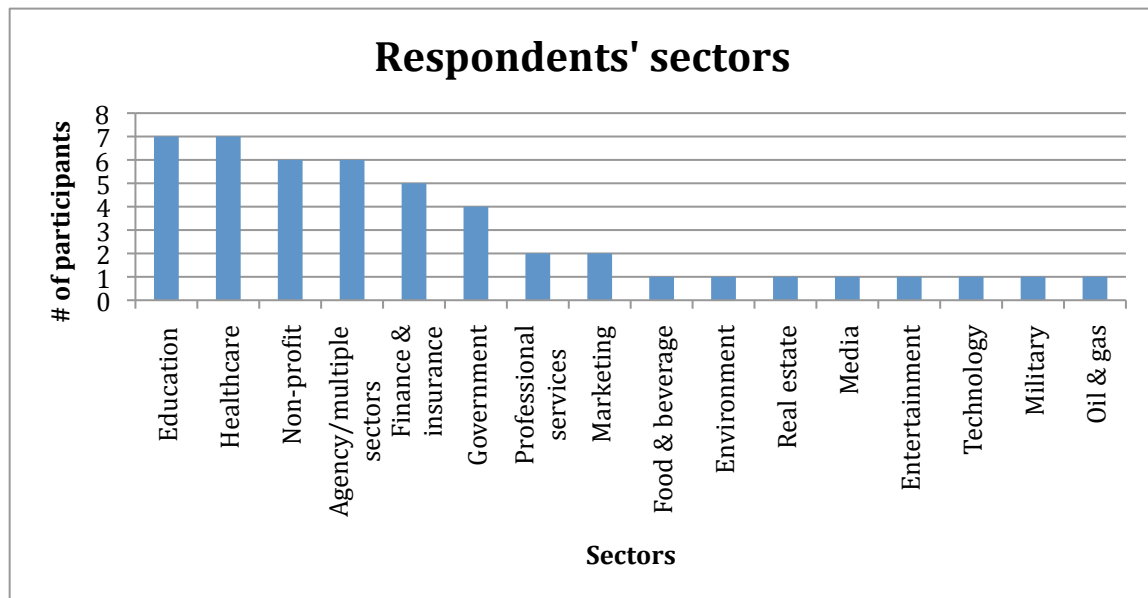
Figure 2. shows the amount of work experience respondents had in the communications/public relations field. Again, 47 respondents answered this question. The majority of participants, 68.1% (n=32) indicated they had 15 years or more of experience. The next largest brackets were 12 to 14 years of experience at 8.5% (n=4), and 3 to 5 years at 8.5% (n=4). The next bracket, 6.4% (n=3) represented 6 to 8 years of work experience. The two smallest brackets were 0 to 2 years of experience at 4.3% (n=2) and at 9 to 11 years of experience at 4.3% (n=2).

Figure 2. Years of experience in communications/public relations

Years of experience in communications/pr

# of participants (y-axis: 0, 5, 10, 15, 20, 25, 30, 35)

(x-axis categories: 0 to 2 years, 3 to 5 years, 6 to 8 years, 9 to 11 years, 12 to 14 years, 15 or more years)

Years of experience
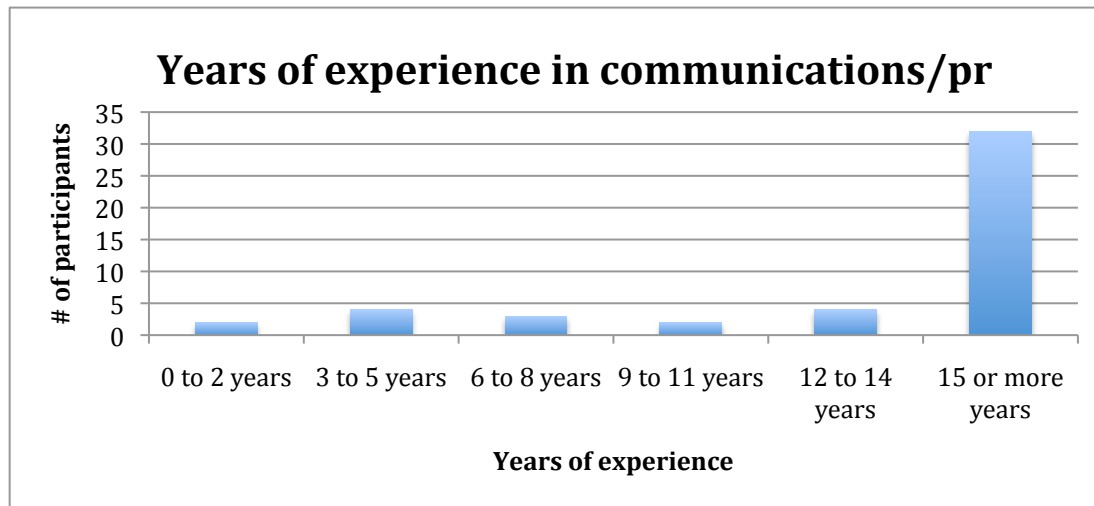
Respondents were then asked if their current/former organizations viewed reputation management as a top priority. Over half of those surveyed agreed, 53.2% (n=25), while more than one-third strongly agreed, 36.2% (n=17). Figure 3. shows a breakdown by level of agreement.

Figure 3. Agreement reputation management is a top priority

Agreement reputation management is a top priority

# of participants (y-axis: 0, 5, 10, 15, 20, 25, 30)

(x-axis categories: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree)

Level of agreement
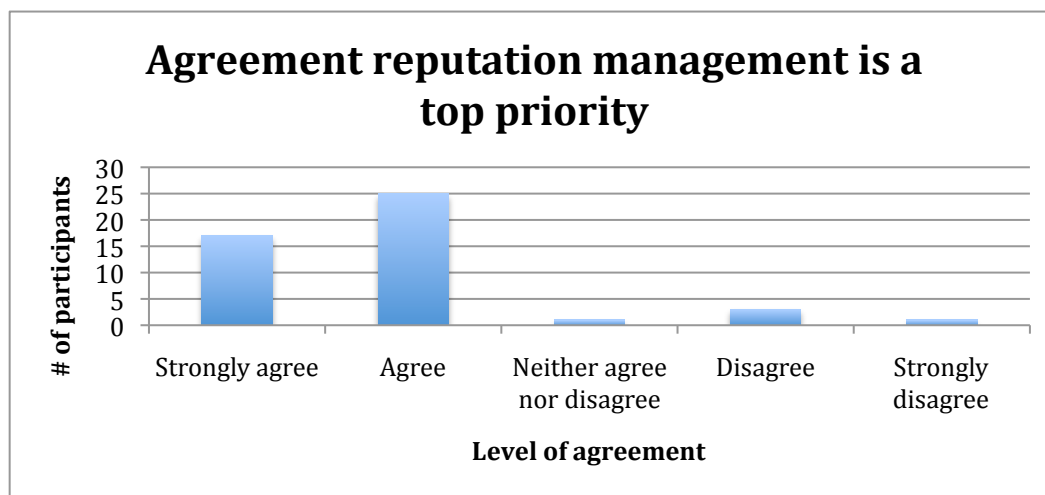
Figure 4. displays the methods participants used to communicate to stakeholders. Again, 47 participants answered this question. As participants were allowed to select

more than one method, percentages will not add to 100. The top five methods overall, from most prevalent to least prevalent were newspaper coverage at 78.7% (n=37), emails at 76.6% (n=36), company website at 68.1% (n=32), radio interviews at 59.6% (n=28) and television interviews at 51.1% (n=24). It was not surprising to see that participants still rely on more traditional methods of communication such as newspaper, radio and television to communicate with stakeholders. While 31.9% (n=15) of participants did select Twitter as a method of communicating with stakeholders, and 29.8% (n=14) selected Facebook, other social media tools were less frequently selected.

Figure 4. Methods used to communicate to stakeholders
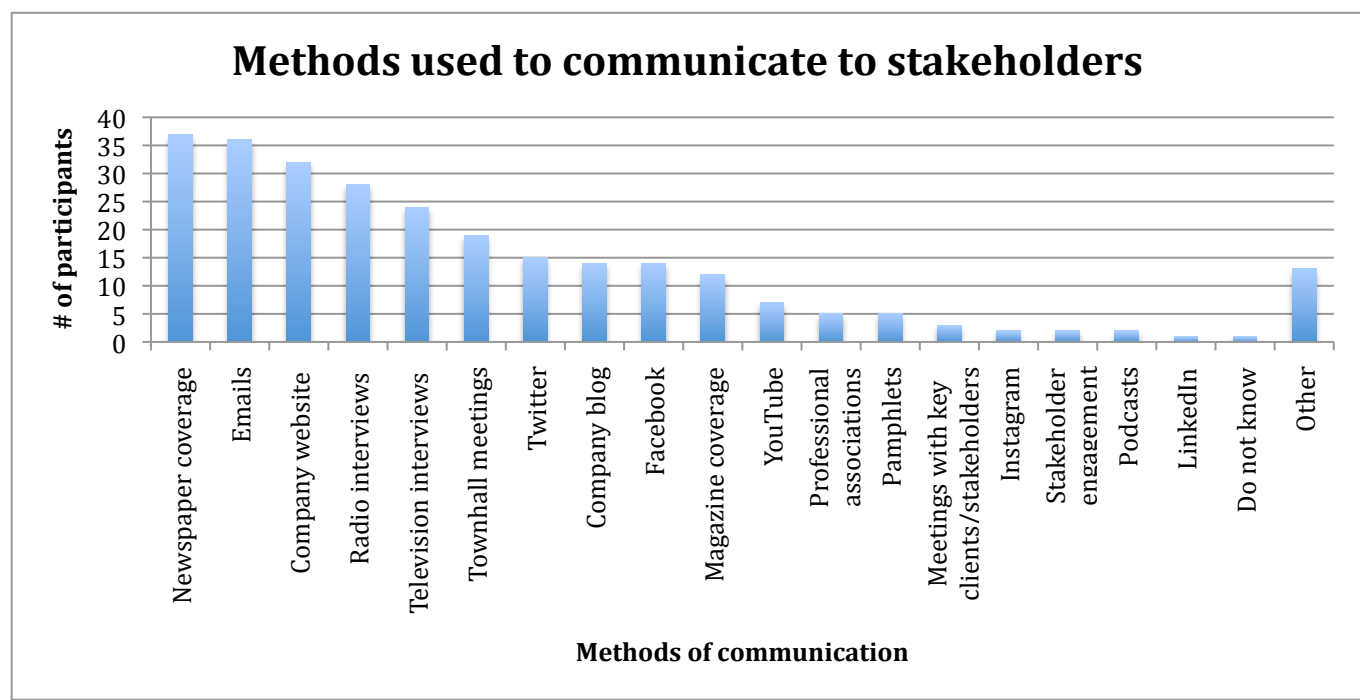
The next question delved into a deeper topic, and examined the length of reputation repair. Of the 47 people who responded to this question, the largest group, 27.7% (n=13), noted other. The majority of those who selected other stated that the issue or crisis was still ongoing at 12.8% (n=6). Of the additional participants who selected

other 6.4% (n=3) stated the issue still remains in the memory of their customers/clients

and 2.1% (n=1) noted their firm closed. The results show that the issues the respondents

faced were solved in a relatively short amount of time; 19.1% (n=9) noted their issue was

solved in less than 1 year, and 17.0% (n=8) noted their issue was solved in 1 to 2 years.

Likewise, those respondents who faced crises noted they were solved in a relatively short

amount of time as well; 12.8% (n=6) noted their crisis was solved in less than 1 year, and

12.8% (n=6) noted their crisis was solved in 1 to 2 years. It is important to note that no

respondents selected: issue – 2 to 3 years, issue – 4 to 5 years, crisis – 2 to 3 years, crisis

– 3 to 4 years, crisis – 4 to 5 years, and crisis – more than 5 years. Results can be found in

Figure 5.

Figure 5. Length of reputation repair
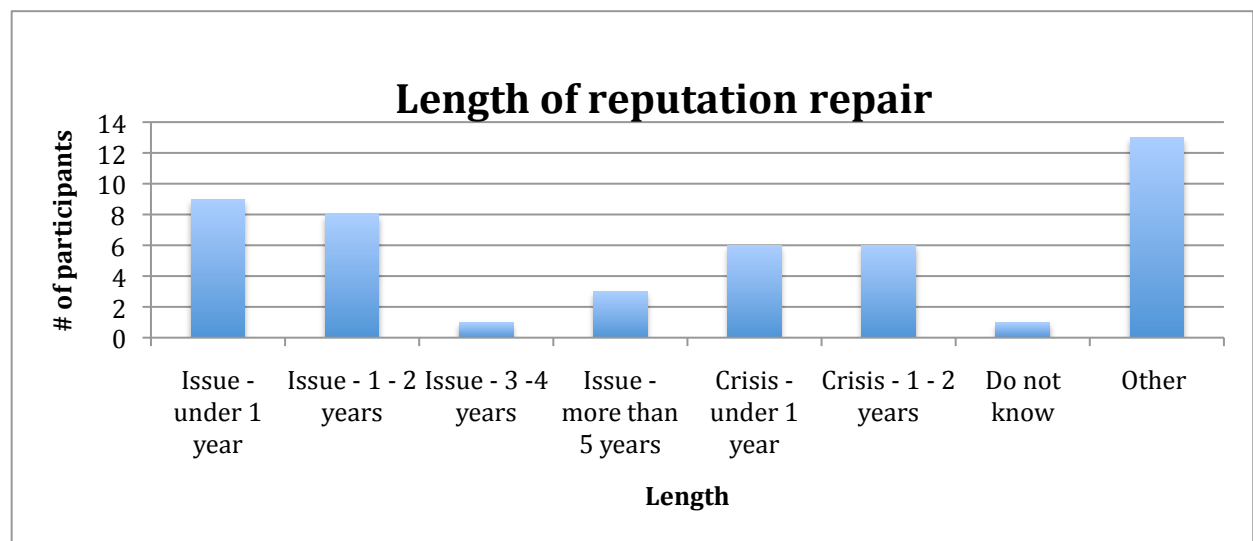
Participants were then asked if their current or former companies focused on a

short-term or a long-term solution. Of the 47 participants who answered this question,

more than half, 53.2% (n=25) noted their organization focused equally on both short-term

and long-term solutions. Not surprisingly, the second highest group, 27.7% (n=13)

indicated their current or former firm focused on a short-term solution. Results can be found in Figure 6.

Figure 6. Length of focus on solution

Length of focus on solution

# of participants (y-axis: 0, 10, 20, 30)

Short-term: ~13
Long-term: ~6
Equally on both: ~25
Other: ~3

Type of term
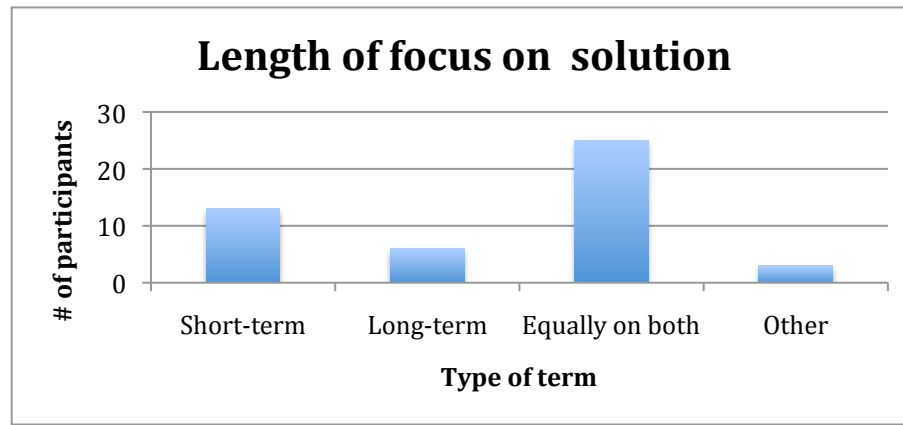
Figure 7. examined how participants perceived the success of their organization's reputational repair efforts. Again, 47 respondents answered this question. A large number of participants, 42.6% (n=20) selected somewhat successful, while, 29.8% (n=14) selected very successful.

Figure 7. Successfulness of reputational repair efforts

Successfulness of reputational repair efforts

# of participants (y-axis: 0, 5, 10, 15, 20, 25)

Very successful: ~14
Somewhat successful: ~20
Neither successful nor unsuccessful: ~5
Somewhat unsuccessful: ~4
Very unsuccessful: ~2
Do not know: ~2

Level of sucess
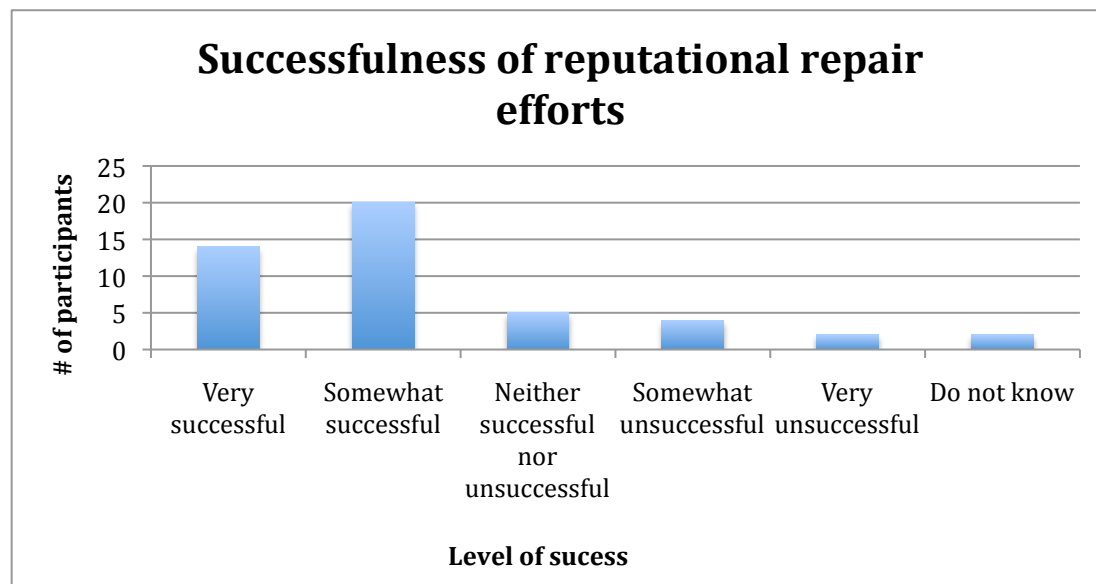
Participants were then asked if their current or former organizations focused on internal or external stakeholders during reputation repair. More than half of the respondents, 57.2% (n=27), selected their current/former firm focused equally on both internal and external stakeholders. The second largest group, 27.7% (n=13), selected external stakeholders, followed by internal stakeholders at 6.4% (n=3). Those participants who selected other, 8.5% (n=4) noted that their organization focused on volunteers, members, or did nothing at all. Results can be found in Figure 8.

Figure 8. Focus on internal or external stakeholders
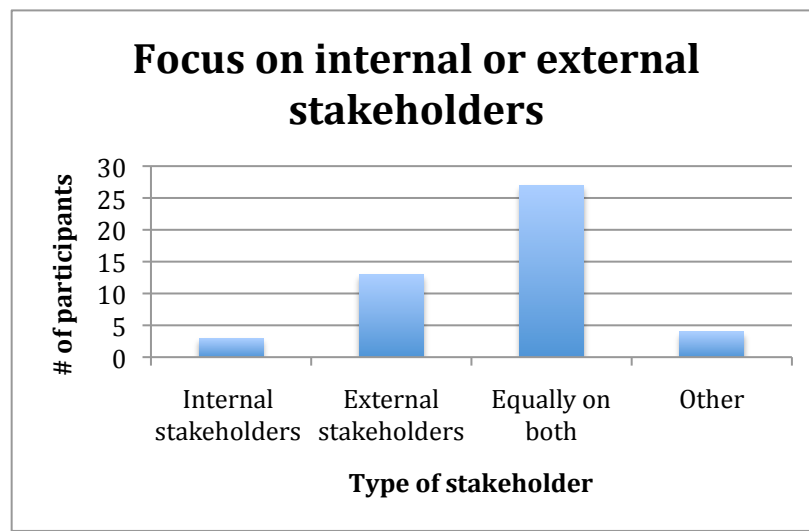
Next the participants were asked if their current/former firm focused on one stakeholder group while repairing reputation. It is important to note that participants could only select one group for this answer. The two most frequently selected stakeholder groups were media at 21.3% (n=10) and customers at 19.1% (n=9). Results can be found in Figure 9.

Figure 9. Focus on stakeholder group
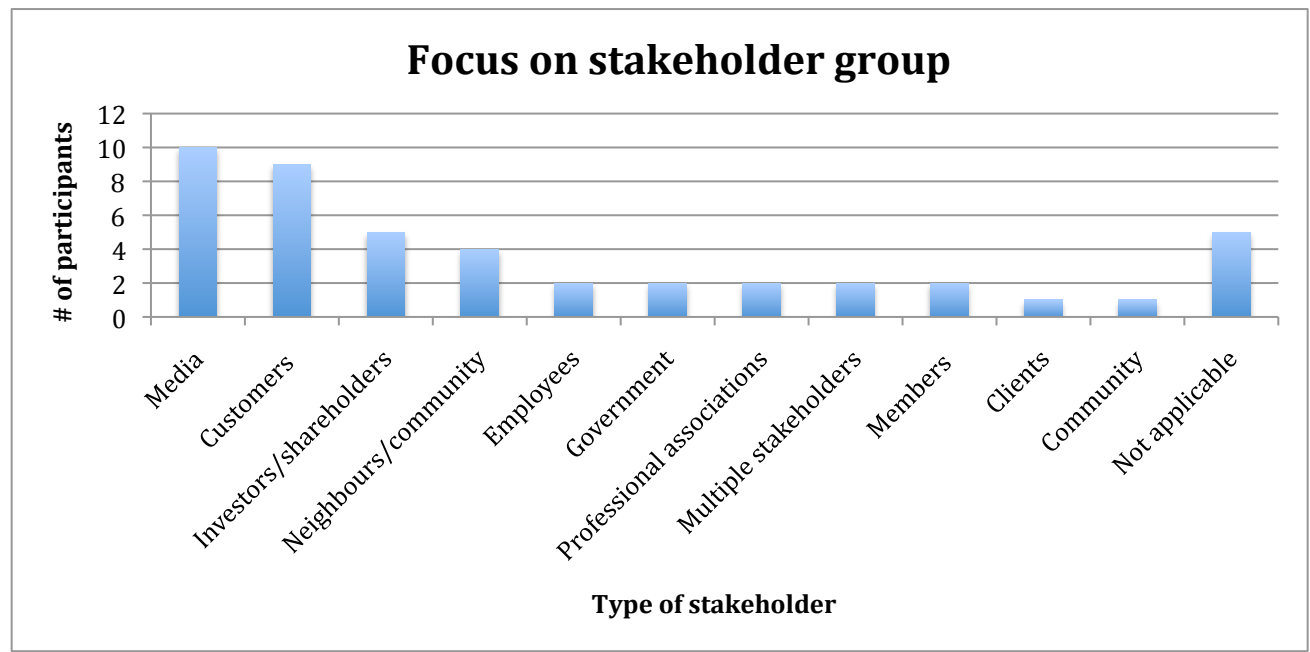
Figure 10. examined tools used for reputation repair. As participants were allowed to select more than one tool, percentages will not add to 100. Again, 47 respondents answered this question. The top five tools overall, from most prevalent to least prevalent were transparent reporting at 85.1% (n=40), addressing root causes at 80.9% (n=38), corporate social responsibility at 57.4% (n=27), improving product or service quality at 51.1% (n=24), and legislation/policy reform at 31.9% (n=15). It is worth noting that 34.0% (n=16) of participants selected other and felt additional effective tools were: quick responses, demonstrating company performance, understanding the issue, acknowledging the issue, apologizing and accepting responsibility, developing a communications strategy, transparent communication, consistent messaging, and strengthening communications with stakeholders.

Figure 10. Effective tools for reputation repair
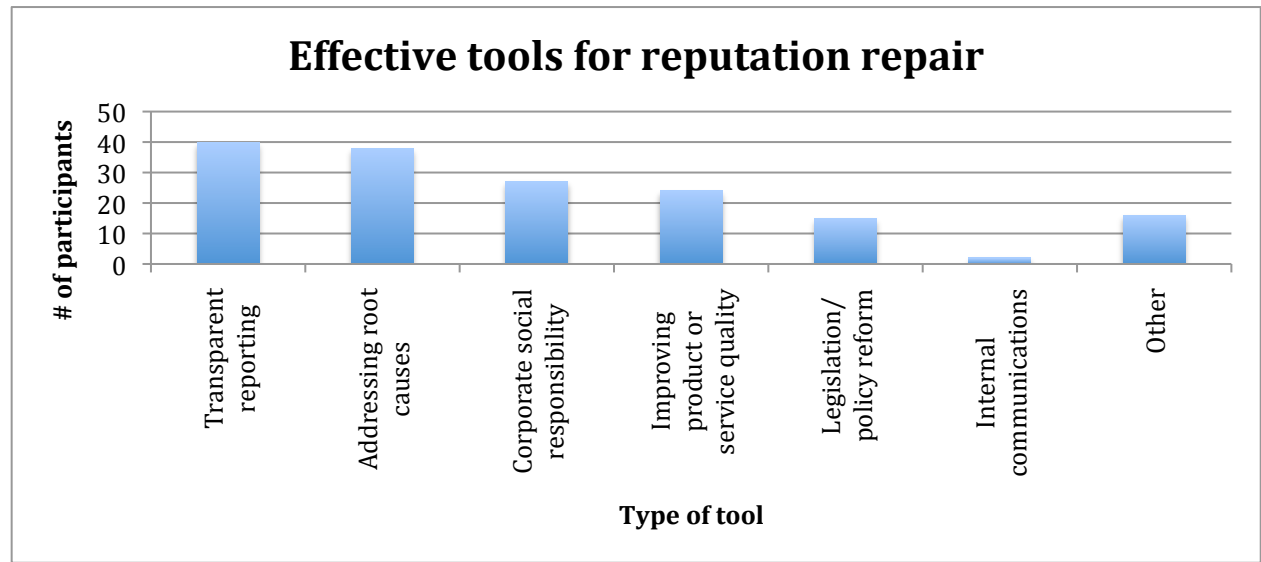
The next question delved deeper and asked participants if c-suite executives were available during reputation repair. The top four answers from most frequently selected to less frequently selected included strongly agree at 29.8% (n=14), agree at 23.4% (n=11), neither agree nor disagree at 21.3% (n=10) and disagree at 19.1% (n=9). Results can be found in Figure 11.

Figure 11. Agreement c-suite executives were available during reputation repair
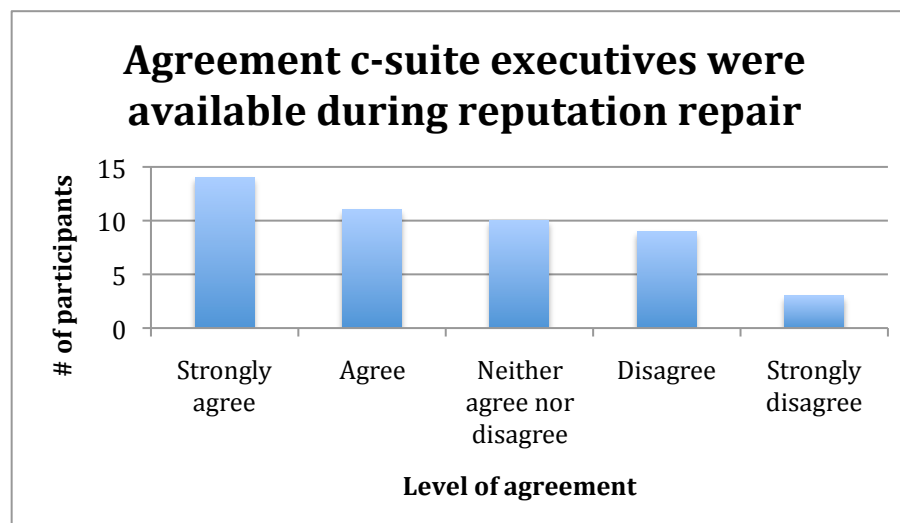
The next question asked participants if they felt their chief executive officer played an active role in reputation repair. The largest group of respondents, 38.3% (n=18) strongly agreed, while 31.9% (n=15) agreed. The smaller groups were neutral, disagreed and strongly disagreed: 14.9% (n=7) selected neither agree nor disagree, 8.5% (n=4) selected disagree and 4.3% (n=2) selected strongly disagree. Results can be found in Figure 12.

Figure 12. Agreement that chief executive officer played an active role in reputation repair
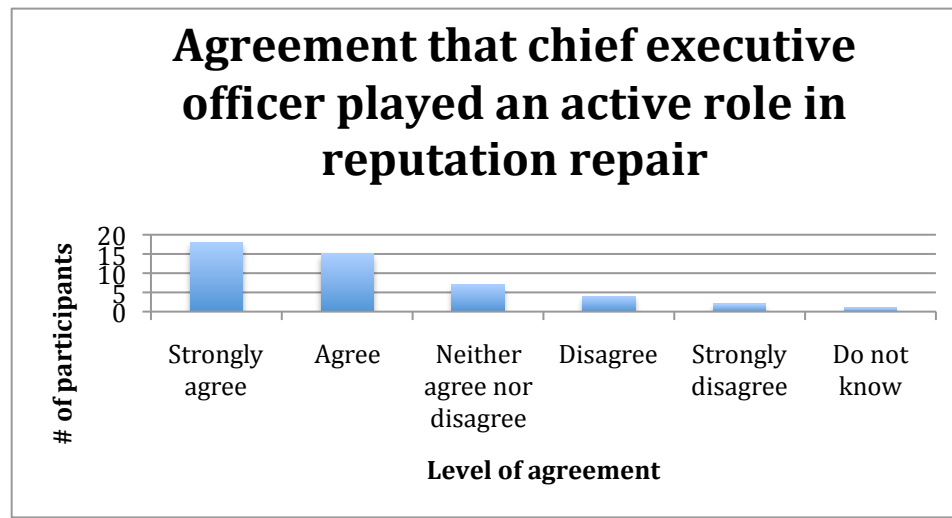
The next question was sought to determine whether or not practitioners felt having a communicator as part of the senior management team would have yielded better reputation repair results. Again, 47 participants answered this question. The largest group of respondents, 29.8% (n=14), selected strongly agree, followed by agree at 27.7% (n=13) and not applicable at 27.7% (n=13). It was surprising to see that a large number of respondents selected not applicable. Upon further investigation, the majority of those who selected not applicable did not work for agencies. The researcher questions if those

who selected not applicable already have representation at the senior level. Please see the results in Figure 13.

Figure 13. Agreement that reputation repair would have been better if a communicator was part of senior management
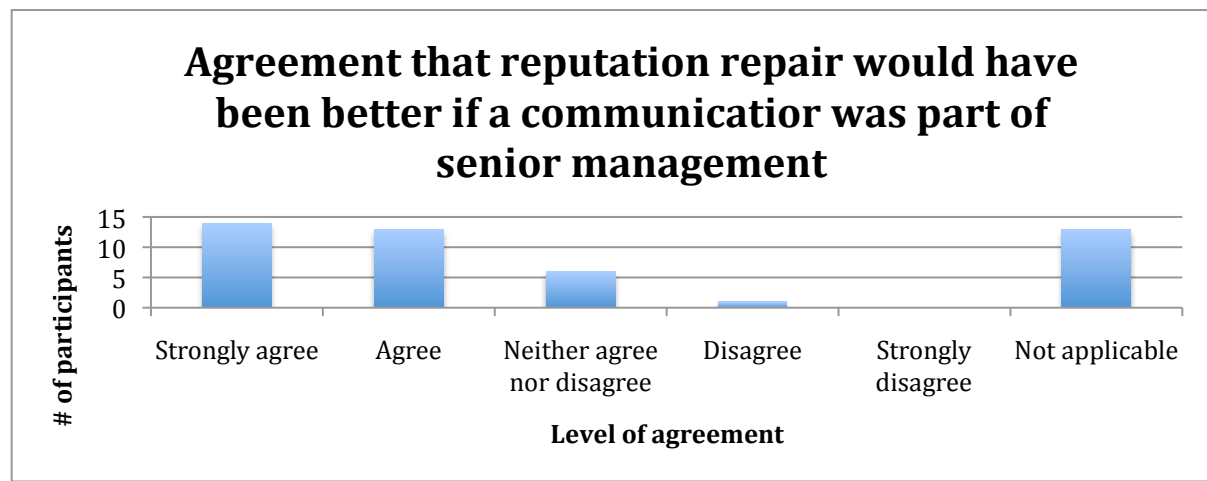
Figure 14. examined participants' belief that their firm made the necessary changes to prevent the issue or crisis from recurring. The two largest groups were agree at 34.0% (n=16) and neither agree nor disagree at 31.9% (n=15). The next largest group was strongly agree at 19.1% (n=9) followed by disagree at 8.5% (n=4) and strongly disagree at 6.4% (n=3).

Figure 14. Agreement organization has made the necessary changes to prevent issue or crisis from recurring
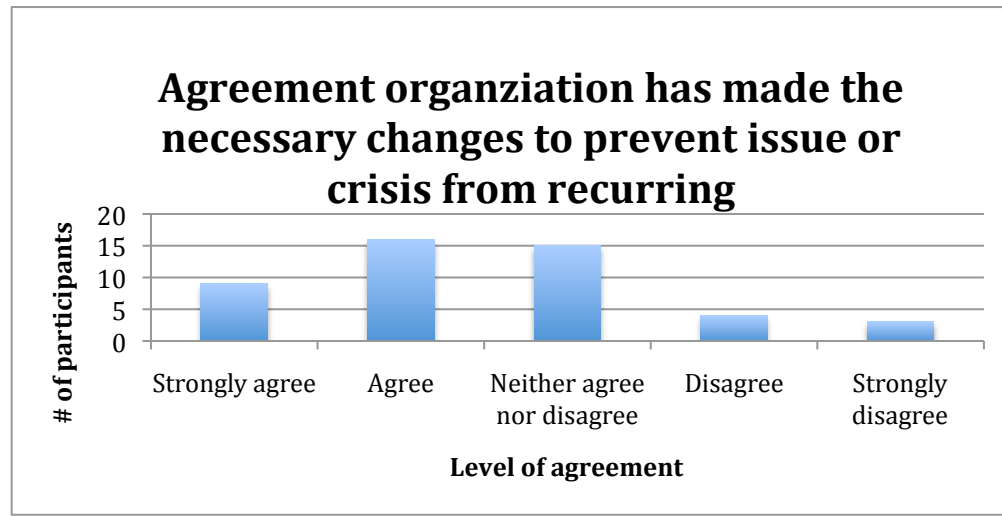
To test whether root causes were addressed, the survey asked participants if they believed their firm had addressed the root causes of the issue or crisis. Of the 47 people who answered this question, the largest group of respondents selected agree at 42.5% (n=20). The next two groups, according to size, answered neither agree nor disagree at 27.7% (n=13), and disagree at 14.9% (n=7). Results can be found in Figure 15.

Figure 15. Agreement that root causes were addressed
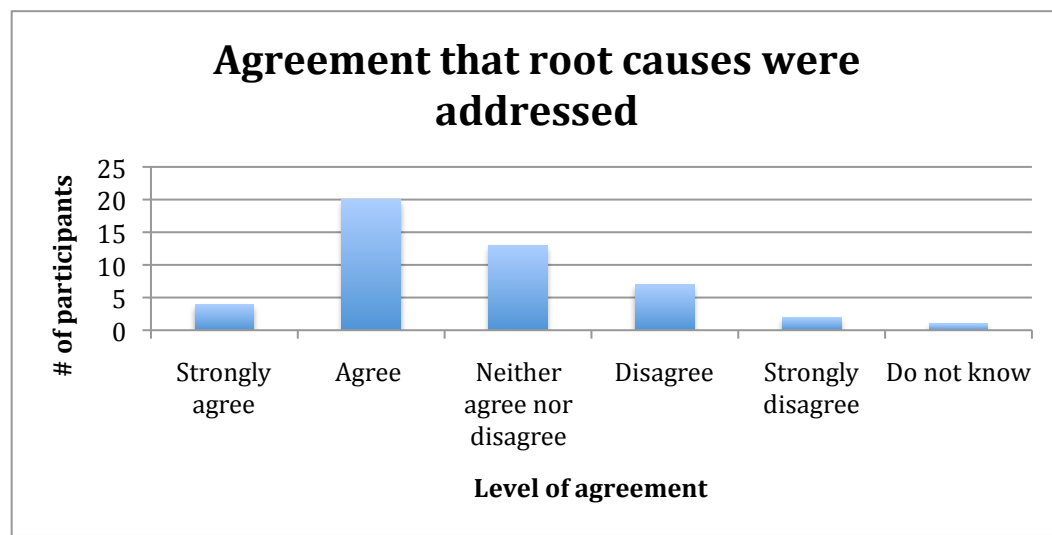
Figure 16. indicates the methods respondents used to measure reputation repair. As participants were allowed to select more than one method, percentages will not add to 100. The top five scores overall, from most prevalent to least prevalent, were monitoring traditional and online news at 63.8% (n=30), surveying stakeholders at 55.3% (n=26), monitoring social media at 48.9% (n=23), measuring sales at 25.5% (n=12), and measuring stocks at 12.8% (n=6). Those participants that noted other indicated that they monitored the industry at 2.1% (n=1), monitored the root cause of the crisis at 2.1% (n=1), and monitored coverage at 2.1% (n=1).

Figure 16. Methods of measuring reputational repair
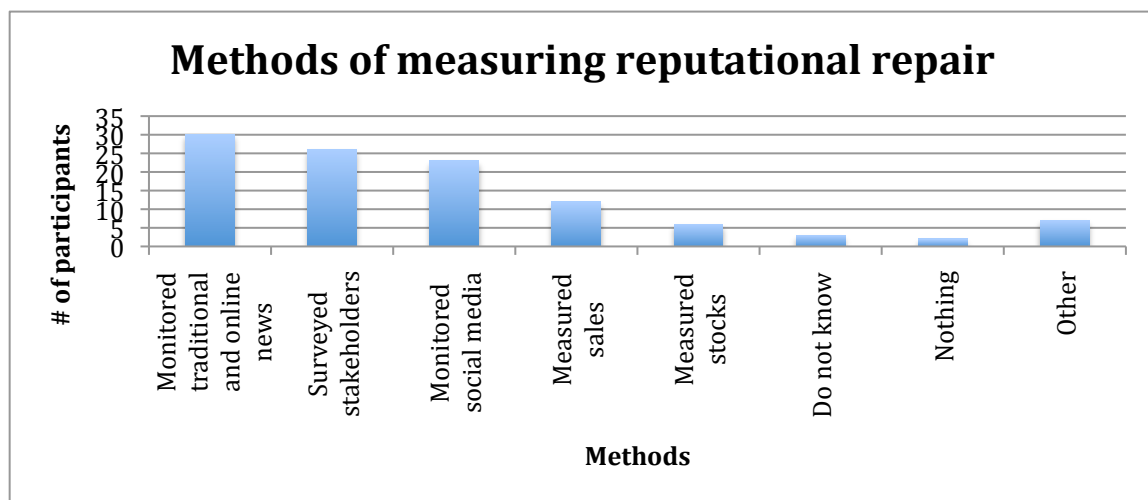
7.3 Content Analyses of Canadian Firms

A total of nine companies were analyzed. Media was scanned for a minimum of 18 months and a maximum of 36 months for each organization. The amount of coverage in that set period also varied significantly: Company #3 had 439 articles while Company #6 had 5,678 articles. Articles that were in French were not analyzed, and French

language outlets were eliminated in the search criteria. To review the content analyses, please refer to Appendix H.

The content analysis of Company #1 contained 2,169 articles, with media analyzed for a period of 23 months. The most prevalent topic was store openings at 17.7%. Of these articles on store openings, 93.4% were rated as positive. The second most prevalent topic was liquidation, at 9.7% of the total articles, and discussed the disappointment felt with Company #1's liquidation sales. The majority of articles in this category, 70%, were rated as neutral. The next category in terms of size, discussed Company #1 exit from Canada and represented 8.4% of the total articles analyzed. 96.2% of articles in this category were rated as negative. The fourth most prevalent category discussed the operational problems Company #1 faced, and represented 7.5% of the articles analyzed. Of these articles, 74.8% were rated as negative. The fifth largest category was employee/employee compensation at 7.2%. 73.1% of articles in this category were rated as negative. Please see Figure 17. and Coding Sheet #1 for more information.

Figure 17. Most prevalent topics found in the content analysis of Company #1

Most prevalent topics	Percentage of total articles	Overall rating
Opening of new Canadian locations	17.7	Positive
Liquidation	9.7	Neutral
Leaving Canada	8.4	Negative
Fixing operational problems	7.5	Negative
Employees/employee compensation	7.2	Negative

The content analysis of Company #2 contained 4,379 articles, with media analyzed for a period of 17 months. The most prevalent topic was sponsorships at 30.5%.

Of these articles on sponsorships, 95.3% were rated as neutral and referenced sporting events and concerts sponsored by Company #2. The second most prevalent topic was profits/sales, at 18.0% of the total articles, and discussed share prices, acquisitions, and financial announcements. Half of articles in this category, 50.1%, were rated as negative. The next category in terms of size discussed the company's advertisements and represented 5.8% of the total articles analyzed. 60.4% of articles in this category were rated as positive. The fourth most prevalent category, also at 5.8%, argued that Company #2's products were unhealthy and contained chemicals and controversial ingredients. Of these articles, 82.3% were rated as negative. The fifth largest category regarded the firm's logo/brand at 4.7%. 75.2% of articles in this category were rated as positive. Please see Figure 18. and Coding Sheet #2 for more information.

Figure 18. Most prevalent topics found in the content analysis of Company #2

Most prevalent topics	Percentage of total articles	Overall rating
Sponsorships	30.5	Neutral
Profits/sales	18.0	Negative
Advertisements	5.8	Positive
Unhealthy products	5.8	Negative
Logo/brand	4.7	Positive

The content analysis of Company #3 contained 439 articles, with media analyzed for a period of 22 months. The most prevalent topic regarded a medication error at 39.6% of the total articles analyzed. Of these articles on the medication error, 100% were negative. The second most prevalent topic was a ban on medications coming from Indian factories at 23.7%. The majority of the articles, 79.8%, were rated as negative. The next category in terms of size, discussed the cost of generic drugs and represented 7.7% of the total articles analyzed. 94.1% of articles in this category were rated as negative. The

fourth most prevalent category, at 7.5%, highlighted Company #3's corporate giving and sponsorship efforts. Of these articles, 60.6% were rated as positive. The fifth largest category discussed the side effects of Company #3's medications at 5.2%. 100% of articles in this category were rated as negative. Please see Figure 19. and Coding Sheet #3 for more information.

Figure 19. Most prevalent topics found in the content analysis of Company #3

Most prevalent topics	Percentage of total articles	Overall rating
Medication error	39.6	Negative
Banned drugs from Indian factory	23.7	Negative
Cost of generic drugs	7.7	Negative
Corporate giving/sponsorship	7.5	Positive
Side effects of drugs	5.2	Negative

The content analysis of Company #4 contained 2,568 articles, with media analyzed for a period of 22 months. The most prevalent topic discussed the collapse of one of Company #4's factories at 25.6%. Of these articles on the factory collapse, 96.8% were negative. The second most prevalent topic was fashion at 22.4%, which included images and price points of Company #4's clothing. 100% of articles in this category were rated as positive. The next category in terms of size, discussed Company #4's fashion shows during Toronto Fashion Week, and represented 7.6% of the total articles analyzed. 100% of articles in this category were rated as neutral. The fourth most prevalent category, at 6.7%, highlighted Company #4's worker safety policies. Of these articles, 100% were rated as positive. The fifth largest category discussed worker compensation in the aftermath of the factory collapse at 6.3%. 99.4% of articles in this category were rated as positive. Please see Figure 20. and Coding Sheet #4 for more information.

Figure 20. Most prevalent topics found in the content analysis of Company #4

Most prevalent topics	Percentage of total articles	Overall rating
Factory collapse	25.6	Negative
Fashion	22.4	Positive
Fashion week	7.6	Neutral
Worker safety policies	6.7	Positive
Worker compensation	6.3	Positive

The content analysis of Company #5 contained 4,755 articles, with media analyzed for a period of 23.5 months. The most prevalent topic was profit/sales at 24.3% and discussed share prices, quarterly results, and financial announcements. Of these articles on profit/sales, half or 50.7% were negative. The second most prevalent topic was product recalls at 10.6%. 92.5% of articles in this category were rated as negative. The next category in terms of size, referenced various pieces of Company #5's clothing and accessories including pants and bags, and represented 7.5% of the total articles analyzed. 97.5% of articles in this category were rated as neutral. The fourth most prevalent category, at 4.8%, highlighted the exit of Company #5's chief executive officer. Of these articles, 95.2% were rated as negative. The fifth largest category highlighted senior executives at 4.5% and contained information on hiring announcements, senior executives receiving awards, and senior executives guest lecturing at universities. 79.1% of articles in this category were rated as positive. Please see Figure 21. and Coding Sheet #5 for more information.

Figure 21. Most prevalent topics found in the content analysis of Company #5

Most prevalent topics	Percentage of total articles	Overall rating
Profit/sales	24.3	Negative
Product recalls	10.6	Negative
References of clothing in the news	7.5	Neutral
Exit of ceo	4.8	Negative
Senior executives	4.5	Positive

The content analysis of Company #6 contained 5,678 articles, with media analyzed for a period of 34.5 months. The most prevalent topic was in regards to a bacterial outbreak/plant contamination at 47.8%, nearly half of the total number of articles analyzed. Of these articles on bacterial outbreak/plant contamination, 60.0% were negative. The next most prevalent topic was profit/sales at 16.4%, discussed share prices, quarterly results and financial announcements. 45% of articles in this category were rated as neutral. The third category in terms of size referenced lawsuits against Company #6 and represented 6.0% of the total articles analyzed. Articles explained that the victims of the bacterial outbreak filed as class action lawsuit against the organization and received a settlement. 98.5% of articles in this category were rated as negative. The fourth most prevalent category, at 4.1%, was product recalls. Of these articles on product recalls, 89.6% were rated as negative. The fifth largest category highlighted acquisitions/opening and closing/selling off plants at 4.0%. 63.3% of articles in this category were rated as negative. Please see Figure 22. and Coding Sheet #6 for more information.

Figure 22. Most prevalent topics found in the content analysis of Company #6

Most prevalent topics	Percentage of total articles	Overall rating
Bacterial outbreak/plant contamination	47.8	Negative
Profit/sales	16.4	Neutral
Lawsuits	6.0	Negative
Product recalls	4.1	Negative
Acquisitions/opening and closing/selling off plants	4.0	Negative

The content analysis of Company #7 contained 5,187 articles, with media analyzed for a period of 17 months. It must be noted that several terms were excluded from the search including revenue, earnings, shares, stocks, quarter, conference call, trading, investing, runway, delay, weather and storm. The most prevalent topic was in regards to areas and locations serviced at 18.4%. Of these articles on areas serviced, 73.6% were neutral. The second most prevalent topic regarded criminal activity on board Company #7's flights and represented 5.5% of the total articles analyzed. 100% of articles in this category were rated as neutral as Company #7 cannot control the actions and behaviours of its customers. The third category in terms of size, discussed extra taxes and fees set by Company #7 and represented 5.3% of the total articles analyzed. 96.7% of articles in this category were rated as negative. The fourth most prevalent category, at 5.2%, discussed updates on flights, accidents and crashes, emergency landings, and flights that were forced to turn around. Of these articles, 100% were rated as negative. The fifth largest category discussed industry competition in the Canadian market at 4.2%. 70.6% of articles in this category were rated as neutral. Please see Figure 23. and Coding Sheet #7 for more information.

Figure 23. Most prevalent topics found in the content analysis of Company #7

Most prevalent topics	Percentage of total articles	Overall rating
Areas serviced	18.4	Neutral
Criminal activity on board flights	5.5	Neutral
Extra taxes and fees	5.3	Negative
Update on flights/accidents	5.2	Negative
Industry competition	4.2	Neutral

The content analysis of Company #8 contained 4,548 articles, with media analyzed for a period of 31 months. Due to the fact that Participant #3 spoke about an unanticipated topic, the issue examined in the content analysis and issue discussed in the interview differ. It must be noted that several terms were excluded from the search including revenue, earnings, shares, stocks, quarter, conference call, trading, and investing. The most prevalent topic was in regards to the overall reputation of the company at 33.9%, or roughly one-third of all articles analyzed. Of these articles on the firm's reputation, 92.3% were negative. The second most prevalent topic discussed criminal charges and lawsuits against company executives at 26.1%. 98.1% of articles in this category were rated as negative. The next category in terms of size, discussed projects that Company #8 had won both in Canada and abroad and represented 10.2% of the total articles analyzed. 66.4% of articles in this category were rated as positive. The fourth most prevalent category highlighted senior executives, at 4.7%, and contained information on hiring announcements, senior executives speaking at conferences, and senior executives authoring industry reports. Of these articles, 86.0% were rated as positive. The fifth largest category discussed environmental and traffic reports that Company #8 had authored at 3.0% of the total articles analyzed. 62.8% of articles in this

category were rated as neutral. Please see Figure 24. and Coding Sheet #8 for more information.

Figure 24. Most prevalent topics found in the content analysis of Company #8

Most prevalent topics	Percentage of total articles	Overall rating
Reputation of company	33.9	Negative
Criminal charges/lawsuits	26.1	Negative
Winning projects	10.2	Positive
Senior executives and board	4.7	Positive
Environmental/traffic reports	3.0	Neutral

The content analysis of Company #9 contained 2,636 articles, with media analyzed for a period of 20.5 months. The most prevalent topic was inappropriate chants sung by students at 25.6%, or roughly one-quarter of all of the articles analyzed. Of these articles on the inappropriate chants, 77.2% were negative. The second most prevalent topic was in regards to a murdered student at 24.5%. 100% of articles in this category were rated as neutral as the university was not involved in the murder. The next category in terms of size discussed university sports and represented 10.1% of the total articles analyzed. 37.4% of articles in this category were rated as negative and explained that several athletes were suspended after posting both sexist and racist tweets. The fourth most prevalent category highlighted faculty members, at 8.7%, and contained comments made by professors of Company #9 on issues such as the economy, politics, crime, education and astronomy. Of these articles, 90.4% were rated as neutral. The fifth largest category discussed events happening at the university at 8.3%. These events included government announcements, conferences, trade conventions, art gallery exhibits,

concerts, day camps, and cultural events. 100% of articles in this category were rated as neutral. Please see Figure 25. and Coding Sheet #9 for more information.

Figure 25. Most prevalent topics found in the content analysis of Company #9

Most prevalent topics	Percentage of total articles	Overall rating
Inappropriate chants	25.6	Negative
Murdered student	24.5	Neutral
University sports	10.1	Negative
Faculty	8.7	Neutral
Events at university	8.3	Neutral

8.0 Discussion

Based on evidence gathered from the interviews, surveys, and content analyses, it has been determined that the findings from the literature review were sufficiently conclusive. While the majority of the findings did match the literature review, a few inconsistencies did arise.

The survey results indicated that participants believed reputation was a top priority at their organizations; more than half of the participants agreed reputation was a top priority while one-third strongly agreed. These findings are contradictory to the report, *Safeguarding Reputation*, written by Weber Shandwick (2007), which found that 29 percent of chief communications officers conveyed reputation management was their top priority. This seems to suggest that reputation is increasing in importance amongst communication leaders.

The majority of interviewees specified that their customers were a 'top priority' when repairing reputation, although some denied focusing on one stakeholder group in particular. These findings, to some extent, reflected the survey results, which indicated

that close to one-fifth of respondents identified that their organizations focused on customers while repairing reputation.

Previously published work by Duncan and Moriarty (1997, 1998) asserted that news networks that comment on the activities and behaviours of firms are particularly influential at shaping the public's opinions. Content analyses were conducted on nine firms and found that in some cases, a significant amount of media coverage focused on the issue or crisis. Company #8 had the most exposure of its crisis at 60 percent of its overall coverage, followed by Company #6 at 52 percent and Company #3 at nearly 40 percent of its overall coverage. Companies #1, #4, and #9 each had approximately 25 percent of their coverage focused at their issue or crisis. Conversely, Companies #2 and #7 had less than one percent of their coverage focused on their respective issues and crises.

The results of the content analyses did not align with a study done by Ed deHaan and the Stanford Graduate School of Business (Andrews, 2014). The study is referenced in an article written by Andrews (2014) and found the companies sharply increased the number of reputation repairing actions following an issue or crisis. Seven of the nine firms analyzed showed that less than three percent of their overall media coverage focused on reputation repairing efforts and actions. In contrast, the content analyses of Companies #4 and #6 showed opposing results. 14.5 percent of Company #4's coverage focused on reputation repair while 19.1 percent of Company #6's coverage focused on reputation repair. Overall, the results of the content analyses did not align with the findings of Ed deHaan and the Stanford Graduate School of Business (Andrews, 2014).

A 2007 report written by Weber Shandwick found that nearly three-quarters of respondents noted the best steps to beginning the reputation recovery process were: "announcing specific actions the company was taking to fix the issue, creating early warning systems to prevent the problem from recurring, and creating new procedures and policies for the company to follow" (p. 5). While the interview and survey participants were not directly asked this question, the survey and interview findings showed some results worth noting. When asked about the most effective ways to communicate to stakeholders post-issue or post-crisis, the majority of interviewees, three of five, stated to communicate the firm's action plan. When survey participants were asked about the most effective tools for reputation repair, over four-fifths of respondents noted addressing root causes, and just under one-third of respondents selected legislation/policy reform. While the results from the interviews and surveys did not directly align with the Weber Shandwick report (2007), there was some overlap.

Gaines-Ross (2008) advises that reputation recovery is a long and ongoing process that does not end after a quick moment of success. When asked about the length of reputation repair, approximately 13 percent of survey respondents claimed their issue or crisis repair was still on going.

Levinthal (1997) argues many organizations search for solutions that will directly change the stakeholders' perceptions of the company, rather than removing the root causes and searching for a solution. The majority of interviewees disagreed with Levinthal's (1997) assertion, stating that their respective organizations addressed the root causes of the problems. Half of the survey respondents also disagreed with Levinthal's (1997) assertion, as they indicated a belief that their firm had addressed the root causes.

Similarly, when survey participants were asked if their firms had made the necessary changes to prevent the issue or crisis from recurring, more than half of the participants either agreed or strongly agreed.

Argyris and Schon (1978) argue there are two ways of learning: single-loop and double loop. Argyris and Schon (1978) describe single-loop learning as detecting and correcting errors so that the organization can carry on with its present objectives. On the other hand, the authors explain double-loop learning as detecting and correcting errors to change underlying policies and objectives (Argyris & Schon, 1978). While both the survey and interview participants were not asked about single-loop and double loop learning, two of the interviewees expressed that their organizations underwent significant changes and altered their policies.

An article from the Globe and Mail (2014b) asserts companies that ranked the highest on the Harris Poll Reputation Quotient offered transparency, and honest communication. Findings from the interviews mirrored this assertion. When interviewees were asked about the most effective tactics and strategies for repairing reputation, the majority stated that transparency and honesty were crucial tools during reputation repair. Survey results were also in accord with this claim. When asked about the most effective tools for reputation repair, an overwhelming majority of survey respondents selected transparent reporting.

The fourth Corporate Watch survey, conducted by Hill and Knowlton (2002), found that more than 75 percent of international companies measure their corporate reputation. The interview results did align with Hill and Knowlton's (2002) findings and indicated that the majority of interviewees measure their reputations using a variety of

tools such as surveys, market analyses, media and social media monitoring, and conversations with government and business leaders. The survey results mirrored the interview results, and showed that the most frequently selected measurements tools were monitoring traditional and online news, surveying stakeholders, monitoring social media, measuring sales and measuring stocks. The researcher was relieved to learn that participants were using a variety of measurement tools to continuously monitor their progress.

Hannington (2004) claims that a company can measure its reputation by surveying various groups of stakeholders. Results from both the interviews and surveys mirrored Hannington's (2004) claim. The majority of interviewees indicated their respective organizations utilized surveys to monitor customer/client perceptions. Similarly, over half of the survey respondents selected 'surveying stakeholders' when asked how their respective organizations measured reputation recovery.

Previously published literature by Murray and White (2004) found that the majority of chief executive officers believe they own reputation management with the help of chairmen and board members. Both of the interview and survey results aligned with the findings of Murray and White (2004). The interview results indicated that the majority of chief executive officers took a central role in their firm's reputation repair efforts. The survey results mirrored the interview results, and found that majority of respondents either agreed or strongly agreed that their chief executive officer played an active role in reputation repair. Likewise, the same survey results showed that just over half of the respondents indicated that their c-suite executives were also available during reputation repair.

The same study, conducted by Murray and White (2004), found that chief executive officers believe the role of public relations professionals is to provide advice on how reputation can be managed, and oversee various communications activities. Two of the interviewees' responses aligned with this statement. One of the participants elaborated and claimed s/he strongly believed that the role of communications is to advise the executives and chief executive officer, and provide expertise.

The survey results illustrated that participants believed having a communications/public relations practitioner as part of the senior management team would have yielded better reputation repair results; more than half of the respondents either agreed or strongly agreed. Surprisingly, just over one-quarter selected not applicable. These findings are contradictory to the interview results, which found that the majority, three of five interviewees, already had representation at the senior management level. Nevertheless, the remaining two interviewees noted that having a communications/public relations practitioner as part of the senior management team would have yielded better reputation repair results.

The majority of interviewees noted their respective communications teams had representation at the vice president level. These findings did not align with a study done by Hagan (2007), which found that public relations staff were absent at the senior management level. The researcher was relieved to learn that more than half of the interviewees had representation at the senior management level. It is hoped that this trend, an increasing amount of communicators and practitioners at the executive level, will continue.

9.0 Limitations

While understanding reputation repair amongst Canadian corporations and companies head-quartered in Canada is a critical first step, it must be acknowledged that this report faced several limitations. Both the number of interview participants and number of survey respondents were small. While the information found from both the interviews and the surveys provided a snapshot of Canadian practitioners' opinions on reputation repair, a larger sample would have provided more robust statistics. It must be noted that the process to secure both interviewees and survey respondents was extremely difficult. Out of the 131 respondents who began the survey, only 55 people or 42 percent completed the survey. Out of the more than 60 people solicited to be an interviewee, only five people responded yes. It is hoped that in the future Canadian communicators will be more willing to contribute to research done in the public relations field, as there are few existing studies from a Canadian perspective. As there were a limited number of interview participants, this paper may account for some conclusions, which may not be reflective of all Canadian communications professionals with regard to reputation repair.

10.0 Further Research

Since the sample for the report was small, it means that the study can only be considered exploratory. Therefore, the topic of this research, rebuilding corporate reputation, warrants further investigation. One avenue of future research is an examination of the effectiveness of communicators at the senior executive level. One of the participants noted that in the past, communicators at his/her organization failed to listen to the direction of the chief executive officer and senior leaders, and did what they

thought was best. While this is the opinion of one interviewee, it may be an opinion that is held by others and warrants further investigation in the future.

11.0 Conclusion

Based on the results gathered in this report, it is clear that the majority of interviewees and survey participants understand the critical importance of reputation repair. This research confirmed in large part the conclusions substantiated in the literature review, however there were a few distinct findings that differed.

For the most part, the research found that Canadian communicators and public relations practitioners understood the importance of addressing root causes to ensure that a similar issue or crisis did not recur. Based on the evidence gathered and analyzed from both the surveys and interviews, it is clear that the majority of participants believed their respective organizations addressed the root causes. Nevertheless, there was still a small percentage that indicated their respective firms failed to address root causes and were unsure if their organizations made the necessary changes to prevent the same issue or crisis from recurring.

The survey results demonstrated that participants believed reputation was a top priority at their organizations. Over three-quarters of respondents either agreed or strongly agreed that reputation was a top priority. This did not align with the report, *Safeguarding Reputation*, written by Weber Shandwick (2007), which found that only 29 percent of chief communications officers reported reputation management was their top priority.

The results of the content analyses indicated that the majority of corporations analyzed showed that a minimal percentage of media articles were focused on reputation

repairing efforts and actions. These results are not consistent with a study done by Ed deHaan and the Stanford Graduate School of Business (Andrews, 2014). Companies must understand the critical role the media plays. Both Carroll and McCombs (2003) and Wartick (2002) explain that media plays a powerful role in directing the public's attention toward a particular organization or specific issue. As such, it is fair to conclude that Canadian corporations need to make a better effort to highlight their reputation repairing actions in the media.

This study also ratifies the importance of both traditional and social media. Although it appears that traditional media space is shrinking and the social space is growing, the majority of interviewees noted a belief that a combination of both social and traditional media were most effective when communicating to stakeholders post-issue or post-crisis. One of the participants elaborated, and stated that not everyone uses social media, therefore traditional media must be used in addition to social media to guarantee that the message reaches all stakeholders.

The study results also illuminated a few barriers as to why more communicators are not the executive level. One interviewee asserted that at his/her organization, the communications team failed to listen, and did what they thought was best, not what they were directed to do. While the interview results demonstrated that communications had representation at the executive level, it is important to note this interviewee's response, as it warrants further investigation.

It was upsetting to learn that one of the interviewees noted the communications team at his/her organization had to bring in an agency to help convince the executives of the basic fundamentals of crisis communication. The participant stated the agency was

seen as more trusted and valuable than the internal communications team. While this may not be reflective of all Canadian organizations, it highlights a need for communicators and practitioners to do a better job at demonstrating the value and expertise they can bring to an organization.

The research confirmed for the most part that Canadian communicators and public relations professionals are consistently measuring their reputations using a variety of tools such as surveys, market analyses, media and social media monitoring, measuring sales, measuring stocks and conversations with government and business leaders. These findings are contradictory to Omar and Williams' (2006) claim that reputation is often difficult, if not nearly impossible to measure.

It is important to note that one interviewee claimed difficulty with measurement. When the interviewee was asked about how his/her organization measured reputation repair, s/he asserted that his/her firm does not have a method to measure stakeholders' perceptions of the organization; neither quantitative nor qualitative. The interviewee elaborated and claimed that his/her firm has no idea what stakeholders' perceptions of the organization were like pre-crisis, during the crisis and currently. While none of the other interviewees claimed difficulty with measurement, a standardized method is needed, so that organizations can benchmark and compare their success again the competition (Bonini, et al., 2009).

Reputation repair remains an important area of study as the Weber Shandwick (2007) report, *Safeguarding Reputation*, states the number reputation-damaging events is on the rise. It is hoped that this study will prompt further research to be conducted in an area of the field, which contains a very small body of academic work.

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14.0 Appendices

14.1 Appendix A: Certificate of Ethics Clearance

McMaster University Research Ethics Board (MREB)

c/o Research Office for Administrative Development and Support, MREB Secretariat, GH-305, e-mail: ethicsoffice@mcmaster.ca **CERTIFICATE OF ETHICS CLEARANCE TO INVOLVE HUMAN PARTICIPANTS IN RESEARCH**

Application Status: New   Addendum   Project Number: 2015 024

TITLE OF RESEARCH PROJECT:

nesses under close watch: Examining the factors that affect repair
on

Faculty Investigator(s)/ Supervisor(s)	Dept./Address	Phone	E-Mail
M. Meath			
Student Investigator(s)	**Dept./Address**	**Phone**	**E-Mail**
R. Cohen			

The application in support of the above research project has been reviewed by the MREB to ensure compliance with the Tri-Council Policy Statement and the McMaster University Policies and Guidelines for Research Involving Human Participants. The following ethics certification is provided by the MREB:

☐ The application protocol is cleared as presented without questions or requests for modification. ☑ The application protocol is cleared as revised without questions or requests for modification.

☐ The application protocol is cleared subject to clarification and/or modification as appended

COMMENTS AND CONDITIONS: Ongoing clearance is contingent on completing the annual completed/status report. A "Change Request" or amendment must be made and cleared before any alterations are made to the research.

Reporting Frequency:	**Annual:** Mar-03-2016	**Other:**

Date: **Chair, Dr. B. Detlor**

14.2 Appendix B: Letter of Information/Consent for Interviews

Student Investigator:
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Purpose of the study: I am conducting a study about the factors involved in corporate reputation repair amongst Canadian organizations, and international companies with locations in Canada. As you likely know, a number of Canadian companies have experienced reputation-damaging events in the last decade. While some corporations have successfully repaired their reputations, others have not. Little has been written on the topic of reputation repair, and I feel it is topic worthy of addressing, as companies will continue to experience reputation losses and will need to know how to repair their reputations effectively, efficiently and properly.

You are invited to take part in this study, which is being done as my final research capstone project to achieve a Master of Communication Management. This study is intended to contribute to the understanding of how Canadian organizations have successfully repaired corporate reputation, and the role of communications professionals in this process.

The research involves three parts: a survey of public relations and communications professionals, in-depth interviews with public relations and communications professionals, and a content analysis of media coverage of corporations experiencing reputation loss.

Study procedures:
I am inviting you to participate in a one-on-one interview *[face-to-face or Skype]* that will take no more than one hour. I will ask you questions about how your current or former company repaired their reputation successfully and the challenges it faced. With your permission, I will record the interview and will take a few handwritten notes to ensure accuracy.

Potential risks:

There are a few modest risks associated with this study. One possible risk is that your employer or colleagues find out you are participating in a study, and providing your opinion on reputation repair. To avoid this type of detection, interviews can be done over Skype, outside of company hours, or from an offsite boardroom arranged by the researcher.

Important info to note:

Participants will remain anonymous. Your information as a participant will remain confidential – your name, the name of your organization and you title will not be used in this research report. The results will only be reported in aggregate.

The interview information will be stored on a computer only accessible to the researcher. You may at any time decide to change your mind and withdraw from the research entirely. This is your choice. Please make any changes in your decision **by June 15th, 2015** when I will be writing the research paper.

The information you provide will be used for the purposes of this research study only. Your information will be combined with that of others being interviewed, along with online confidential surveys on the same topic.

 Tapes and transcriptions of our discussions will be destroyed within a month after the research paper is accepted and/or published.

It is important to remember that your participation in this study is voluntary and that you can withdrawal at any time. You may also skip any question that you do not feel comfortable answering. You can stop taking part in the study at any time during the interview, and afterwards up until April 30th, 2015. If you feel uncomfortable in participating in this study in anyway, please feel free to decline your participation.

Benefits:
 It is unlikely that there will be any direct benefits to you, however, by better understanding the factors that affect reputation repair, I am hoping to contribute to the understanding of this area, which could benefit companies and public relations professionals.

Voluntary participation:

- Your participation in this study is voluntary.
- Your personal information will remain confidential.
- If you feel uncomfortable in participating in this study in anyway, please feel free to decline your participation.

- You can decide to stop at any time, even part way through the interview for whatever reason, or up until June 15th, 2015, when I will begin putting the information together.
- If you do not want to answer some of the questions you do not have to, but you can still be in the study. Please let me know if you would like to withdrawal from the study or just skip over the question.
- If you have any questions about this study or would like more information you can call or email me at rmcohen6@gmail.com or 647-519-6490.

Withdrawal:

I describe below the steps I am taking to protect your privacy if you should decide to withdraw. **I will not mention your name, company name or title anywhere in my report**. My final paper, which may, in part or in whole, be published at some time, likely in an academic communications journal, and a summary may be provided to professional public relations organizations if requested.

- If you decide to stop participating, there will be no consequences to you.
- If you decide to stop I will destroy the recordings and interview notes.

Results:

I expect to have this study completed by June 2015. The results may be published in an academic journal related to communications, and a summary may be provided to and relations organizations if requested.

If you would like more information about the results, please visit the following web address after June 1, 2015. The web address will contain a summary of the study. Please visit https://rebuildingcorporatereputations.wordpress.com. The link can also be found on the IABC's website after July 1, 2015.

This study has been reviewed by the McMaster University Research Ethics Board and received ethics clearance. If you have concerns or questions about your rights as a participant or about the way the study is conducted, please contact:
McMaster Research Ethics Secretariat
Telephone: (905) 525-9140 ext. 23142
C/o Research Office for Administrative Development and Support
E-mail: ethicsoffice@mcmaster.ca

Consent

- I have read the information presented in the information letter (above) about a study being conducted by Rebecca Cohen of McMaster University.
- I have had the opportunity to ask questions about my involvement in this study and to receive additional details I requested.

- I understand that if I agree to participate in this study, I may withdraw from the study at any time or up until June 15, 2015.
- I understand the interview will be recorded and the researcher will take handwritten notes.
- I understand that my name, company name and title will not be used in this research.
- I have been given a copy of this form.
- I agree to participate in the study.

Name of participant _____

_____   _____
                Signature   Date

14.3 Appendix C: Email Script for Recruiting Interview Participants

Email Subject line: McMaster Study – Examining How Canadian Companies Repair Reputation

Good morning/afternoon.

 I hope you are doing well.

As part of the Masters of Communication program at McMaster, I am carrying out a study to learn what factors play a role in repairing reputation. I am inviting you to participate in a ten-question interview that will help me complete the capstone requirement. This interview should take no more than one hour.

I selected your name from LinkedIn, as I noticed you worked for _____ organization after they experienced a/an crisis/sensitive situation, and I feel you would add valuable insight to my research.

There are a few modest risks associated with this study. One possible risk is that your colleagues or employer may find out you have participated in a research study, and that your have provided your opinion on reputation repair.

Your personal information including name, organization and title will not be mentioned in this research paper.

It is important to remember that your participation in this study is voluntary and that you can withdraw at any time. You may also skip any question that you do not feel comfortable answering. You can stop taking part in the study at any time during the interview, and afterwards up until March 30th, 2015. If you feel uncomfortable in participating in this study in any way, please feel free to decline your participation in this study.

If you prefer, I can email a letter of information/consent to your personal email address, and I encourage you to read these materials at home. This study has been reviewed and cleared by the McMaster Research Ethics Board. If you any have concerns or questions about your rights as a participant or about the way the study is being conducted you can contact:

The McMaster Research Ethics Board Secretariat
Telephone: (905) 525-9140 ext. 23142
c/o Research Office for Administration, Development and Support (ROADS)
E-mail: ethicsoffice@mcmaster.ca

I would like to thank you in advance for your time and consideration. After a week, we will send you a one-time follow-up reminder.

Rebecca Marissa Cohen, Master of Communications Management Candidate Email: rmcohen6@gmail.com

Michael Meath, Faculty Supervisor, Syracuse University.
Email: mfmeath@syr.edu

14.4 Appendix D: Verbal Consent Log

Participant's ID	Participant's name	Date:
Participant #1	Valerie Dubreuil	April 9, 2015
Participant #2	Michael Kuhn	April 13, 2015
Participant #3	Priscille LeBlanc	April 13, 2015
Participant #4	Rachel Douglas	April 23, 2015
Participant #5	Travis Smith	May 21, 2015

14.5 Appendix E: Interview Questions

1) What do you think are the most effective tactics and strategies for repairing corporate reputations?

2) What are the most effective ways to communicate to stakeholders post-issue or post-crisis?

3) What was the role of the CEO and senior management in your company's reputation repair efforts?

4) Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team?

5) Do you feel your organization addressed the root causes of the problem?

6) Did your organization focus on one stakeholder group in particular in order to repair reputation?

7) How did your organization monitor and measure reputation recovery?

8) What were the greatest challenges your company had overcome to repair reputation?

9) In hindsight, what do you think your organization could have done differently?

10) What advice can you give to other Canadian organizations facing issues or crises?

14.6 Appendix F: Online Surveys: Preamble Statements

This survey is administered by Rebecca Cohen, a student of the Masters of Communication Management Program at McMaster University. I am conducting a study about the factors involved in corporate reputation repair amongst Canadian organizations, and international companies with locations in Canada. As you likely know, a number of Canadian companies have experienced reputation-damaging events in the last decade. While some corporations have successfully repaired their reputations, others have not. Little has been written on the topic of reputation repair, and I feel it is topic worthy of addressing, as companies will continue to experience reputation-loss and will need to know how to repair their reputations effectively, efficiently and properly.

You are invited to take part in this study, which is being done as my final research project to achieve a Masters of Communication Management. This study is intended to contribute to the understanding of how Canadian organizations have successfully repaired corporate reputation, and the role of communications professionals in this process.

Consent:
Submitting the survey constitutes consent. If you do not wish to consent, please do not complete the survey and close the survey window.

Withdrawal:
You are able to withdrawal at any time by simply closing the survey window. All incomplete surveys will be destroyed and not used in this study.

To learn more about the survey and the researcher's study, particularly in terms of any associated risks or harms associated with the survey, how confidentiality and anonymity will be handled, withdrawal procedures, incentives that are promised, how to obtain information about the survey's results, how to find helpful resources should the survey make you uncomfortable or upset etc., please visit http://rebuildingcorporatereputations.wordpress.com web address to learn more.

This survey should take approximately 15 minutes to complete. People filling out this survey must be 18 years of age or older.

This survey is part of a study that has been reviewed and cleared by the McMaster Research Ethics Board (MREB). The MREB protocol number associated with this survey is 2015 024

You are free to complete this survey or not. If you have any concerns or questions about your rights as a participant or about the way the study is being conducted, please contact:
        McMaster Research Ethics Secretariat

Telephone 1-(905) 525-9140 ext. 23142
C/o Research Office for Administration, Development and Support (ROADS)
E-mail: ethicsoffice@mcmaster.ca

14.7 Appendix G: Survey Questions

Question 1

Has your current organization/client ever experienced an issue or crisis?

___ No, never
___ Yes, one time
___ Yes, more than one time
___ Do not know
___ Not applicable

Question 2

Have you ever experienced an issue or crisis at a previous place of employment, or with a previous client?

___ No, never
___ Yes, one time
___ Yes, more than one time
___ Do not know
___ Not applicable

Question 3

What was the cause of the issue or crisis? Please check ALL that apply.

___ Contaminated or faulty product
___ Comment from the chief executive officer
___ Comment from an employee
___ Actions of the chief executive officer
___ Actions of an employee
___ Inaccurate reporting of financial statements
___ Bribery
___ Illegal activities
___ Other, please explain:

_____
_____

___ Do not know

Question 4

How much do you agree or disagree with the following statement: My organization/client believes reputation management is a top priority?

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know

Question 5

While repairing your organization's/client's reputation, what methods did you use to communicate with your stakeholders? Please check ALL that apply:

___ Television interviews
___ Radio interviews
___ Newspaper coverage
___ Magazine coverage
___ Town hall meetings
___ Pamphlets
___Emails
___Podcasts
___ Twitter
___ Facebook
___ YouTube
___ Instagram
___ Snapchat
___ Company website
___ Company blog
___ Professional association
___ Other, please explain:

_____
_____

___Do not know

Question 6

How long did it take your company/client to repair its reputation?

____ Issue – under 1 year
____ Issue – 1 - 2 years
____ Issue – 3 - 4 years
____ Issue – more than 5 years
____ Crisis – under 1 year
____ Crisis – 1 - 2 years
____ Crisis – 3 - 4 years
____ Crisis – more than 5 years
___ Other, please explain:

_____
_____

___Do not know

Question 7

While repairing your organization's/client's reputation, was the emphasis on a short-term solution or a long-term solution?

___ Short-term
___ Long-term
___ Equally on both
___ Other, please explain:

_____
_____

___Do not know

Question 8

How successful do you believe your company/client was at repairing its reputation following an issue or crisis?

___ Very successful
___ Somewhat successful
___ Neither successful nor unsuccessful
___ Somewhat unsuccessful
___ Very unsuccessful
___ Do not know

Question 9

During reputation repair, did your organization/client focus on internal stakeholders or external stakeholders?

___ Internal stakeholders
___ External stakeholders
___ Equally on both
___ Other, please explain:

_____
_____

___Do not know

Question 10

Has your organization/client focused on one stakeholder group in particular, in order to repair reputation? If so, please check ONE:

___ Media
___ Suppliers
___ Employees
___ Customers
___ Neighbours/Community
___ Investors/Shareholders
___ Lobby groups
___ Professional associations
___ Other, please explain:

_____
_____

___ Do not know
___ Not applicable

Question 11

What do you believe are the key tools that are the most effective at repairing reputation? Please check ALL that apply.

___ Corporate social responsibility
___ Transparent reporting
___ Legislation/policy reform
___ Addressing root causes
___ Improving product or service quality

___ Other, please explain:

_____

_____

___Do not know

Question 12

How much do you agree or disagree with the following statement: C-suite executives at my organization/my client's organization are available to provide direction and advice on building and/or repairing reputation?

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know
___ Not applicable

Question 13

How much do you agree or disagree with the following statement: The chief executive officer at my organization/my client's organization played an active role in the reputation repair process.

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know
___ Not applicable

Question 14

How much do you agree or disagree with the following statement: The results of the reputation repair efforts would have been better if a public relations/communications practitioner at my organization/my client's organization was part of the senior management team?

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know
___ Not applicable

Question 15

How much do you agree or disagree with the following statement: My organization/my client has made the necessary changes to prevent a similar issue or crisis from recurring.

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know

Question 16

How much do you agree or disagree with the following statement: My organization/my client has addressed the root causes of the issue or crisis.

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___Do not know

Question 17

How did your organization/your client measure reputation recovery? Please check ALL that apply:

___ Surveyed stakeholders
___ Measured stocks
___ Measured sales
___ Monitored traditional and online news
___ Monitored social media
___ Surveyed stakeholders
___ Other, please explain:

_____
_____

___Do not know

Question 18

Do you work for a public relations agency?

___ Yes
___ No
___ Other, please explain:

_____
_____

Question 19

Which of the following statements best describes your organization? Please check ONE of the following categories:

___ I work for a Canadian organization
___ I work for an American organization with offices in Canada
___ I work for an international organization with offices in Canada
___ Other, please explain:

_____
_____

Question 20

What is your current job title?

_____
_____
_____

Question 21

How many years have your been working in communications? Please check ONE of the following categories:

___ 0 to 2 years
___ 3 to 5 years
___ 6 to 8 years
___ 9 to 11 years
___ 12 to 14 years
___ 15 or more years
___ Other, please explain:

_____
_____

Question 22

How many years have you been working at your current company? Please check ONE of the following categories:

___ 0 to 2 years
___ 3 to 5 years
___ 6 to 8 years
___ 9 to 11 years
___ 12 to 14 years
___15 or more years
___ Other, please explain:

_____
_____

Question 23

What province do you reside in? Please check ONE of the following categories:

___ British Columbia
___ Alberta
___ Saskatchewan
___ Manitoba
___ Ontario
___ Quebec
___ Nova Scotia
___ New Brunswick
___ Prince Edward Island
___Newfoundland
___ Other, please explain:

_____

_____

Question 24

What sector do you currently work in? Please check ONE of the following categories:

___ Finance and Insurance
___ Oil and Gas
___ Technology
___ Automotive
___ Agriculture
___ Government
___ Health Care
___ Pharmaceuticals
___ Education
___ Non-profit
___ Tourism
___ Food and Beverage
___ Hospitality
___ Real Estate and Property Management
___ Construction
___ Retail
___ Manufacturing
___Consumer Packaged Goods
___ Other, please explain:

_____

_____

Survey Questions – Opinion of Former Company

Question 1

Has your current organization/client ever experienced an issue or crisis?

____ No, never
___ Yes, one time
___ Yes, more than one time
___ Do not know
___ Not applicable

Question 2

Have you ever experienced an issue or crisis at a previous place of employment, or with a previous client?

____ No, never
___ Yes, one time
___ Yes, more than one time
___ Do not know
___ Not applicable

Question 3

What was the cause of the issue or crisis? Please check ALL that apply.

___ Contaminated or faulty product
___ Comment from the chief executive officer
___ Comment from an employee
___ Actions of the chief executive officer
___ Actions of an employee
___ Inaccurate reporting of financial statements
___ Bribery
___ Illegal activities
___ Other, please explain:

_____
_____

___ Do not know

Question 4

How much do you agree or disagree with the following statement: My former organization/former client believed reputation management was s a top priority?

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know

Question 5

While repairing your former organization's/ former client's reputation, what methods did you use to communicate with your stakeholders? Please check ALL that apply:

___ Television interviews
___ Radio interviews
___ Newspaper coverage
___ Magazine coverage
___ Town hall meetings
___ Pamphlets
___Emails
___Podcasts
___ Twitter
___ Facebook
___ YouTube
___ Instagram
___ Snapchat
___ Company website
___ Company blog
___ Professional association
___ Other, please explain:
_____
_____
___Do not know

Question 6

How long did it take your former organization/former client to repair its reputation?

_____ Issue – under 1 year
_____ Issue – 1 - 2 years
_____ Issue – 3 - 4 years
_____ Issue – more than 5 years
_____ Crisis – under 1 year
_____ Crisis – 1 - 2 years
_____ Crisis – 3 - 4 years
_____ Crisis – more than 5 years
___ Other, please explain:

_____
_____

___Do not know

Question 7

While repairing your former organization's/former client's reputation, was the emphasis on a short-term solution or a long-term solution?

___ Short-term
___ Long-term
___ Equally on both
___ Other, please explain:

_____
_____

___Do not know

Question 8

How successful do you believe your former company/former client was at repairing its reputation following an issue or crisis?

___ Very successful
___ Somewhat successful
___ Neither successful nor unsuccessful
___ Somewhat unsuccessful
___ Very unsuccessful
___ Do not know

Question 9

During reputation repair, did your former organization/former client focus on internal stakeholders or external stakeholders?

___ Internal stakeholders
___ External stakeholders
___ Equally on both
___ Other, please explain:

_____
_____

___Do not know

Question 10

Did your former organization/former client focus on one stakeholder group in particular, in order to repair reputation? If so, please check ONE:

___ Media
___ Suppliers
___ Employees
___ Customers
___ Neighbours/Community
___ Investors/Shareholders
___ Lobby groups
___ Professional associations
___ Other, please explain:

_____
_____

___ Do not know
___ Not applicable

Question 11

What do you believe are the key tools that are the most effective at repairing reputation? Please check ALL that apply.

___ Corporate social responsibility
___ Transparent reporting
___ Legislation/policy reform
___ Addressing root causes
___ Improving product or service quality

___ Other, please explain:

_____

_____

___Do not know

Question 12

How much do you agree or disagree with the following statement: C-suite executives at my former organization/my former client's organization were available to provide direction and advice on building and/or repairing reputation?

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know
___ Not applicable

Question 13

How much do you agree or disagree with the following statement: The chief executive officer at my former organization/my former client's organization played an active role in the reputation repair process.

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know
___ Not applicable

Question 14

How much do you agree or disagree with the following statement: The results of the reputation repair efforts at my former organization/former client's organization would have been better if a public relations/communications practitioner was part of the senior management team?

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know
___ Not applicable

Question 15

How much do you agree or disagree with the following statement: My former organization/former client made the necessary changes to prevent a similar issue or crisis from recurring.

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___ Do not know

Question 16

How much do you agree or disagree with the following statement: My former organization/former client has addressed the root causes of the issue or crisis.

___ Strongly agree
___ Agree
___ Neither agree nor disagree
___ Disagree
___ Strongly disagree
___Do not know

Question 17

How did your former organization/former client measure reputation recovery? Please check ALL that apply:

___ Surveyed stakeholders
___ Measured stocks
___ Measured sales
___ Monitored traditional and online news
___ Monitored social media
___ Surveyed stakeholders
___ Other, please explain:

_____

_____

___Do not know

Question 18

Was your former organization a public relations agency?

___ Yes
___ No
___ Other, please explain:

_____

_____

Question 19

Which of the following statements best describes your former organization? Please check ONE of the following categories:

___ I worked for a Canadian organization
___ I worked for an American organization with offices in Canada
___ I work for an international organization with offices in Canada
___ Other, please explain:

_____

_____

Question 20

What was your job title at your former organization?

_____
_____
_____

Question 21

How many years have your been working in communications? Please check ONE of the following categories:

___ 0 to 2 years
___ 3 to 5 years
___ 6 to 8 years
___ 9 to 11 years
___ 12 to 14 years
___ 15 or more years
___ Other, please explain:

_____
_____

Question 22

How many years did you work at your former organization? Please check ONE of the following categories:

___ 0 to 2 years
___ 3 to 5 years
___ 6 to 8 years
___ 9 to 11 years
___ 12 to 14 years
___15 or more years
___ Other, please explain:

_____
_____

Question 23
What province do you reside in? Please check ONE of the following categories:

___ British Columbia
___ Alberta
___ Saskatchewan
___ Manitoba
___ Ontario
___ Quebec
___ Nova Scotia
___ New Brunswick
___ Prince Edward Island
___Newfoundland
___ Other, please explain:

_____
_____

Question 24

What sector did you work in? Please check ONE of the following categories:

___ Finance and Insurance
___ Oil and Gas
___ Technology
___ Automotive
___ Agriculture
___ Government
___ Health Care
___ Pharmaceuticals
___ Education
___ Non-profit
___ Tourism
___ Food and Beverage
___ Hospitality
___ Real Estate and Property Management
___ Construction
___ Retail
___ Manufacturing
___Consumer Packaged Goods
___ Other, please explain:

_____
_____

14.8 Appendix H: Content Analyses

<u>Content analysis coding sheet #1 – Company #1</u>

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: March 1, 2013 to February 10, 2015 (approx 23 months)
6. Total number of articles: 2,169

<u>Coding index</u>
X = 10
V = 5
I =1

Content analysis:

Categories of Articles	Positive	Neutral	Negative
Liquidation		XXXXX XXXXX XXXXVI **Total: 146**	XXXXX XIIII **Total: 64**
Leasing space		XXXI **Total: 31**	
Employees/ employee compensation	V **Total: 5**	XXXVII **Total: 37**	XXXXX XXXXX XIIII **Total: 114**
Worker killed on the job			III **Total: 3**
Owing creditors			IIII **Total: 4**
Pharmacy			VIII **Total: 8**
Owing suppliers			VIIII **Total: 9**
Growing pains			VI **Total: 6**
Product offering	XV **Total: 15**		
Company #1 leaves Canada		VII **Total: 7**	XXXXX XXXXX XXXXX XXVI **Total: 176**

Not understanding Canadian consumers			IIII	XXXXX XXXXX XXXIII	
			Total: 4	**Total: 133**	
Company #1 trying to improve			X	XX	
			Total: 5	**Total: 20**	
CEO turnover			XIIII	XXXXX XXXII	
			Total: 14	**Total: 82**	
Data breaches			XXVIIII	XXXXX XVI	
			Total: 29	**Total: 66**	
Suppliers	II	**Total: 2**	V	**Total: 5**	XI	**Total: 11**
Debating about leaving Canada			XV	XXIII	
			Total: 15	**Total: 23**	
Paying taxes in Canada				I	
				Total: 1	
Black Friday	II	**Total: 2**	XXXII	**Total: 32**	
Company #1 challenged in Canada			XIII		
			Total: 13		
Corporate giving	XIIII				
	Total: 14				
Image repair			XII	**Total: 12**	
Fixing operational problems	I	XXXX	XXXXX XXXXX	
	Total: 1	**Total: 40**	XXII	**Total: 122**	
Customer satisfaction				XV	
				Total: 15	
Profits/sales	XVI	III	XXXXX XXXXX	
	Total: 16	**Total: 3**	I	**Total: 101**	
Winter line	XVI	**Total: 16**	II	**Total: 2**	
Back to school	IIII	**Total: 4**	VI	**Total: 6**	
Pop-up event	I	**Total: 1**			
Seeking Canadian insight			IIII		
			Total: 4		
Selling poppies at Company #1 locations			I	II	
			Total: 1	**Total: 2**	
Partnerships	XXVII	XXVII		
	Total: 27	**Total: 27**		
Holiday shopping	VI	XVIII	V	
	Total: 6	**Total: 18**	**Total: 5**	
Accessibility	I	**Total: 1**			
Boxing Day			IIII	**Total: 4**	II	**Total: 2**

Inappropriate messages on clothes			XXXVI **Total: 36**
Anticipation of Company #1 opening in Canada	XXXIIII **Total: 34**	I **Total: 1**	
Retail competitors		XXXXX **Total: 50**	IIII **Total: 3**
Apology video			VIIII **Total: 9**
Price points	XI **Total: 11**	XXIII **Total: 23**	XXXXX XXXI **Total: 81**
Infrastructure problems		I **Total: 1**	
Celebrity appearances		I **Total: 1**	
Opening of new Canadian locations	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX VIIII **Total: 359**	XXV **Total: 25**	
Gift guide		I **Total: 1**	
Customer service			I **Total: 1**

Definitions/explanations:

Liquidation
Articles discussed the disappointment Canadians felt during the initial liquidation sales.

Leasing space
Articles discussed other firms that would utilize Company #1's locations including competitors and gyms.

Employee/employee compensation
Articles discussed layoffs, cutting hours and putting 17,000 people out of work.

Pharmacy
Articles discussed how pharmacists were worried about selling the spaces in Company #1's locations that they owned.

Creditors
Articles talked about how Company #1 owed its creditors.

Not understanding Canadian consumers
Articles explained how the firm was failing to meet Canadians' expectations and could not adapt to fix problems.

Suppliers
Articles discussed how Company #1 owed its suppliers.

Debating about leaving Canada
Articles appeared during the holiday 2014 shopping season and stated that if Company #1 did not perform well over the holiday season, then it may leave Canada.

Company #1 challenged in Canada
Articles discussed the lack of sales, high price points and operational problems.

Operational problems
Articles discussed empty shelves, lack of products available and Company #1's efforts to fix problems.

Partnerships
Articles and releases discussed Company #1's partnerships with Canadian brands and designers.

Inappropriate messages on clothing
The firm was selling clothing that implied negative messages to young girls.

Anticipation of Company #1 opening in Canada
Articles covered stories of those waiting in line, opinion polls of store openings and media tours.

Apology video
Company #1 launched a YouTube video, which apologizes for its poor performance. Additional articles referenced the video, but focused more on the operational issues.

Price points
Articles discussed how Company #1's prices in Canada were significantly higher than its U.S. prices. The articles that were rated positively discussed how prices on certain products were better than other Canadian retailers, and that Company #1 offered price matching.

Opening of new Canadian locations
Most of the coverage was from smaller media outlets and explained a local store was open. Articles also featured stories about people waiting in line to be the first few in the new location.

Content analysis coding sheet #2 – Company #2

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: September 15, 2013 to February 13, 2015 (approx 17 months)
6. Total number of articles: 4,379

Coding index
X = 10
V = 5
I =1

Content analysis:

Categories of Articles	Positive	Neutral	Negative
Venues with the company's name		XXXXX XXXXX XXXXX XXXXIII **Total: 193**	

Advertisements	XXXXX
	XXXXX
	XXXXX
	IIII **Total: 154**
		XXXXVIIII
		
		   Total: 49
			XXXXX
			II
			
			   Total: 52

Profits/sales	XXXXX
	XXXXX
	XXXXX
	XXXXX
	XIII
	
	   Total: 213
		XXXXX
		XXXXX
		XXXXX
		XXX
		
		   Total: 180
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXIIII
			   Total: 394

Lobbying		XVIIII **Total: 19**	
Pop-up event	I **Total: 1**		
Great places to work	V **Total: 5**		
Boycotting		XIII **Total: 13**	

Social media campaign	XXI **Total: 21**	VIII **Total: 8**	
Sugar/health	IIII **Total: 4**	XXXXX XXXI **Total: 81**	I **Total: 1**
Logo/brand	XXXXX XXXXX XXXXX V **Total: 155**	XXXXX **Total: 50**	I **Total: 1**
Sponsorships	IIII **Total: 4**	XXXXX XXIII **Total: 1273**	XXXXX VIIII **Total: 59**
Court cases		I	X **Total: 10**
Competition	VIIII **Total: 9**	XXXXX XXXV **Total: 85**	XXV **Total: 25**
Product diversification	I **Total: 1**	XXXXX XVIIII **Total: 69**	I **Total: 1**
Price points	X **Total: 10**		IIII **Total: 4**
Ditching voicemail			VIII **Total: 8**
Theft		V **Total: 5**	I **Total: 1**
History of Company #2		XXXXX XXXXX XXXXX	

		XXXX Total: 190	
Product offering	II Total: 2	I Total: 1	XIII Total: 13
Environment	XXXX Total: 40	XXXXX XVI Total: 66	
Memorabilia/swag		XXXXX XXXXX XXXXX VIII Total: 158	
Availability		XXXXVIII Total: 48	II Total: 2
Unhealthy products		XXXXV Total: 45	XXXXX XXXXX XXXXX XXXXX VIIII Total: 209
Jobs	XX Total: 20	II Total: 2	XXXXX II Total: 52
Marketing	XXXII Total: 32	XII Total: 12	XXXXX XXXXX XVI Total: 116
Technology	VIIII Total: 9	XXXV Total: 35	
Corporate giving	XXXXX XXXXVI Total: 86		
New Canadian headquarters	II Total: 2	VII Total: 7	
Senior executives and ceo	III Total: 3	XV Total: 15	XXI Total: 21
Celebrity endorsements		VIII Total: 8	XXVI Total: 26
Dislike taste		I Total: 1	

Definitions/explanations:

Venues with the company's name
Articles highlighted events happening at two venues, located in Canada.

Advertisements
Articles that were rated as positive included holiday and Super Bowl commercials.
Articles that were rated as negative included using athletes to sell unhealthy products, and advertising to young children.

Profit/sales
Articles referenced profits, sales, stocks, share prices and acquisitions. Articles that were rated as negative showed that sales had declined due to the fact consumers have become increasingly health conscience.

Lobbying
Articles referenced the desire for "grocery codes of conduct" to protect manufacturers and smaller retailers in Canada.

Boycotting
Articles highlighted how some consumers were boycotting Company #2's products as they were one of the main sponsors of the Sochi Olympics.

Sugar/health
Articles discussed reducing the amount of sugar in Company #2's products. Surprisingly, there was a negative backlash, as consumers did not want their beverages "watered down." Similar articles discussed changing the formula and pressure to remove calories, as well as the idea of adding stevia instead of sugar. Other articles discussed reducing the sizes such as ½ cans.

Logo/brand
Articles discussed the power of the logo and brand. Many articles explained Company #2 is one of the top brands in the world. Articles that were rated as negative indicated that Company #2 was no longer the #1 brand.

Sponsorship
The majority of the coverage referenced sponsorships, which included events such as the FIFA World Cup, the Olympics, NASCAR and concerts. Articles that were rated as negative included Company #2 loosing their American Idol and FIFA sponsorships, as well as a backlash for Company #2 not to sponsor children's events.

Competitors
Articles discussed how the competition between the brands is getting stronger as the markets size is shrinking.

Product diversification
Articles discussed how Company #2 is moving into new markets including milk and sparkling water.

Price points
Articles discussed higher prices at vending machines in key locations such as on the beach, as the demand is higher. Additional articles discussed that Company #2's price points for Canadian grocery retailers was too high.

Ditching voicemail
Articles explained that Company #2 forced employees to give up their voicemails, only to use emails and texts.

History of Company #2
Articles discussed milestones, as well as old commercials and campaigns.

Product offering
Articles referenced other products made by Company #2.

Environment
Articles highlighted products that were made from old cans and bottles. Additional articles discussed public-private recycling partnerships in British Columbia.

Memorabilia/swag
The majority of articles included old memorabilia on sale.

Availability
Articles explained that Company #2's products were more available than drinking water in some parts of the world, and available everywhere at the Olympics games.

Unhealthy products
Articles discussed how products contained chemicals and controversial ingredients. Several of the articles discussed the firm's efforts to curb obesity.

Jobs
Articles explained how Company #2 was both creating and eliminating jobs, and how they had gyms in their Canadian offices.

Marketing
Articles discussed past campaigns of Company #2. Articles that were rated negatively included a new juice label that explained the product contained added vitamins and was marketed as brain food.

Technology
Articles discussed new, trendy vending machines, as well as making Company #2's products at home through Soda Stream and Keurig.

Senior executives and ceo
Articles stressed that the chief executive officer and executives were not leading the company in the right direction. Positive articles talked about adding females and minorities to executive positions.

Celebrity endorsements
Articles discussed how Bill Cosby was a former spokesperson for the brand.

Content analysis coding sheet #3 – Company #3

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: April 1, 2013 to February 17, 2015 (approx 22 months)
6. Total number of articles: 439

Coding index
X = 10
V = 5
I =1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Donating to political campaigns		VI **Total: 6**	
Banned drugs from Indian factory	III **Total: 3**	XVIII **Total: 18**	XXXXX XXXIII **Total: 83**
Company #3 in court over drug ban			III **Total: 3**
Side effects of drugs			XXIII **Total: 23**
Corporate giving/sponsorship	XX **Total: 20**	XIII **Total: 13**	
Industry leaders		III **Total: 3**	
Wealthiest Canadians		II **Total: 2**	
Class action lawsuit			IIII **Total: 4**
Company #3 pays incentives to pharmacies			II **Total: 2**
Medication error			XXXXX XXXXX XXXXX XXIIII **Total: 174**
Company #3's			II

employee in court			**Total: 2**
Jobs	V **Total: 5**		
Types of drugs		II **Total: 2**	
Drug shortages		II **Total: 2**	
Mergers and acquisitions	I **Total: 1**	VIIII **Total: 9**	
Company #3 in court over patent		I **Total: 1**	
Cost of generic drugs		II **Total: 2**	XXXII **Total: 32**
Senior executives and ceo	VIII **Total: 8**		
Drug recalls			VIIII **Total: 9**
Ingredients in drugs			VI **Total: 6**
Manufacturing violations			III **Total: 3**
Altered testing results	I **Total: 1**		IIII **Total: 4**

Definitions/explanations:

Donating to political campaigns
Articles discussed how the chief executive officer donated to campaigns both in Canada and in Israel.

Drug production in India
Articles highlighted how some of Company #3's products were manufactured in India and were deemed unsafe by the Food and Drug Administration (FDA). The Food and Drug Administration's investigation showed Company #3 had altered test results conducted on its drugs. As a result of the investigation, the Canadian government ban Company #3's products from entering Canada.

Company #3 in court over drug ban
Articles discussed how the firm took the Canadian government to court after it banned its products made in India.

Side effects of drugs
Articles noted how certain drugs made by Company #3 caused severe side effects including chest pains.

Class action lawsuit
A lawsuit over a drug, not related to the birth control lawsuit.

Company #3 pays incentives to pharmacies
Articles claimed that the firm bribed pharmacists to use their drugs over drugs made by competitors.

Medication error
Articles reported on Company #3's birth control error - the packaging contained two rows of placebo pills, instead of one. The firm's error resulted in 40 unwanted pregnancies and four abortions.

Company #3's employees in court
Articles covered a court case in which one of the firm's medical researchers made an error in judgment and harmed a child during treatment.

Cost of generic drugs
The articles explained that Company #3 sells its drugs in Canada at higher price points than it does in its overseas markets.

Senior executives and ceo
Articles highlighted how company leaders created a plan to help drugstores increase revenues, as the Canadian government placed a cap on the cost of drugs.

Drug recalls
Articles referenced other of Company #3's drug recalls prior to the birth control recall.

Ingredients in drugs
The articles reported that the fillers added to the drugs were deemed unsafe.

Content analysis coding sheet #4 – Company #4

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: April 15, 2013 to February 17, 2015 (approx 22 months)
6. Total number of articles: 2,568

Coding index

X = 10
V = 5
I =1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Supermodel endorsement	IIII **Total: 4**		
Décor of offices	II **Total: 2**		
Clothing to be used in a play		II **Total: 2**	
Fashion	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXIIII **Total: 574**		
Factory inspections	XX **Total: 20**		
Worker compensation	XXXXX XXXXX XXXXX XI **Total: 161**	I **Total: 1**	
Worker safety	XXXXX		

policies	XXXXX XXXXX XXI **Total: 171**		
Fast fashion competition	XXXVII **Total: 37**	XXXXX XXXIII **Total: 83**	XVI **Total: 16**
Loyalty programs	IIII **Total: 4**	VI **Total: 6**	
Sponsorship		XXXXX VIIII **Total: 59**	
Scouting new locations in Canada		XVIII **Total: 18**	
Profit/sales	XXXXX XVIIII **Total: 69**	XII **Total: 12**	XXXXVI **Total: 46**
Environment	I **Total: 1**		
Brand	IIII **Total: 4**		II **Total: 2**
Senior executives and ceo	V **Total: 5**		
Employer of the year	I **Total: 1**		
Dressing rooms			VIIII **Total: 9**
Price point	XXVIIII **Total: 29**		V **Total: 5**
Expansion outside of North America	XXIIII **Total: 24**	XXXXX X **Total: 60**	
Quality of clothing	I **Total: 1**	II **Total: 2**	IIII **Total: 4**
Mergers and acquisitions		I **Total: 1**	
Black Friday sales	IIII **Total: 4**	IIII **Total: 4**	
Boxing Day sales	VI **Total: 6**		
Corporate giving	XXXIII **Total: 33**		
Trendy clothing	VI **Total: 6**	II **Total: 2**	
Fashion week		XXXXX XXXXX XXXXX XXXXV **Total: 195**	
Online shopping	XXX **Total: 30**		
Retail partnerships		XXXII **Total: 32**	
Store openings	XXV **Total: 25**		
Fashion awards	XXIII **Total: 23**		
Mention of creative director		X **Total: 10**	
Employees		I **Total: 1**	
Product recall			IIII **Total: 4**
Factory collapse		XXI	XXXXX XXXXX XXXXX XXXXX

				XXXXX
				XXXXX
				XXXXX
				XXXXX
				XXXXX
				XXXXX
				XXXXX
				XXXXX
			Total: 21	XXXVI **Total: 636**
Back to school	XVII **Total: 17**	XIII **Total: 13**		
Cosmetics line	XXXXX XXIII **Total: 73**			

Definitions/explanations:

Fashion
Articles in this category highlighted Company #4's clothing. Articles focused on where to find the "best clothes for summer vacation," the "best work outfit" or the best outfit for a "night on the town." The same article would appear in newspapers across Canada, and referenced price points of the items of clothing.

Factory inspections
Articles discussed Company #4's commitment to inspecting the overseas factories where its clothes are made. Articles also discussed that executives were overseas visiting factories.

Worker compensation
Articles discussed how Company #4 would pay workers and their families three months of wages in the aftermath of the factory collapse.

Worker safety policies
Articles discussed Company #4's vow to change safety policies in the aftermath of the factory collapse. Company #4 explained that factories needed more fire exits, evacuation plans and overall safer working conditions.

Fast fashion competition
Articles discussed the competition amongst fast fashion retailers in Canada. Articles that were rated as positive showed that Company #4 was ahead of the competition. Articles that were rated neutral or negative showed that another brand was ahead of the competition.

Loyalty programs
Articles discussed new loyalty programs in which shoppers could collect points on clothing and cosmetics.

Sponsorship
The majority of articles discussed two initiatives: Company #4 sponsored a film award at the Toronto International Film Festival (TIFF) and that Company #4 has set up a scholarship for Canadian designers, given out during Toronto Fashion Week.

Profit/sales
Articles referenced profits, sales, and the parent company's stocks. Articles that were rated as positive showed that stocks, sales or profits had increased. Articles that were rated as negative showed that stocks, sales or profits had decreased. Shockingly, the value of the shares increased by over $2.00 when the parent company vowed to make work conditions safer overseas.

Brand
Articles that were rated positively explained how Company #4 was one of the strongest Canadian brands. Articles that were rated negatively explained how Company #4's brand had been tainted in the aftermath of the factory collapse.

Senior executives and ceo
Articles discussed the promotion of senior executives.

Dressing rooms
Articles discussed how customers did not like Company #4's dressing rooms. Customers expressed how they would prefer doors with locks to the existing curtains.

Price point
Articles that were rated as positive noted that Company #4 had excellent price points. Articles that were rated negatively noted that the prices points were too low.

Expansion outside of North America
Articles that were rated positively expressed excitement towards the brand expanding into new markets. Articles that were rated as neutral discussed the rapid expansion efforts in the aftermath of the factory collapse.

Quality of clothing
More than half of the articles discussed the "cheap" fabrics used and the poor quality of Company #4's clothing.

Corporate giving
Articles and releases counted were efforts done by Company #4 directly, not its parent company.

Fashion week
Articles discussed Company #4's shows during Toronto Fashion Week which occurs in both the fall and spring.

Online shopping
Articles discussed that Company #4 launched an online shopping initiative when a competitor came to Canada. The articles were rated as positive as the competitor did not have online shopping on its website.

Retail partnerships
Articles discussed agreements with international retail partners including those in the United Kingdom and South Korea.

Store openings
The coverage was rated as positive, and discussed the openings of new locations in northern Vancouver, downtown Toronto and Guelph, Ontario.

Fashion awards
Articles discussed how Company #4's creative director and its designers were recognized in the Canadian fashion industry.

Product recall
Releases alerted consumers that baby/toddler shoes and clothing was being recalled.

Factory collapse
Nearly all of the coverage was rated as negative and focused on the factory collapse. Articles discussed the rising death toll, the empty stores in the aftermath of the collapse and opinion pieces about how people refused to shop at Company #4. There were a few articles that were rated as neutral which discussed the genuine sincerity of Company #4's chief executive officer talking about the loss of the factory workers.

Back to school
Articles discussed the "must haves" for back to school and featured Company #4's clothing.

Cosmetics
Articles discussed the company's cosmetics line and were rated positively. Articles focused on great stocking stuffers, party favours for preteens, and great makeup looks. Articles also focused on lip-gloss, nail polish and eye shadow and bronzer.

Content Analysis Coding Sheet #5 – Company #5

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: March 1, 2013 to February 21, 2015 (approx 23.5 months)
6. Total number of articles: 4,755

Coding index

X = 10
V = 5
I = 1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Clothing designed for people at any age	X **Total: 10**		
Free exercise classes	XXXVIII **Total: 38**		
Awards	V **Total: 5**		
The trend of fashion fitness clothing	XX **Total: 20**		
Falling mannequins			VII **Total: 7**
Healthy lifestyle	VII **Total: 7**		
Summer internships	III **Total: 3**		
Quotes on shopping bags			XVIIII **Total: 19**
New clothing line by founder and his family	XXX **Total: 30**	VIIII **Total: 9**	
Counterfeit clothing		XII **Total: 12**	
Company timeline	XVIII **Total: 18**	V **Total: 5**	
Senior executives	XXXXX XXXXX XXXXX XX **Total: 170**	XXXXV **Total: 45**	
Donating to political campaigns		VIII **Total: 8**	

Mention of founder's home		XXXXX XXIIII **Total: 74**	XXXXX X **Total: 60**
Wealthiest Canadians		XXVII **Total: 27**	
Hiring young designers		XIII **Total: 13**	
Mention of founder		XXXXX VII **Total: 57**	I **Total: 1**
Founder stepping down		XVIIII **Total: 19**	XXXXX XXXXX XXXXX XXXIII **Total: 183**
Founder selling off his shares		XXXXX VI **Total: 56**	
Online shopping	XVI **Total: 16**		
Fashion	XXXXX XXXXX XXXXX **Total: 150**		
Brand ambassadors		XVII **Total: 17**	
Suppliers		XXXII **Total: 32**	
Environment		V **Total: 5**	
Retail partnership		VI **Total: 6**	
Product quality	V **Total: 5**		XVIIII **Total: 19**
Logo/brand	XXXXX XXXXX XXV **Total: 125**	XVI **Total: 16**	VI **Total: 6**
Customer-driven companies	VI **Total: 6**		
Corporate giving		XXXXX XI **Total: 61**	VII **Total: 7**
Sponsorship		XXXXX XXXXX IIII **Total: 104**	IIII
Mobile application	XVIII **Total: 18**		
Availability	IIII **Total: 4**		
April Fool's Day ad		XXXXIII **Total: 43**	
Innovative company	III **Total: 3**		
Black Friday sales	V **Total: 5**	II **Total: 2**	
Back to school sales		IIII **Total: 4**	
Pop-up shops	VI **Total: 6**	XX **Total: 20**	
Boxing day sales		VI **Total: 6**	V **Total: 6**
Lawsuits		XXXXX XXXVII **Total: 87**	XXXXX VIII **Total: 58**
Ride bike to work		VII **Total: 7**	
Ride bike to work campaign		VII **Total: 7**	

Expansion outside of Canada/new markets	XXXXX **Total: 50**	XX **Total: 20**	VII **Total: 7**
Profit/sales	XXXXX XXXXX XXXXX XXXXX XXXXX XVIIII **Total: 269**	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX V **Total: 305**	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXIII **Total: 583**
References of clothing in the news		XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXVI **Total: 346**	VIIII **Total: 9**
Wining back customers		XXXXX VIII **Total: 58**	
Retail competition	XXI **Total: 21**	XXXXVIII **Total: 48**	
Exit of senior leaders			XXXXX II **Total: 52**
Staff leaves to start new company		VIII **Total: 8**	
Exit of the ceo		XI **Total: 11**	XXXXX XXXXX XXXXX XXXXX XVIII **Total: 218**
Changing board members		VII **Total: 7**	XXXXX XXXXX IIII **Total: 104**
Creating safer workspaces internationally	XIIII **Total: 14**	V **Total: 5**	IIII **Total: 4**
Distasteful store displays		V **Total: 5**	XX **Total: 20**
Reselling products on eBay		IIII **Total: 4**	
Product recalls	VIII	XXX	XXXXX XXXXX XXXXX XXXXX XXXXX

Product recalls	VIII	XXX	XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
			XXXXX
	Total: 8	**Total: 30**	XVI **Total: 466**
Negative comments			XXXXX

Definitions/explanations:

Clothing designed for people at any age
Articles discussed how people in their 80s enjoy wearing Company #5's clothing.

Free exercise classes
Articles explained that all of Company #5's locations offer free exercise classes.

Awards
Articles mentioned the founder winning several awards, such as entrepreneur of the year. Company #5 also won an award for best investor relations for a Canadian company in the U.S. market.

Falling mannequins
Articles explained that mannequins fell at one of Company #5's stores, causing a customer to have a concussion. The staff at the store did not apologize or offer to help.

Quotes on shopping bags
Articles explained that the quotes on the shopping bags were "too much" and "over done."

New clothing line by founder and his family
After exiting from Company #5, the founder and his family started a new line.

Counterfeit clothing
A firm in China was found making counterfeit clothing and using Company #5's logo.

Senior executives
Articles referenced senior executives at Company #5. Themes of these articles included hiring announcements, senior executives receiving awards, guest lecturing at universities and working overtime to fix recall issues.

Donating to political campaigns
Articles mentioned that the founder donated to political campaigns.

Mention of founder's home
There were several articles written about the founder's home such as multiple construction projects that inconvenienced neighbours. Articles also stated the home was the most expensive home in British Columbia.

Summer internships
Articles announced winners of Company #5's internship program.

Mention of founder
Articles referenced awards the founder had won, his attendance at events, his efforts to repair statues in British Columbia and having the Red Hot Chili Peppers perform in his backyard.

Founder stepping down
Articles discussed that the founder was exiting the company. Articles also discussed predictions of the company's future.

Founder selling off his shares
Articles explained that the founder sold off a significant portion of his shares ahead of the recall.

Online shopping
Articles praised Company #5 for having an excellent online shopping platform.

Fashion
Articles in this category highlighted Company #5's clothing and often were referenced when discussing "the best workout clothes" and "best outfits to wear to the gym."

Brand ambassadors
Articles noted that Company #5 uses brand ambassadors who are members of the National Ballet of Canada. Other brand ambassadors include professional athletes and teachers volunteering in third world countries.

Logo/brand
The majority of the articles referenced the power of the brand and the logo. Articles that were rated as negative or neutral explained that the brand lost its power after the firm signaled for a mass product recall.

Customer-driven companies
Articles stated that Company #5 was one of the most customer-driven firms in North America.

Corporate giving
Articles referenced giving done through the founder, individual stores and as a company. Many of the efforts were small donations. Articles that were rated negatively discussed that the firm had donated money to the Dalai Lama and that a partnership had been formed. Many consumers were not happy that the Dalai Lama had partnered with a brand that had experienced so much failure. Company #5 also made donations to children's athletic programs, building schools in Ethiopia and a Canadian fashion design school.

Sponsorship
Company #5 sponsored several athletic events including marathons, cycling races and had partnerships with Olympic athletes.

Mobile application
Articles noted that Company #5 had one of the best mobile applications for a retail firm.

Availability
Articles explained that products could be purchased in hotel gift shops.

April Fool's Day ad
Company #5 announced it was creating a new line of leather workout clothes as an April Fool's Day joke.

Innovative companies
Articles noted that Company #5 was one of the most innovative firms in North America.

Lawsuits
Several lawsuits occurred between shareholders and consumers against Company #5. Company #5 won a dismissal of claims that shareholders lost $2 billion U.S. because they were misled about the quality of the products. The founder was also taken to court as he gave his staff bonuses during the recall, as well as sold off some of his shares ahead of the recall.

Expansion outside of Canada/ new markets
Articles discussed that Company #5 was moving into new markets such as men's wear and a clothing line for pre-teens. Articles that were rated negatively explained that the company was growing too quickly.

Profit/sales
Articles referenced profits, sales, stocks, and share prices. Articles that were rated as negative showed that sales and/or profits had declined because of changes in the board, executives leaving, the founder stepping down and/or the mass recall.

References of clothing in the news
Several articles referenced Company #5's clothing. Examples include mentions of celebrities wearing the clothes. Articles that were rated negatively explained that a politician refused to wear Company #5's clothing since the recall.

Wining back customers
Articles discussed the strategies and efforts Company #5 was using to win back its
customers after the recall.

Retail competition
Articles discussed the competition amongst Canadian retailers. Articles that were rated as
positive showed that Company #5 was ahead of the competition. Articles that were rated
neutral or negative showed that another firm was ahead of the competition.

Exit of senior leaders
After the clothing recall, a number of executives left the firm.

Staff leaves to start new company
Staff members of Company #5 left to start their own business of growing vegetables on
rooftops.

Exit of the ceo
The chief executive officer stepped down after the clothing recall. Several articles
highlighted predictions and anticipation this would happen. After the announcement that
the chief executive officer was stepping down, Company #5 also displayed job postings
for a new chief executive officer in all of its stores.

Changing board members
After the recall, several board members resigned.

Creating safer workspaces internationally
Articles that were rated as negative or neutral discussed that Company #5 did not sign an
accord for safer factories in Bangladesh. Articles that were rated as positive explained
that the company offered fair wages to its workers in Cambodia, and that Company #5
did not use cotton from Uzbekistan as they often use slave labour to harvest the crop.

Distasteful store displays
Articles discussed poor store displays, which mocked the local sports team's loosing
streak.

Reselling on eBay
Company #5 apologizes after it tried to ban customers who resold their clothing on eBay.

Product recalls
Articles that were rated positively explained the company's efforts to fix the problems.
Articles that were rated negatively discussed the mass recall, and problems with products.

Negative comments about customers
Senior management at Company #5 blamed customers for the recall, rather than taking
responsibility.

Content analysis coding sheet #6 – Company #6

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: September 15, 2008 to August 1, 2011 (34.5 months)
6. Total number of articles: 5,678

Coding index

X = 10
V = 5
I =1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Price point		VI **Total: 6**	XXXXX VIII **Total: 58**
Suppliers	II **Total: 2**	XXXI **Total: 31**	II **Total: 2**
Profits/sales	XXXXX XXXXX XXXXX XXXXX VIII **Total: 208**	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XX **Total: 420**	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX V **Total: 305**
Shareholder rights plan		XIII **Total: 13**	VI **Total: 6**
Treatment of animals	III **Total: 3**		XI **Total: 11**
Bacterial outbreak/plant contamination	XXXXX XXXXIIII	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX

		XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXI	XXXXX XXVII
	Total: 94	**Total: 991**	**Total: 1627**
Razors and needles in sausages			XXXXX VIIII **Total: 59**
Mention of subsidiary companies	XXIIII **Total: 24**	XXXV **Total: 35**	XVI **Total: 16**
Reorganization	I **Total: 1**	XXXX **Total: 40**	XIIII **Total: 14**
Corporate giving	VIIII **Total: 9**	XXXXX XXXVII **Total: 87**	
Picnic contest		X **Total: 10**	
Job openings		XXIIII **Total: 24**	
Deaths of retired employees		XIIII **Total: 14**	
Research & development	XXXVI **Total: 36**	XV **Total: 15**	I **Total: 1**
Sponsorship		XXXX **Total: 40**	I **Total: 1**
Board	XXV **Total: 25**	XXXXX XVIII **Total: 68**	XXXXX IIII **Total: 54**
Brand	IIII **Total: 4**		VI **Total: 6**
Employing newcomers	XXXVIIII **Total: 39**	II **Total: 2**	II **Total: 2**

Most profitable companies	V **Total: 5**	V **Total: 5**	
Largest employers	X **Total: 10**	XI **Total: 11**	
Best employers/ corporate culture	XIIII **Total: 14**	XXI **Total: 21**	II **Total: 2**
Employees win lottery		XVI **Total: 16**	
Company profiles	XI **Total: 11**	XXI **Total: 21**	
Environment	XII **Total: 12**		
Honorary degree	VI **Total: 6**		
Death of company founder		XXXXX XXXXX XXXXVII **Total: 137**	
Recipes	V **Total: 5**	I **Total: 1**	
Former employee running for office		XVIIII **Total: 19**	I **Total: 1**
Acquisitions/opening and closing/selling off plants	XXXVIIII **Total: 39**	XXXXV **Total: 45**	XXXXX XXXXX XXXXV **Total: 145**
Product recall		XXIIII **Total: 24**	XXXXX XXXXX XXXXX XXXXX VII **Total: 207**
Senior executives and ceo	XXXII **Total: 32**	XXX **Total: 30**	
Awards	XXIIII **Total: 24**	XXXXX VIII **Total: 58**	
Plant tours	X **Total: 10**	XI **Total: 11**	
Fire at factory		III **Total: 3**	II **Total: 2**
Competition		X **Total: 10**	
Lawsuits		V **Total: 5**	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXIII **Total: 333**

Definitions/explanations:

Price point
Articles that were rated as negative discussed how the firm raised prices to help turn a profit. Articles that were rated as neutral explained that due the recession materials and transportation costs had increased, therefore the firm's prices had to increase.

Profits/sales
Articles referenced profits, sales, and stocks. Articles that were rated as positive showed that stocks, sales or profits had increased. Articles that were rated as negative showed that stocks, sales or profits had decreased. Additionally, articles that were rated as negative showed that sales had declined after the product recall and plant contamination. Other articles rated as negative included a teacher's pension fund selling off all of its stocks, and the firm needing short-term loans.

Shareholder rights plan
Articles that were rated as neutral explained that the chief executive officer would acquire nearly one-third of the company's shares. Articles that were rated as negative explained that the company tried to create a roadblock to prevent a teacher's pension plan from selling its shares.

Treatment of animals
Articles that were rated as negative discussed that the company kept animals in transport trucks for long periods of time in hot weather. Other articles highlighted protests for animals rights outside of plants.

Bacterial outbreak/plant contamination
The majority of articles analyzed were placed in this category. Articles that were rated as positive discussed the transparency and honest of the firm. Neutral articles discussed the many health and safety initiatives the company put in place to prevent another outbreak, including a partnership with the Canadian Public Health Association. Other articles that were rated as neutral included the chief executive officer apologizing and taking responsibility for the contaminated products, the reopening of a plant as it met all health requirements, and that the government was partially responsible as there was lack of regulation. Articles that were rated as negative included additional bacteria found in plants, additional recalls, and the rising death toll following the contamination announcement.

Razors and needles in sausages
Articles discussed how an employee at one of the plants inserted razors and needles into sausage products.

Mention of subsidiary companies
The firm has several subsidiary companies. Articles that were rated as positive discussed the environmental initiatives the subsidiaries had taken, the growth of the subsidiaries and profits of one of the subsidiaries. Articles that were rated as neutral discussed

quarterly financial outcomes of another subsidiary. Articles that were rated as negative discussed plants that were closing, and the rising costs of products of another subsidiary.

Reorganization
Articles discussed various efforts the firm had taken to reorganize following the bacterial contamination. Neutral articles discussed how the firm was limiting the number of products it produced and was selling off some its subsidiaries. Negative articles discussed plant closures and that financial analysts were skeptical that the plan would be successful.

Corporate giving
The majority of articles in this category were rated as neutral and discussed that the firm had donated products to food banks during the holidays and for charity events such as runs and walks. Other articles that were rated as neutral discussed that the company donated funds to a cancer bike ride, a mental health hospital and had an annual day for employees to volunteer in their local communities. Articles that were rated as positive discussed major gifts donated by the chief executive officer that were over $5 million. These large gifts were given to two cancer hospitals, and a business school.

Picnic contest
A social media contest, done through Facebook, in which consumers could show their favourite picnic spots and favourite picnic recipes.

Job openings
Various job announcements that were posted in local papers.

Deaths of retired employees
Several obituaries mentioned the deceased worked at Company #6.

Research & development
Articles that were rated as positive discussed the firm's commitment not to use genetically modified animals in their products. Other articles that were rated as positive discussed extensive research on which products Canadians enjoyed most, and adding a chocking label on hotdog products. Articles that were rated as neutral discussed how the firm was exploring new overseas markets and the company finally began to make products target to ethnic groups in Canada.

Sponsorship
Nearly all of the articles in this category were rated as neutral. Articles highlighted the firm sponsored an award at a business school case competition, an award at a professional golf tournament, a curling competition and a racecar event. An article that was rated as negative discussed how Company #6 pulled out its sponsorship deal with the Calgary Stampede.

Board
Articles in this category discussed various actions of the board and board members. Articles that were rated as positive included board members winning awards, salaries of board members and gaining new board members after the death of the company founder. Articles that were rated as neutral discussed achievements of previous board members and recruiting new board members to help take power away from the founding family. Articles that were rated as negative explained that there were too many changes in the board in a short period of time, complaints that the founding family had too much influence over the board, and pressures to make changes in the board after the teacher's pension plan sold their shares.

Brand
Articles in this category were polarized – and were either positive or negative. Articles that were positive discussed the strength of the brand and how the company would bounce back and overcome the issue of bacteria contamination. Articles that were deemed as negative explained that the company had to drop their 'made in Canada' designation after the recall.

Employing newcomers
In Manitoba, Company #6 has a program to employ immigrants and newcomers to Canada. The majority of the articles were positive and discussed how many of the plant workers came from China. Additional articles that were rated as positive explained how the company helped foreign workers gain citizenship. Articles that were rated as neutral explained that these foreign workers were on one-year contracts, which meant in order to stay in Canada, they could not leave their jobs. Articles that were rated as negative discussed how the company misused the foreign worker program.

Most profitable companies
Articles that were rated as positive explained that Company #6 was one of the most profitable companies in Canada. Articles that were rated as neutral showed that the company's profitability had decreased following the plant contamination.

Largest employers
Articles that were rated as positive explained that the company was one of the largest employers in Canada. Articles that were rated as neutral showed that the number of employees had gone decreased due to layoffs and closures following the bacterial contamination.

Best employers/ corporate culture
Articles that were rated as positive came from 'best employer' rankings in major Canadian newspapers and business magazines. Articles that were rated as neutral discussed union negotiations at various plants, and articles that were rated as negative discussed strikes.

Company Profiles
Articles in this category provided extensive background on the history of the company, the founding family, and growth of the company over time. Articles that were rated as neutral discussed the plant contamination and recall along with positive aspects of the company. Articles that were deemed as positive explained that company executives would not receive bonuses for a few years after the recall, until the company had recovered.

Environment
Articles discussed the firm's commitment to the environment by using less water and installing solar panels at its plants.

Honorary degree
Articles discussed how the chief executive officer received an honorary degree from a Canadian business school and spoke at the graduation.

Death of company founder
Articles discussed the life of the founder, his business values and his commitment to philanthropy in Canada.

Former employee running for office
Articles discussed that a former employee of Company #6 was running for a position as a Member of Parliament.

Acquisitions/opening and closing/selling off plants
Articles that were rated as positive explained that the company was opening new plants or had acquired competitors. Articles that were rated as neutral discussed plant relocations, potential acquisitions and potential sales of plants. Articles that were deemed negative discussed plant closures and selling off plants and property.

Product recall
Articles that were rated as neutral discussed recalls due to the fact the products contained allergens that were not properly labeled including milk, wheat and eggs. Articles that were deemed as negative discussed recalls due to possible contamination of bacteria.

Senior executives and ceo
Articles that were deemed as positive explained that the chief executive officer was an industry leader. Other articles that were rated as positive discussed executive salaries, appearances of the chief executive officer at events, executives speaking at conferences and executives appointed to new positions. Neutral articles discussed former executives speaking at events and winning awards.

Awards
Articles that were positive expressed that the company won product of the year, and chief executive officer of the year. Other awards that were deemed as positive included awards for health and safety initiatives, environmental initiatives, industry awards and

recognizing female executives. Articles that were rated as neutral explained that the chief executive officer won Newsmaker of the Year.

Plant tours
Articles were written about touring the reopened plants post-product contamination.

Fire at factory
Articles that were rated as negative explained that employees were not allowed to speak with the media following the fire.

Competition
All of the articles were rated neutral and discussed that Company #6 was no longer dominant in its industry.

Lawsuit
Articles that were rated as neutral explained that Company #6 sued one of its suppliers. Articles that were negative discussed the class action lawsuit and settlement for victims of the product contamination.

Content analysis coding sheet #7 – Company #7

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: November 1, 2013 to March 29, 2015 (approx 17 months)
6. Total number of articles: 5,187

Terms omitted: revenue, earnings, shares, stocks, quarter, first quarter, second quarter, third quarter, fourth quarter, hockey, basketball, concerts, conference call, percent, trading, invest, centre, runway, delay, weather, storm.

Coding index

X = 10
V = 5
I =1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Update on flights/accidents			XXXXX XXXXX XXXXX XXXXX XXXXX XVIII **Total: 268**
Corporate giving	XV **Total: 15**	XXXXX XXXXX IIII **Total: 104**	
Areas serviced	XXXXX XXXXX XXXXX XXXXXIII	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX	XXXXX VIIII

	Total: 193	XXXXX XXXXX XXXXX XXXXX XXXXX I **Total: 701**	Total: 59
Flights suspended to Venezuela		XXVIII **Total: 28**	
Flights suspended to Israel		XXXXX XXXXX XXXXX XXXXX XIII **Total: 213**	
Changing policies	XXXXX XXXXX XXXXXVI **Total: 146**	XXX **Total: 30**	XV **Total: 15**
Criminal activity on board flights		XXXXX XXXXX XXXXX XXXXX XXXXX XXXVII **Total: 287**	
Relying on foreign workers			XXV **Total: 25**
Strikes/contract negotiations/labour relations		XXXXX XXXXX VIIII **Total: 109**	XXXXX XXXXX VII **Total: 107**
Mobile application	III **Total: 3**	VIII **Total: 8**	II **Total: 2**
Profit/sales	X **Total: 10**	XXXXX XXXXXVI **Total: 96**	V **Total: 5**
Pet passengers	III **Total: 3**	XVIIII **Total: 19**	XXVIII **Total: 28**
Suspicious packages		IIII **Total: 4**	
Company history		XXVII **Total: 27**	XXXXX XXXXX **Total: 100**
Services	XIIII **Total: 14**		
Canadian content	XV **Total: 15**	IIII **Total: 4**	
In-flight services	XXX **Total: 30**	XXXVIIII **Total: 39**	
Canceled flights		XXXXX X **Total: 60**	
Advertisements	V **Total: 5**	XVII **Total: 17**	XXIII **Total: 23**

Traffic data	XXXXX XI **Total: 61**	X **Total: 10**	II **Total: 2**
Equipment	XXXXX XXXXX XXXXX XVIIII **Total: 169**	XXXV **Total: 35**	I **Total: 1**
Customer service/cramped spaces/lost luggage	V **Total: 5**	XX **Total: 10**	XXXXX XXXXX XXXXVII **Total: 147**
Transferring tickets			XXVIII **Total: 28**
Seat sale		XVII **Total: 17**	
Deaths of retired employees		XXXXX I **Total: 51**	
Hiring/firing	XXXVIII **Total: 38**	II **Total: 2**	II **Total: 2**
Acquisitions/selling off companies		II **Total: 2**	I **Total: 1**
Former employee steals dogs		V **Total: 5**	
Staff	XXXXX XXVI **Total: 76**	XXXXX XXXI **Total: 81**	XXXXVIII **Total: 48**
Salary of ceo	X **Total: 10**	I **Total: 1**	
Board	XXIII **Total: 23**	III **Total: 3**	
Awards	XXV **Total: 25**		
Extra taxes & fees		VIIII **Total: 9**	XXXXX XXXXX XXXXX XXXXX XXXXX XV **Total: 265**
Contests		XVII **Total: 17**	
Lack of French	I **Total: 1**		XXXXX XXXXX XXII **Total: 122**
Suppliers	XI **Total: 11**	XXXIII **Total: 33**	
Technology	XVI **Total: 16**	XII **Total: 12**	V **Total: 5**
Birth at airport		VII **Total: 7**	
Industry competition	XXXXX XIIII **Total: 64**	XXXXX XXXXX XXXXX IIII **Total: 154**	
Transporting Canadian goods		XI **Total: 11**	
Sponsorship		XXXXX XXXXX	I

		IIII **Total: 104**	**Total: 1**
Errors			X **Total: 10**
Mentorship/training program		XVII **Total: 17**	
Loyalty program	XV **Total: 15**	XXXIII **Total: 33**	VI **Total: 6**
Compensation for canceled flights	III **Total: 3**	II **Total: 2**	XXVIII **Total: 28**
Cost of politicians' flights		XXXXX XXXX **Total: 90**	
Price points		V **Total: 5**	XXVI **Total: 26**
Infections on planes		XXXXX XXVIIII **Total: 79**	XXXXII **Total: 42**
Drones & lasers		XXVI **Total: 26**	
Pension plan		XXXV **Total: 35**	VII **Total: 7**
Baggage handlers			XXXXX XXXXX XXXXX **Total: 150**
Announcing election results on flight		XXXV **Total: 35**	
Partnerships with airlines	XXXXX XXX **Total: 80**		I **Total: 1**

Definitions/explanations:

Update on flights/accidents
Articles in this category discussed accidents, crashes, emergency landings, and flights that were forced to turn around. While these incidents happen regularly with all airlines, all articles in this category were rated as negative.

Corporate giving
The majority of articles in this category were rated as neutral and consisted of the airline donating tickets to be auctioned off at a variety of charity galas across the country. Other articles that were rated as neutral discussed the company's efforts to donate food, clothing and toys over the holiday season. Articles that were rated as positive explained that the airline was flying sick and/or disabled children down to Disney World and that they had donated the plane and crew. Additional articles that were rated as positive explained that Company #7 donated tickets to family members of a killed RCMP officer so that they could attend his funeral.

Areas serviced
Articles in this category explained destinations where the airline flies. The majority of articles were rated neutral and were written by travel columnists in major dailies. These travel journalists referenced prices of flights, vacation packages and number of flights per day from major airports. Articles that were rated as positive discussed that Company #7

was adding new or additional routes both within Canada and abroad. Articles that were rated as negative discussed that Company #7 was removing routes, mainly within Canada and problematic regions such as the Ukraine.

Flights suspended to Venezuela
Company #7 made the decision to halt all flights to Venezuela, as the country was unstable. Articles were rated as neutral as cancelling the route did not affect the reputation of the company.

Flights suspended to Israel
Company #7 made the decision to halt all flights to Israel during the conflict in summer 2014, as the airport was deemed unsafe to land. Several international airlines cancelled routes into Israel as well. Articles were rated as neutral as cancelling the route did not affect the reputation of the company.

Changing policies
The majority of articles in this category were rated as positive, and discussed having two crew members at all times in the cockpit after the Germanwings crash. Other positive changes included not flying over conflict zones such as the Ukraine, changing the way planes are boarded, and having U.S border agents pre-check passengers at Canadian terminals before flying into the U.S. Articles that were rated as neutral explained minor changes Company #7 would implement towards screening pilots for mental health issues. Articles that were rated as negative explained that in the past, Company #7 had used racial profiling, and was in the process of changing its policies on this issue.

Criminal activity on board flights
Articles in this category explained various criminal acts that took place on Company #7's flights including injuring flight attendants, throwing food and drinks at flight attendants and other passengers, yelling at crewmembers, bomb threats and sexual acts. All of the articles in this category were rated as neutral as Company #7 cannot control the actions and behaviours of its passengers.

Relying on foreign workers
All articles in the category were rated as negative and explained that staff of Company #7, and its union, were disappointed with the reliance on the temporary foreign worker program, rather than hiring Canadian workers.

Strikes/contract negotiations/labour relations
This category was evenly split between neutral and negative. Articles that were rated as neutral discussed the federal government's efforts to force employees back to work during a strike, and Company #7 hiring a well-known negotiator. Articles that were rated as negative discussed the company wanting to further limit the number flight attendants on board its planes, and Company #7's subsidiaries outsourcing work to third parties and non-unionized workers.

Profit/sales
While terms such as revenue, earnings, shares, stocks, and trading were omitted from the search query, there were still a number of articles that discussed the financial heath of Company #7. The majority of these articles were rated as neutral.

Pet passengers
Articles in the category discussed pets being transported via Company #7's planes. The majority of articles were rated as negative and discussed two situations in which the airline lost pets. Articles that were rated as neutral explained the services the airline offered transporting pets, as well as changes to government regulations around transporting pets.

Company history
Articles discussed events that occurred in the past, involving Company #7, including anniversaries of crashes, anniversaries of hijacked planes, mergers and bankruptcies.

Services
The majority of articles in this category were rated as positive and explained that Company #7 was upgrading the services offered at its lounges.

Canadian content
The majority of articles in this category were rated as positive and highlighted Company #7's commitment to feature Canadian content on its entertainment system including movies, television shows and music.

In-flight services
The majority of articles in this category discussed the entertainment systems on board the plane. Articles that were rated as positive discussed upgrades to the entertainment system as well as available wifi services during flights. Articles that were rated as neutral discussed the ability to use all electronic devices throughout the duration of flights.

Canceled flights
The majority of flights were canceled due to weather including severe fog and snowstorms. Flights were also cancelled due to conflicts abroad such as in the Ukraine.

Advertisements
The majority of articles in this category were rated as negative and were not well-received by the media. Articles that were rated as neutral discussed Company #7's efforts to advertise on Instagram.

Traffic data
Articles in this category discussed increases or decreases with the number of travelers Company #7 flew each month. The majority of the articles were rated as positive, and showed that Company #7 was increasingly carrying more passengers each month.

Equipment
The majority of articles in this category were positive and announced that Company #7 was purchasing new planes, and that their new planes had arrived. Articles that were rated as neutral discussed the possibility of Company #7 purchasing new planes.

Customer service/cramped spaces/lost luggage
The majority of articles in this category were rated as negative and discussed customers' frustrations with Company #7. Articles discussed how the company failed to help handicap and disabled people embark on planes, failure to allow service dogs on board planes, frustrations trying to use points to purchase tickets, and how Company #7 reconfigured its planes in order to transport more people.

Transferring tickets
Articles in this category explained that a customer could not transfer tickets to his spouse as she had a different last name. Company #7 explained that this was a policy, and that the customer could transfer the ticket to another family member with the same last name. All articles in this category were rated as negative.

Deaths of retired employees
Several obituaries mentioned the deceased worked at Company #7.

Hiring/firing
The majority of articles were rated as positive and discussed that Company #7 was hiring flight attendants. Articles that were rated as neutral discussed potential layoffs, whereas articles that were rated as negative announced layoffs.

Acquisitions/selling off companies
Articles in this category that were rated as neutral discussed Company #7 potentially selling off a part of its business. Articles that were rated as negative announced the company selling off a part of its business.

Former employee steals dogs
Articles in this category discussed that a former employee stole dogs that she thought were being abused. Articles were rated as neutral as this issues did not affect the reputation of the company.

Staff
Articles in this category discussed actions and initiatives of both current and previous staff. Articles that were rated positively discussed staff and executives speaking at conferences, presenting awards, flying the Prime Minister, and volunteering. Articles that were rated as neutral discussed retired pilots giving tours of old planes at museums. Articles that were deemed as negative explained the pornography had been found in the cockpits of multiple planes.

Board
The majority of articles were rated as positive and discussed newly appointed board members.

Awards
All of the articles in this category were rated as positive. Company #7 won awards in food and beverage, health and safety, and for its commitment to the environment.

Extra taxes & fees
Nearly all of the articles in this category were rated as negative and discussed extra fees and taxes the airline added to tickets. An overwhelming majority of these articles were about a new luggage fee.

Lack of French
Almost all of the articles in this category were rated as negative. Articles in this category discussed a lawsuit by a Canadian couple against Company #7 for not using enough French during their flight, particularly, when being served snacks and drinks.

Technology
Articles in this category discussed the various technologies Company #7 uses. Positive articles explained the technologies used by Company #7 were being upgraded. Articles that were rated as neutral discussed a potential strike with the navigation company used by Company #7. Articles that were rated as negative discussed glitches in Company #7's system.

Industry competition
Articles discussed the competition in the Canadian airline industry. Articles that were rated as positive showed that Company #7 was ahead of the competition. Articles that were rated neutral showed that another company was ahead of the competition.

Sponsorship
Articles discussed how Company #7 sponsored events such as Pride, the Olympics and a Canadian reality television show.

Errors
All of the articles in this category were rated as negative and explained errors with names on tickets, and gates being mislabeled.

Loyalty program
The majority of articles in this category were rated as neutral. Articles that were rated as positive discussed a partnership with an American credit card company. Articles that were rated as negative discussed the limitations of what could be purchased through the program.

Compensation for cancelled flights
The majority of articles in this category were rated as negative and discussed the lengthy and frustrating process of receiving compensation for cancelled flights.

Cost of politicians' flights
Articles in this category explained that politicians always chose the most expensive flights when travelling. These articles were rated as neutral as this did not affect the reputation of the company.

Price point
The majority of articles in this category were rated as negative and expressed that Company #7's prices were too high.

Infections on planes
Articles in this category discussed illnesses on planes including bird flu, Ebola, and measles. Articles that were rated as neutral explained that flight attendants demanded to wear latex gloves on the job. Articles that were negative warned previous passengers that infected persons had been on specific flights.

Drones & lasers
Articles in this category discussed how drones and lasers were a frequent occurrence in Canadian airspace and posed a serious danger to Company #7's flights. These articles were rated as neutral as this did not affect the reputation of the company.

Pension plan
The majority of articles in this category were neutral and discussed changes to the pension plan, and that the plan had come out of a deficit. Articles that were rated as negative explained that the pension plan had lost additional money after it declared a deficit.

Baggage handlers
All articles in this category were rated as negative. Passengers recorded videos of baggage handlers throwing and dropping luggage which garnered a lot of attention from both traditional and social media channels.

Partnerships with airlines
Almost all of the articles in this category were rated as positive, and discussed the benefits of Company #7 partnering with other airlines. These benefits included access to new flight routes, and transferring from one airline to another on the same ticket.

Content analysis coding sheet #8 – Company #8

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: September 1, 2012 to April 20, 2015 (approx 31 months)
6. Total number of articles: 4,548

Terms omitted: revenue, earnings, shares, stocks, quarter, first quarter, second quarter, third quarter, fourth quarter, conference call, percent, trading, invest.

Coding index

X = 10
V = 5
I = 1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Mention of subsidiaries	XXXXX VI **Total: 56**	XXXXXVII **Total: 47**	XXV **Total: 25**
Selling off subsidiaries	X **Total: 10**	XXXXX XXXVI **Total: 86**	II **Total: 2**
Closing offices			V **Total: 5**
Hiring/firing	I **Total: 1**	II **Total: 2**	XXVI **Total: 26**
Profit/sales	XXVII **Total: 27**	XXXVIII **Total:38**	XVII **Total: 17**
Deaths of retired employees		XXXIIII **Total: 34**	
Construction errors			XXXX **Total: 40**
Senior executives & board	XXXXX XXXXX XXXXX XXXIIII **Total: 184**	VII **Total: 7**	XXIII **Total: 23**
Reputation of company	XV	XXXXX XXXXX IIII	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX

			XXXXX XXV
	Total: 15	**Total: 104**	**Total: 1,425**
Winning projects	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX VIII **Total: 308**	XXXXX XXXXX XXI **Total: 121**	XXXV **Total: 35**
Managing budgets on projects	I **Total: 1**	I **Total: 1**	XXXXXIIII **Total: 44**
Criminal charges/lawsuits		XXIII	XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX

			XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX
		Total: 23	XIIII **Total: 1,164**
Snakes at construction site		XIII **Total: 13**	
Executives stepping down		XXVII **Total: 27**	XXXXVIIII **Total: 49**
Corporate giving		XXXXX XIIII **Total: 64**	
Partnering with foreign companies	XXXXX XX **Total: 70**	V **Total: 5**	
Third party workers		VII **Total: 7**	
Tours of projects	V **Total: 5**	III **Total: 3**	
Safety	I **Total: 1**		III **Total: 3**
Awards	VIIII **Total: 9**	V **Total: 5**	
New offices		XI **Total: 11**	
Overseas expansion	XXVII **Total: 27**	VIII **Total: 8**	
Suppliers		III **Total: 3**	
Late on finishing projects	VII **Total: 7**		XXX **Total: 30**
Professional association complaints			IIII **Total: 4**
Internship program	V **Total: 5**		
Sponsorship		XXXXX XI **Total: 61**	
Mergers & acquisitions	XXXXVII **Total: 47**	VIII **Total: 8**	VII **Total: 7**
Environmental/ traffic reports		XXXXX XXXVI **Total: 86**	XXXXX I **Total: 51**
Historic projects	XX **Total: 20**	VII **Total: 7**	
Environmental spills		VI **Total: 6**	IIII **Total: 4**
Strikes			XI **Total: 11**
Job listing	V **Total: 5**		
Protests			VIII **Total: 8**

Definitions/explanations:

Mention of subsidiaries
Articles in this category mentioned the various subsidiaries that Company #8 owned. Articles that were rated as positive discussed new hires, winning new contracts, winning industry awards and high profits. Articles that were rated as neutral discussed settling union negotiations. Articles that were rated as negative discussed dead animals found near one of their sites, poor overseas sales and projects that were cancelled.

Selling off subsidiaries
The majority of articles in this category were rated as neutral and discussed Company #8 potentially selling off one if its subsidiaries. Articles were rated as neutral as consumers were worried that prices of electricity would increase if the company was sold.

Hiring/firing
The majority of articles were rated as negative and discussed that Company #8 was letting a large number of people go.

Profit/sales
While terms such as revenue, earnings, shares, stocks, and trading were omitted from the search query, there were still a number of article that talked about the financial heath of Company #8. The majority of these articles were rated as neutral. Positive articles discussed the good financial state that Company #8 was in, while negative articles discussed how the company was affected by the Arab Spring and advised shareholders to sell off their stocks. Neutral articles discussed that Company #8 had large cash reserves that could be better spent on hiring more people and investing in new projects.

Deaths of retired employees
Several obituaries mentioned the deceased worked at Company #8.

Construction errors
Articles in this category were all rated as negative and discussed errors found on finished projects including doors not properly closing, noisy ventilation systems and steep onramps on the highway. Articles also mentioned that the buildings were not properly wired and that Company #8 had used low quality materials to cuts costs.

Senior executives & board
An overwhelming majority of articles in this category were positive and discussed new appointments, new hires, executives speaking at conferences, executives authoring industry reports and election of new board members. Articles that were rated as negative explained that Company #8 suspended severance payments to the former chief executive officer after he had been arrested and changed.

Reputation of company
An overwhelming majority of articles in this category were rated as negative. Articles discussed police investigations and allegations of money laundering, bribery, fraud and corruption both in Canada and abroad. Further, articles discussed how Company #8 accessed competitor's blue prints and plans while bidding on projects, underpaid foreign workers, bribed government officials and had a dictator's children on the company's payroll. Articles that were rated as neutral expressed that the company was trying to repair its reputation by hiring ethics officers. Articles that were rated as positive discussed Company #8's well-known reputation for building rapid transit lines.

Winning projects
The majority of articles in this category were rated as positive and discussed the company securing new contracts both in Canada and abroad. Articles that were rated as neutral discussed Company #8 bidding on potential projects. Articles that were rated as negative discussed deals that fell through, and cancelled government projects after the charges of corruption and fraud were known.

Managing budgets on projects
The majority of articles in this category were rated as negative. Articles explained that Company #8 had gone over budget, failed to release the breakdown of costs for multiple projects, and that the Canadian government had over taken public private projects as Company #8 had gone over budget.

Criminal charges/lawsuits
An overwhelming majority of articles in this category were rated as negative. Articles discussed former executives of Company #8 pleading guilty to charges of bribery and fraud, trials and sentencing of the former executives, and criminal charges of bribery and corruption against Company #8. Additional articles discussed the company suing former executives, and former executives suing the company for wrongful dismissal. Furthermore, foreign workers sued Company #8 for improper wages. Other lawsuits included investors suing Company #8 as they lost money because of the millions of dollars in bribes that were paid out.

Snakes at construction site
Articles discussed hundreds of snakes that were found at one of Company #8's construction sites.

Executives stepping down
The majority of articles in this category were rated as negative and discussed that executives quickly resigned after the allegations and charges were made public. Articles that were rated as neutral discussed that executives had resigned but did not provide a reason.

Corporate giving
Donations were made predominately to United Way.

Partnering with foreign companies
The majority of articles in this category were rated as positive and discussed how Company #8 had partnered with foreign companies on large, overseas projects.

Third party workers
Articles in this category explained that Company #8 has subcontracted out work in order to finish the project on budget.

Tours of projects
Articles in this category highlighted government officials touring projects and sites.

Safety
The majority of articles in this category discussed accidents that happened on job sites.

Awards
Articles that were rated as positive noted Company #8 won industry awards. Articles that were rated as neutral noted the company was nominated for an industry award, but did not win.

Overseas expansion
The majority of articles in this category were rated as positive and discussed Company #8's expansion in South America and Asia.

Late on finishing projects
The majority of articles in this category were rated as negative and discussed that Company #8 was late on finishing projects. Articles that were rated as positive explained Company #8 finished projects on time.

Professional association complaints
All of the articles in this category were rated as negative and explained that a professional engineering association filed complaints against two engineers at Company #8 after a bridge that they designed collapsed.

Sponsorship
Company #8 predominately sponsored conferences and industry events.

Mergers & acquisitions
The majority of articles in this category were rated as positive and discussed the companies that Company #8 had recently acquired.

Environmental/ traffic reports
Articles in this category discussed the various environmental and traffic reports that Company #8 had authored. Articles that were rated as negative explained that both health professionals and citizens doubted the accuracy of the reports.

Historic projects
Articles referenced historic projects Company #8 completed including bridges, airports and transit lines.

Environmental spills
Articles in this category discussed Company #8's efforts to contain and clean up environmental spills.

Strikes
Articles in this category discussed workers striking at one of Company #8's projects.

Protests
Articles discussed that protestors from the Occupy Movement had broken windows at Company #8's head office.

Content analysis coding sheet #9 – Company #9

Introduction

1. Type of analysis: manifest
2. Type of media: traditional
3. Unit of analysis: article/media release
4. Type of sample: convenience
5. Scope: September 1, 2013 to May 15, 2015 (approx 20.5 months)
6. Total number of articles: 2,636

Coding index

X = 10
V = 5
I =1

Content analysis:

Categories of articles	Positive	Neutral	Negative
Former students in the CFL	X **Total: 10**	XVII **Total: 17**	XXV **Total: 25**
Events at university		XXXXX XXXXX XXXXX XXXXX XVIIII **Total: 219**	
University chancellor	II **Total: 2**		
University president	VII **Total: 7**	X **Total: 10**	
Current & former students	XXXXX XI **Total: 61**	XXXXX XXXXX XXXXX **Total: 150**	V **Total: 5**
Sick notes		III **Total: 3**	
Donors	II **Total: 2**		
Honorary degrees	XVIIII **Total: 19**	XXIIII **Total: 24**	
Inappropriate chants	XXXXIIII	XXXXX XXXXX X	XXXXX XXXXX XXXXX XXXXX XXXXX

			XXXXX XXXXX XXXXX XXXXX XXXXX
	Total: 44	**Total: 110**	XXII **Total: 522**
University sports	XXXXX XXI **Total: 71**	XXXXX XXXXV **Total: 95**	XXXXX XXXXVIIII **Total: 99**
Research	XXXXX XVIII **Total: 68**	VII **Total: 7**	
Faculty	XXII **Total: 22**	XXXXX XXXXX XXXXX XXXXX VIII **Total: 208**	
Murdered student		XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXX XXXXV **Total: 645**	
Foreign students/ immigration	XX **Total: 20**	XI **Total: 11**	II **Total: 2**
Satellite campus in China	II **Total: 2**		
Environment	III **Total: 3**		
Deaths of former faculty		VIIII **Total: 9**	
Government funding	IIII **Total: 4**		
Promotion of programs	XV **Total: 15**	IIII **Total: 4**	
Corporate giving	III **Total: 3**		
Tuition rates/ student debt		II **Total: 2**	V **Total: 5**
Demolition of old buildings		IIII **Total: 4**	VIIII **Total: 9**
New buildings	XII **Total: 12**	I **Total: 1**	

Cultural events	VII **Total: 7**		
Online classes	VII **Total: 7**		
Merger with arts college		VIII **Total: 8**	
Growth in school population	VI **Total: 6**	I **Total: 1**	
University closed due to weather		IIII **Total: 4**	
Scholarships	XI **Total: 11**		
Co-op program	VIIII **Total: 9**		
Business school rankings	VIIII **Total: 9**		
Undergraduate rankings		III **Total: 3**	
Cyberbullying monitoring tools	III **Total: 3**		
Violence & assault		III **Total: 3**	V **Total: 5**
Advertisements			V **Total: 5**
Lack of transparency			III **Total: 3**
Human rights complaints			I **Total: 1**

Definitions/explanations:

Former students in the CFL
Articles that were rated as positive discussed student alumni that had been drafted into the CFL. Articles that were rated as neutral mentioned that alumni of Company #9 had scored touch downs, or had helped to win the game. Articles that were rated as negative discussed drug use amongst these athletes, who were alumni of Company #9.

Events at university
Articles in this category were all rated as neutral and discussed events happening at the university. These events included government announcements, conferences, trade conventions, art gallery exhibits, concerts, sporting events, day camps, and cultural events.

University chancellor
Articles in this category were rated as positive and discussed the appointment of a new university chancellor.

University president
Articles in this category discussed both current and former presidents. Articles that were rated as positive discussed presidents speaking at conferences and participating on panels. Articles that were rated as neutral discussed the process of finding a new president.

Current & former students
More than half of the articles in this category were rated as neutral and discussed initiatives such as students volunteering in the local community as well as overseas, and students running a holiday toy drive. Articles also placed in this category, that were neutral, contained students commenting on topics such as mental heath, disabilities, acceptance of LGBT students, the need for bike lanes, and unemployment rates. Articles that highlighted alumni, that were also rated as neutral, discussed appointment announcements, retirement announcements, and obituaries. Articles that were rated as positive discussed students presenting at conferences, participating in case study competitions and winning awards. Articles that were also rated as positive discussed alumni running for political office, winning awards from the Canadian military and about businesses they started. Articles that were rated as negative discussed students who had overdosed on drugs.

Sick notes
Articles in this category discussed nurses at the university refusing to give out sick notes during exam time.

Honorary degrees
Articles that were rated as positive discussed the university giving out honorary degrees during convocation. Many of the recipients were notable business people, government officials and aboriginal leaders. Articles that were rated as neutral focused on the individual, and mentioned that they had received an honorary degree from Company #9.

Inappropriate chants
An overwhelming majority of articles in this category were rated as negative and discussed chants being said during the first week of school. Articles that were rated as negative also discussed how politicians, professors and alumni were disgusted with the chant. Articles in this category that were rated as neutral discussed how students had organized a rally after the chants had made national news. Articles that were rated as positive discussed the action the school took including disciplining and educating students, as well as creating a panel of government officials and professors to create change on campus.

University sports
Articles in this category that were rated as positive highlighted that various teams, including football, basketball, baseball and hockey, had won tournaments and games. Articles also rated as positive profiled student athletes who had won athletic and sportsmanship awards. Articles that were rated as neutral promoted upcoming games, and stated that Company #9's teams had lost either games or tournaments. Articles that were rated as negative discussed the suspension of student athletes after they had posted both sexist and racist tweets. Articles that were also rated as negative discussed numerous coaches, in various sports, leaving because of inappropriate tweets, or who had left to go to rival schools.

Research
An overwhelming majority of articles in this category were rated as positive and discussed various research initiatives in several fields including weather, the environment, marine life, education, and economics. Articles that were rated as neutral discussed that the school was experiencing dips in research funding, and that very few of its research studies had been conducted with researchers outside of Canada compared to other Canadian universities.

Faculty
An overwhelming majority of articles in this category were rated as neutral and contained comments made by professors of Company #9 on issues such as the economy, politics, crime, education and astronomy. Articles that were also rated as neutral discussed that the salaries of professors at Company #9 were comparative with similar universities in Canada.

Murdered student
Articles in this category discussed the tragic murder of a young woman, who was a student at Company #9. Articles discussed trial dates, jury selection, comments from the family and the verdict. Articles were rated as neutral as the story of the murdered student did not affect the reputation of the university.

Foreign students/ immigration
More than half of the articles in this category were rated as positive and discussed the benefits of having foreign students on campus and the benefits greater levels of immigration could bring to the province. Articles that were rated as neutral highlighted that students were worried after their homelands had experienced natural disasters such as typhoons and earthquakes. Articles that were rated as negative discussed racial slurs foreign students had received from the local community.

Satellite campus in China
Articles in this category discussed the possibility of the university opening a satellite campus in China. An overwhelming majority of foreign students were from China.

Environment
All of the articles in this category were rated as positive and discussed students cleaning up the community by removing garbage. An additional article discussed that the university had car-charging stations for electric cars.

Deaths of former faculty
Several obituaries mentioned the deceased worked at the university.

Government funding
All of the articles in this category were rated as positive and noted that Company #9 had received funding for new buildings and research.

Promotion of programs
An overwhelming majority of articles in this category were rated as positive and discussed programs offered at the university. Articles that were rated as neutral promoted joint programs with other universities.

Corporate giving
All of the articles in this category were rated as positive and discussed how the university provides books and library access to low-income learners.

Tuition rates/ student debt
Articles in this category that were rated as neutral discussed that tuition rates at Company #9 were comparative with universities in the same province. Articles that were rated as negative discussed student debt, and that students had to pay excessive fees such as building fees and graduation fees.

Demolition of old buildings
Articles that were rated as neutral discussed the demolition of an old stadium that would be rebuilt. Articles that were rated as negative discussed a historical building on campus that was being knocked down.

New buildings
An overwhelming majority of articles in this category were rated as positive and discussed new buildings opening on campus such as the business school, sports fields and athletic center.

Cultural events
All of the articles in this category were rated as positive and discussed cultural events happening at the university. The majority of these events catered to foreign students.

Online classes
All of the articles in this category were rated as positive and discussed the idea of having online lectures when the school was closed due to bad weather.

Merger with arts college
All of the articles in this category were rated as neutral and discussed the possibility of Company #9 merging with an arts college.

Growth in school population
An overwhelming majority of articles in this category were rated as positive and discussed growth in the campus population. Articles noted additional bus routes through the campus and new businesses catering to students. An article that was rated as neutral discussed that the growing student neighbourhood was not well taken care of.

Scholarships
All of the articles in this category were rated as positive and discussed scholarships given out to incoming students as well as a scholarship that was named after the murdered student.

Co-op program
All of the articles in this category were rated as positive and discussed various programs that offer co-op placements and the benefits of workplace experience.

Business school rankings
All of the articles in this category were rated as positive and highlighted the benefits and advantages of Company #9's MBA program.

Undergraduate rankings
All of the articles in this category were rated as neutral and noted Company #9 was known more for their athletics than academics.

Cyberbullying monitoring tools
All of the articles in this category were rated as positive and noted that Company #9 had installed tools to monitor cyberbullying across its campus.

Violence & assault
More than half of the articles in this category were rated as negative and discussed incidents of violence and assault on the campus. Articles that were rated as neutral discussed the action the school took to discipline students and enhance campus safety.

Advertisements
All of the articles in this category were rated as negative and explained that Company #9 placed advertisements in other university towns across the province. These advertisements were not well received by the community.

Lack of transparency
All of the articles in this category were rated as negative and explained that Company #9 is not transparent, as they do not share meeting minutes, agenda or schedules.

Human rights complaints
There was one article in this category, which was rated as negative. The article explained that a female professor, with equal qualifications was not promoted, and filed a human rights complaint against the university.

14.9 Appendix I: Interview Notes

Interview – Company #1, Participant #1

1) What do you think are the most effective tactics and strategies for repairing corporate reputations?

- The reputation of Company #1 is very damaged
- They have had to layoff thousands of employees
- They spent millions of dollars purchasing and renovating buildings
- They have developed partnerships and community relationships
- Reputation extremely damaged
- Company #1's efforts in Canada were a complete fail
- The whole two-year process has been very difficult
- Company #1 is a major corporation in the U.S. – and Canadians will still shop at U.S. locations
- Company #1 did not do anything to repair once they announced they were exiting Canada. They did not care about protecting their reputation, just about leaving
- Company #1 depended too heavily on their American reputation to attract Canadians. Did not build a uniquely Canadian reputation
- Company #1's results in the Canadian market have damaged it's U.S. reputation
- Company #1's reputation in the U.S. is good and is known as a strong brand with good prices
- Company #1 counted on its business model to keep customers and maintain its reputation
- Company #1 should have changed their business strategy to include CSR in their messaging – i.e. McDonald's introduced healthy food products in their menu to adapt
- In the car industry – Ford was known for poor gas consumption. They changed their business strategy to make fuel-efficient cars, smaller cars. Need to add CSR to brand to change to reach customers to repair reputation

2) What are the most effective ways to communicate to stakeholders post-issue or post-crisis?

- Declare something in the media
- Some companies have good press
- A bad example is Lac Megantic where the company stayed out of the media for a long time – and then did not say anything that would help their reputation. They did not deliver or meet expectations. Did not communicate properly
- Company #1 did not say anything after they announced closing – they just delivered a financial analysis – Company #1 did not explain why they were leaving Canada
- Advice – be present in the media, explain, apologize, reassure people, announce action plan – do these on both social and traditional media

- Advice – a positive effect campaign to help reverse the damage. CSR/feel good/community relations campaign after a crisis
- Advice - Raising funds for social issues – positive press/ let press know. Causes to support could be cancer, health, children, environment, hospital
- It is known that people support companies that have CSR in their brands – this is a new way of marketing
- Advice – marketing plans must include CSR

3) What was the role of the CEO and senior management in your company's reputation repair efforts?

- No efforts were made after announcement to close in Canada
- All that was communicated is that employees would receive compensation
- When the company first opened in Canada – efforts were made to communicate direction and goals
- Company #1 was always compared internally to another larger U.S retailer coming to Canada
- Company #1 coming to Canada was the biggest retain project ever seen in Canada
- Company #1 needed to build over time – they opened all at once
- Took other retailer 10 years to open all of their store in Canada and did not make any money in the beginning either
- Company #1 had a 5 to 10 year plan - employees were told not to be discouraged – great employees, solid company
- When Company #1 was not doing well – there was an expectation they would downsize as they had great staff
- The marketing team was very involved in helping the communications team build the brand
- Marketing team also helped with CSR – but CSR was not a top priority to the marketing team
- Marketing's job was to increase sales and market products
- In terms of community relations, the communications team was limited in what they could do – community relations was not a priority in year 1 or year 2 of the plan – there was some support but not enough
- In hindsight, the interviewee feels the Company #1 should have invested more in building their reputation not just focus on sales
- Company #1 has a policy of donating 5% of profits back to the community. This has been a company tradition since the 1940s
- Since there were no profits in Canada, the company could not give back – this was very limiting. The team could only donate if profits increased
- #1 make profits, #2 give back

4) Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team?

- Definitely – although communications was under marketing and marketing had a senior leader
- Having some a communications person in a senior management position would have helped, but would not have been the only solution
- Having this could have helped to convince different ways of operating – promote brand and vision better, and CSR efforts better
- Not given an opportunity to promote brand, vision, and CSR efforts
- Communications team was told their help would be needed in years 3 to 5 of the plan
- Communications team not properly leveraged

5) Do you feel your organization addressed the root causes of the problem?

- No the company did not address the root problems.
- People told senior management about the problems, but they did not listen
- Localization was not in the company's strategy for Canada
- Senior management was told every region of Canada is different – different purchasing habits and different shopping patterns – but this was not taken into consideration – the plan was to have the same store everywhere across Canada
- The company was told by employees – they must cater to the local market (Ontario, Alberta, Atlantic Canada). BC has an large Asian community that eats differently and uses different kitchen supplies
- In the US, Company #1 uses localization with the Hispanic market – for food, clothing. The Hawaii market has stuff for vacations such as sunscreen, hats, bathing suits, sandals
- Employees were told localization would happen later, once the company's Canadian presence was more established.
- Company #1 understood the market but did not apply its knowledge. The company had empty shelves, high prices, and logistical problems that were never fixed. Company #1 would not lower their prices. They should have lowered their prices to attract customers and later raised them
- Hard to bring customers back with so many problems

6) Did your organization focus on one stakeholder group in particular in order to repair reputation?

- Not really – the company did a few initiatives with fashion designers, fashion influencers and celebrities to promote the brands the store carried. Company #1 used people from the fashion and entertainment industry. Company #1 used young designers and brought American celebrities to major store openings.
- The company had a buy one, give one campaign – so shoes were donated to people in need

- There were efforts at the beginning then the budget was cut because efforts did not get pick up

7) How did your organization monitor and measure reputation recovery?

- Surveys, market analysis
- A lot of effort to measure
- Lots of valuable learnings but none were used
- Talking to people in the community – trying to create the right community partnerships
- Lots of data
- Monitor social media

8) What were the greatest challenges your company had overcome to repair reputation?

- Market entry: empty shelves, high prices, lack of selection, could bring the same experience customers had in U.S stores
- Issues were not addressed quickly
- The people behind these decisions were the right people – excellent staff – the right leaders and right people in place
- Closed Canadian operation to please shareholders
- Lost all investments
- Had to layoff people in the U.S. as well (data breach)
- Had to layoff people in the U.S. to recoop losses
- No online strategy
- No online shopping whatsoever or no pricing info and product availability online
- Did not include in market entry

9) In hindsight, what do you think your organization could have done differently?

- Too big, too fast, without the right strategy and without the right leadership
- Needed to understand the market
- Did not have a good strategy
- Did not address issues in the beginning
- Did not implement strategy. Did not adapt or adjust
- Did not follow what another retailer did when it entered Canada
- Canadians assumed Company #1 had a solid plan
- Canada was suppose to be a test market for global expansion - in places like Mexico
- Changed the company's plans for international expansion

10) What advice can you give to other Canadian organizations facing issues or crises?

- Do everything opposite than Company #1 did
- It is the biggest example of what not to do
- Company #1 missed the entry and missed the exit
- Start smaller; know your market
- Know that the market is complex – don't put all of your eggs in one basket
- Include CSR and do it right
- Have layers in marketing plan
- Start CSR plan when you have a plan and you can do it well
- Don't do a half ass job – more damaging than not doing anything at all
- Understand market, know regions, culture and languages, immigration portion, be more grass roots
- Company #1 had the right stakeholders
- Company #1 had the right employees that were engaged and volunteered
- Leadership was problematic
- Promote the right strategies

Interview – Company #8, Participant #2

1) What do you think are the most effective tactics and strategies for repairing corporate reputations?

- Reputation is a lot about perception – positive, neutral, negative
- Perceptions are based on feelings, how people see your company, products and services you provide
- Perception is the core of understanding any strategy
- Repairing reputations = Mea culpa – admitting something happened. If the company does not have a mea culpa – they cannot repair reputation. Audiences will feel like they are being insulted if you deny there is a problem.
- Example – quality of Tylenol
- Example – how Maple Leaf turned their brand around and addressed problem
- Communicate messages clearly, consistently and in the face of criticism
- Hiding or shying away gives the impression that you have something to hide
- If you have something to admit, admit it, then position your messages and discuss how to move forward
- Engage with internal and external stakeholders and have a proactive and engaging approach
- If you don't have a reputational issue, you can afford to fly under the radar. If you are a company that does not want to seek media attention – that is fine.
- If you have a reputational issue and don't engage points the finger that there is something wrong there. Otherwise, you would be defending yourself.
- You cannot solve reputational issues alone. Need to have friends and advocates, third party influencers, external parties that are experts in their fields such as professors, talk show hosts. Need friends to defend your company and your position as well
- Communicate with government officials, bureaucrats and elected officials on a regular basis
- It is no longer about a single-focused stakeholder. Any communications strategy today has to have a completely integrated approach for both internal and external stakeholders, leadership, HR,
- Social media is not just one channel. Social media must be part of the strategy. Employees can be both advocates and critics. Need to know how to leverage employees
- Must have a three dimensional approach
- Identify the "what" – what is the issue, what is it that you are facing
- Use change management approach both internally and externally
- What do you want to do, what did you do – repeat it over and over
- Bring people into the plan
- Tell people what you did to resolve issue and how you did it
- Part of the strategy must be about the brand
- Depending on the reputational issue, you have to decide how you want to refresh your brand
- If you are able to address the issue, people see that

- If you face damage – you have to ask yourself if you need to refresh the brand and in extreme cases, do I need to change the brand, is the brand damaged beyond repair. Damages can live forever – people often don't see what you are repairing.
- Conduct regular surveys about products and services to measure reputational score and underlying drivers of reputation – audiences, location, what customers trust and distrust about the brand
- You need to know what parts of the reputation you can fix and where: by region, city, province
- Measurement must be part of the strategy – because then your communications efforts can be targeted towards something specific and you can try to alter or change specific things

2) What are the most effective ways to communicate to stakeholders post-issue or post-crisis?

- Use every single channel that you have
- For the general public, you are not going to have one-on-one meetings (cannot meet everyone individually)
- Have one-on-one meetings with key influencers and member of government – need to meet with these people on a regular basis
- Keep stakeholders up-to-date regularly
- Engage with the media
- Leverage advertising
- Leverage a digital strategy
- Use social media
- Face-to-face meeting with employees
- Create videos to tell a story
- Use every channel you have at your disposal– as each serves a purpose and is useful
- Tell story through print and web advertising
- Create blogs and videos (in-house),
- Leverage people internally and experts, get bloggers (in-house) to speak about your expertise
- Crisis is not just about addressing the problem head-on – and addressing only the crisis – you need to go beyond the issue you are facing
- Talk about the whole business – all that it does/ all that you do – this is part of a wider strategy. Talk about corporate giving, sales
- Measurement is critical – to target who you need to address, who has the most negativity, where the audience is, which audience to leverage, which stakeholders think what
- Your audience uses many forms of media – use all forms of media

3) What was the role of the CEO and senior management in your company's reputation repair efforts?

- CEO and senior management has taken a central role in the cases that have worked
- The CEO is always out there talking
- It's the CEO and others, not the CEO or others – the CEO always has to be there
- CEO must lead the change and give interviews, speak with employees. CEO can be supported by other executives
- Cannot be VPs only, the CEO must be involved
- The CEO of Company #8 cannot be everywhere – as they operate globally – sometimes VPs are best to do interviews – but you have to still be able to hear his messages
- CEO and a few others always out there

4) Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team?

- Yes it is at Company #8
- Communications has a voice at the executive level. In the past, not in the same way
- It is not about whether you are represented but have the right approach. Approach counts a lot more. If you are well represented, you have a bigger voice – but at the executive level it tends to be a team that handles these issues.
- It is important that you are there, but it is more important what you say
- If you are highly reactive at the table, you are going to face massive damage

5) Do you feel your organization addressed the root causes of the problem?

- Yes – Company #8 did address the root causes – it took a comprehensive system to address the actual issue
- All about perception – you can communicate the change but there is still a big gap between doing it and people seeing that you have done it and believing you have done it. This is where your proactive approach and consistency comes in. It is your standard change management approach – you have to show them that you have made the necessary changes – you cannot just speak about it.
-

6) Did your organization focus on one stakeholder group in particular in order to repair reputation?

- No – communicated with all stakeholders
- Company #8 made a lot more headway when communicated with all stakeholders. Company #8 has a multi-stakeholder approach.
- Before Participant #2 came on board, the company communicated less with multiple stakeholders. Company #8 was focused on saying less
- Company #8 used a comprehensive approach. By telling your story consistently to all stakeholders – you are ensuring they all receive the same message through the various channels – integrative approach
- Use both traditional and social media
- Social media is a place where you can measure whether or not people trust companies
- Talking about 1 stakeholder is no longer relevant
- Talking about 1 point is still relevant
- It is important to talk to important stakeholders one-on-one such as members of the government
- What one government official says about you/your company will have ripple effects across the whole country by the media
- It is no longer about 1 stakeholder group, but the consistency of messages

7) How did your organization monitor and measure reputation recovery?

- Company #8 focuses on surveys
- Surveys examine client perceptions, employee perceptions, public perceptions
- Company #8 uses third party surveys because they are most credible
- Media monitoring – traditional and social media
- Company #8 receives feedback from customer discussions and government discussions and industry discussions
- Company #8 has one-on-one meetings to get feedback (i.e. government) – however surveys are more measureable and are less subjective
- With meetings people hear what they want to hear and focus on the things they think are important
- One-on-one talks give a good indication – but third party, independent surveys are most reliable as they offer transparency and credibility

8) What were the greatest challenges your company had overcome to repair reputation?

- Getting all of the ducks in a row
- Getting the company's approach sorted out – which means you need to speak to all internal stakeholder groups so everyone was aligned on what it is you need to do
- The communications team does not talk to the investors or customers
- Communications team does not solve actual problem – so the big challenge is sorting out all of the different stakeholder groups and the core of positioning – because that is what will drive everyone else
- Another big challenge is having a clear strategy and getting over that challenge. Getting your objectives sorted out and clarified –because that is the only way you will stop being reactive. Part of the challenge is being proactive and having your objectives available to all stakeholder groups. Objectives need to be identified and bough into by everyone internally – all stakeholder groups – what you say can have an adverse effect on other strategies. What you say should also support the other strategies.
- Plans sorted out – you plan bought into by internal stakeholders so that they know what you are doing, when you want to do it and what you are doing is actually supporting their efforts – Company #8 now does all of this – but not in the past.
- Company #8 has had to overcome this challenge to a large degree
- Other challenges Company #8 had to overcome included using actual measurement to drive their decision making – which was not the case. A big mistake is to just say "we think" and then go to something that could not actually be what is the important thing
-

9) In hindsight, what do you think your organization could have done differently?

- Company #8 could have communicated more – if you have a position – you identify it and get buy-in from everyone
- Communicate more to the public
- Company #8 was good at communicating to its stakeholders, but could have communicated better to the general public and to the media
- Company #8 had a reactive approach with the media and have since changed it to a more proactive approach – trying to be more engaging
- In the past, Company #8 was criticized as it only wrote statements to the media, did not speak with them
- Changing their approach with media had its benefits. Difficult to just change the media's perception right away
- Communications had to listen to the executive team and to the CEO and represent what they want to do not what communications thinks should be done – this was one issue that Company #8 faced – there was a disconnect between communications and the executives. Communications is therefore reactive and not properly supporting the organization. Since then have re-established the

connection and rebuilt credibility – communications were included earlier in strategic issues
- Communications is to advise the executives and CEO and provide expertise – but communications is to properly listen to the executive team and to the CEO
- If you don't listen, you cannot be considered a strategic partner
- The communications team is looped in early on now
- When you are not listening, then you are not invited to the table
- Do not think you know better
- If you are not invited to the table then you are just being reactive
- Now there is no disconnect
- Build a better approach to communications when this happens – no disconnect

10) What advice can you give to other Canadian organizations facing issues or crises?

- Address issues
- Each crisis is different
- An operational crisis due to health and safety – that you do not deal with - can turn into a reputational issue
- Deal with you crisis, prepare position, align internal stakeholders and communicate
- You prevent or mitigate reputational risks by delivering early on with any issues – whether it is an explosive issue or a festering issue
- If you hope the issues just goes away – it could happen – but if it does come up you will loose the way you manage the issue
- If you do know about something and don't do anything –it shows intent, disregard and arrogance– therefore deal with it by taking an integrative approach with your stakeholder groups – don't just hope it will go away

Interview – Company #7, Participant #3

Participant #3 wanted to discuss a merger/acquisition that happened in 2000. The situation was complex as it was combining two workforces, two cultures, and the company was now dealing with two terminals at each airport. This was a difficult situation as they were dealing with customer complaints. Company #7 hired a public relations agency with a communications plan that would communicate to customers how the service had improved. The campaign was known as the 180-day plan, in which, all of the problems would be resolved. The merger took six months to complete and used advertising - television and print as well as some radio. There was a consumer loss of confidence, public scrutiny (two large airlines merging into one), and issues with the competition bureau which were all addressed during the 180 days.

1) What do you think are the most effective tactics and strategies for repairing corporate reputations?

- Acknowledge to your stakeholder base – in Company #7's case employees, customers, shareholders and government
- Acknowledge the issue
- Communicate what you are going to do about it
- Provide ongoing communication – i.e. progress reports
- There are many crises where you need to start by apologizing. You have to decide if an apology is indeed appropriate – because it often is in a crisis
- Acknowledge the issue and the company's part in it
- Do not underplay issue or problem
- Acknowledge the problem as honestly as you can – so that you are credible in your apology or comments

2) What are the most effective ways to communicate to stakeholders post-issue or post-crisis?

- A few years ago – issue a press release, have something on your website, public service announcements, paid advertising, and interviews
- Today these are still valid but in addition you have to use social media. You are expected to be present online
- It depends on what the issue is
- Company #7 has used all forms of social media
- Company #7 introduced its new CEO on YouTube in 2010 with a series of interviews targeted to employees
- Company #7 is increasingly using Twitter and Facebook to communicate instantly on certain issues
- Company #7 uses tools to communicate to frequent customers
- Website is frequently uses to buy tickets and check statuses of flights
- Company #7 sends emails to frequent customer base
- Use different tools depending on the crisis/what type of crisis

- Plan includes media, public communications, one-on-one meetings with government officials
- Plan depends on which audience you are aiming for
- Town hall meetings for employees
- Face-to-face communication is more effective than other forms – so Company #7 uses this whenever possible

3) What was the role of the CEO and senior management in your company's reputation repair efforts?

- The CEO was the face of the 180 day campaign
- CEO had a very high profile role
- The CEO's name was out there
- The CEO did an advertising campaign and did interviews
- The campaign was the CEO's voice
- CEO took the leading role with the merger
- Internally, the communications team could not handle the merger on its own
- Three times, Company #7 hired a crisis management team for advice
- The agency was a client of Company #7
- The agency drafted a plan, which Company #7 finessed and presented plan to the CEO
- Communications team had unrestricted access to the CEO

4) Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team?

- Someone from the communications team was at the table
- Could not have avoided the merger
- The merger was fraught with issues that were unavoidable

5) Do you feel your organization addressed the root causes of the problem?

- Yes – addressed root cause –
- The root cause was close to dysfunctional in the peak summer months
- Customers had poor travel experiences during this time
- There were different point systems/loyalty plans, operating at different terminals, different gates and customer dissatisfaction and less than smooth travel experiences
- The premise of the campaign was that these issues would be fixed in 180 days
- Root problems were customer dissatisfaction
- In six months the root causes were addressed and the problems disappeared
- Stakeholders were unhappy with the merger as they lost out – but the company could not fix this
- Employees were unhappy as they closed the acquired company's headquarters
- Fixed problems related to customer service

6) Did your organization focus on one stakeholder group in particular in order to repair reputation?

- The customer
- Communications were focused on the customer

7) How did your organization monitor and measure reputation recovery?

- Monthly customer satisfaction survey
- Surveys give the company a very good idea of how the customers feel
- Survey people who have travelled in the previous month
- Reputational surveys
- Depend more on customer satisfaction surveys that reputational surveys
- The survey has evolved in the last 15 years
- Company #7 gets a good pulse from social media and can examine tone and sentiment
- Also measure by number of industry awards they receive

8) What were the greatest challenges your company had overcome to repair reputation?

- The challenges to Company #7's reputation have always been related to customer service and Canadian's expectations of Company #7's customer service
- Company #7 has to deliver on the customer experience and on the brand promise
- Need to deliver on customer service standards such as having customers' bags travel on the same flight as them. Delivering bag to you 20 minutes or less from when you land
- Company #7 audits themselves to make sure they meet all of their standards
- Company #7 compares favourably with other North American carriers
- Had to deliver on the customers' expectations of the company
- Currently, Company #7 is working on cutting their call centre response times down from five to two minutes
- Perceptions always based on last travel experience
- Expectations from customers are huge – customers' mind sets are in the old ways of travel
- Company #7 known as a very safe airline, and is known as being very well ranked among global carriers
- Want to be a company that Canadians are proud of
- Customers still think of Company #7 as a crown corporation
- The U.S. has four major airlines so people blame the industry not the company
- In Canada, the blame tends to be focused on Company #7

9) In hindsight, what do you think your organization could have done differently?

- Perhaps, if integration had been planned over a longer period of time – perhaps this would have been smoother for the customer
- Perhaps Company #7 should have communicated earlier and foreseen issues earlier and communicated before people started feeling the bumps
- Could have prepared customers better
- Company #7 could have prepared earlier and started campaigns earlier

10) What advice can you give to other Canadian organizations facing issues or crises?

- Customer based crisis
- Honest and upfront as early as you can in terms of what is to be expected from a customer view point
- Make every attempt to compensate for it – i.e. reduced tickets
- Strategize in terms of what you can do so that your customers do not feel they are being taken advantage of
- One you start communicating your action plan, work hard to deliver on it and give progress reports with press conferences
- Acknowledge the issue right away
- Be as transparent as possible then lay out action plan publicly by most senior person who can be effective doing this
- Not every CEO is as effective as a spokesperson
- Hopefully your CEO will be effective enough to do this
- Never have a communications person speak – always CEO
- Provide progress reports
- Never play the blame game
- Address root causes so it does not happen again
- Environment is different today, but the tools are the same

<u>**Interview – Company #6, Participant #4**</u>

1) What do you think are the most effective tactics and strategies for repairing corporate reputations?

- Transparency, honesty
- Its not about what you say, but what you do
- Its not what a company says when its in crisis but what it does
- Take action, be transparent and deliver

2) What are the most effective ways to communicate to stakeholders post-issue or post-crisis?

- There are a number of ways
- Social media is the fastest, most efficient way to communicate but you must use traditional media as well to make sure your message is reaching everyone through different mediums
- You can never over apologize
- You can never take responsibility too much
- It is about leveraging both social and traditional channels
- Make sure the content of your message is be very clear

3) What was the role of the CEO and senior management in your company's reputation repair efforts?

- The CEO was front line
- The CEO was in the trenches along with the senior management
- It was the CEO's idea to appear on TV
- The CEO understood the role of communications plays not only in reputation management but proactively repairing your brand
- Participant #4 advises when you are in a crisis, you have the buy-in from the top

4) Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team?

- Company #6 has a senior vice president of communications/investor relations as part of the senior team and this helped them quite a bit during the crisis in terms of turning around the crisis around quite quickly
- The senior team at Company #6 had the foresight to bring in consultants and contractors as there was so much work to be done

5) Do you feel your organization addressed the root causes of the problem?

-   Yes, absolutely
-   When you are dealing with a food issue the responsibility does not fall solely on one organization's shoulders. There is a government piece to this as well.
-   Company #6 took on making themselves better and the government better
-   This was a food issue – the responsibility was not just on Company #6 but on the government as well
-   Company #6 elevated the whole food safety practice in Canada
-   Company #6 made food safety better by lobbying the government
-   Since Company #6's recall other companies have also experienced food safety issues and recalls. This is partially due to the way the government regulates the food industry.
-   Canada has very low standards, compared to other countries in terms of food safety and food monitoring
-   Company #6 took the blame, although they was not the only player involved
-   Company #6 did not point a finger at the government, but the government has a responsibility in this – low standards of food inspection
-   There are low standards in Canada for food inspection and the government has a responsibility
-   The change to food safety was a much needed one

6) Did your organization focus on one stakeholder group in particular in order to repair reputation?

-   No – investors, government, consumers, health care professionals, customers (fast food chains)
-   Company #6 communicated to health professionals as they strongly advise people not to eat deli meats and processed meats
-   Company #6 is in the food services industry and caters to university food halls and hospitals – often providing deli meats
-   The focus was also on investors as Company #6 is a public company
-   Government
-   There were a number of communications strategies for each stakeholder group
-   Consumers were the top priority stakeholder group, but investors were important, the government was important, health care professionals also important
-   Major fast food companies source their meat products from Company #6
-   At the start of the crisis, the CEO called each major client personally to speak with them and their senior team, such as fast foods chains. CEO wanted to assure them that an incident like this would never happen again, and what Company #6 was doing to fix the problem.
-   Because of the actions of the CEO and senior team, the company was able to turn itself around in a two year period

- When the CEO was at grocery stores shopping, he was willing to talk to customers about Company #6's products. People respected the CEO's honesty and wanted to by their product more often.
- In 2008, Twitter was in an infant stage, Company #6 did not use social media
- Company #6 created a blog which was authored by the CEO and the chief food safety officer to get their message out

7) How did your organization monitor and measure reputation recovery?

- There were a number of ways
- The company used in-market research throughout the whole recovery process
- The company had an external consultant who advised Company #6 to apologize until the public told them to stop apologizing
- Company #6 monitored the market – as it indicated to them when to move on – stop apologizing
- Also used consumer affairs feedback from customers – analyzed the data from consumer's calls
- Company #6 set benchmarks each quarter
- Monitored sales (what brands people were buying) and stock prices, and what market analysts were saying about the company
- Stakeholders showed how the company how they were trending (stocks, sales, consumer feedback)
- Today there is more instant access to feedback – online
- Today would be very responsive on social media such as through Twitter
- Companies cannot hide on Twitter – they need to be responsive and answer questions

8) What were the greatest challenges your company had overcome to repair reputation?

- Like other companies, never 100 percent ready to face a crisis. You do your best with your plans
- The crisis opened up to the public how Company #6 operated such as how they produced meat, testing for bacteria, quality assurance
- The crisis also allowed them to change things
- When you are in a time of crisis, you must be very agile
- You have to be able to turn things around really quickly
- Processes at Company #6 were not favourable to being agile. But the company recognized things had to change

9) In hindsight, what do you think your organization could have done differently?

- Lots of little things they could have done better – as nothing is ever done perfectly
- Could have gone out sooner with their message, gotten it out faster
- Had to film and edit their video, make it commercial ready
- Cannot over communicate in a crisis
- Smaller customers (hospitals, schools) may not have had as much communication as they should have
- Always room for improvement

10) What advice can you give to other Canadian organizations facing issues or crises?

- Don't hide from the problems, you cannot hide
- Hiding is the worse thing you can do
- Admit fault and take ownership, outline how you are going to fix it and deliver on your promises
- If you do not have the right crisis management people around the table, then find them and get them
- Need right people around the table
- Listen to these crisis management people and do what they say

Interview – Company #9, Participant #5

1) What do you think are the most effective tactics and strategies for repairing corporate reputations?

- Tactics include being fast and being honest
- The quicker an organization can communicate, the better it will be

2) What are the most effective ways to communicate to stakeholders post-issue or post-crisis?

- As the issue developed on social media, it provided a complexity and quickness to try to deal with it
- The initial silence from the university only made the problem worse
- Social media is one way to be effective to get out a quick message
- Social media made the incident worse. Had the video not gone viral, the issue would not have been as big
- Different methods for different groups
- It depends on who your stakeholders are and what their expectations are
- The more personal, the more effective
- The more personalized, the more sincere
- A personal approach is most effective including one-on-one meetings, town halls, drop-in sessions with students, faculty and staff, phone calls and letters/emails to alumni
- It really depends who your stakeholders are
- It is important to personalize your responses

3) What was the role of the CEO and senior management in your company's reputation repair efforts?

- At the top of the organization is a president and two vice presidents that lead the decision making, they are the executive management group
- These three people lead all of the decision making in regards to understanding what is the nature of the issue, what position should the school take, who should they communicate to
- Their role was assessing the situation and then the president communicating
- The president was the spokesperson. At first it was just the communications manager
- The president was coached by the public affairs staff

4) Do you feel the outcome of the company's repair efforts would have been different if someone in communications/public relations was part of the senior management team?

- The communications officer is low on the totem poll.
- The communications officer worked together with the senior people in the organization – VP of external affairs and the chief pr person of the university
- At the time, the chief public relations person reported to the president, but was not at the table. The chief public relations person did not have much sway as the two VPs
- The outcome would have been different if the chief public relations person was at the VP level. There was more buy-in in terms of a general communications approach and technology
- The communications team brought in outside people to convince senior management of basic fundamentals of crisis communication. Outside people did the convincing and provided outside council – which they were fully capable of providing in-house. It as seen as more valuable and more trusted coming from the agency
-

5) Do you feel your organization addressed the root causes of the problem?

- Yes – eventually
- The issue was really on respectful behaviour, moreover sexual assault and allowing students to feel safe on campus
- Used professors of other schools, thought leaders, community leaders on a council, and created a report. The group was tasked with implementing the report
- The report had recommendations on what to fix/how to improve - such how to prevent incidents of sexual assault and educate students on sexual assault
- The organization took action, unlike other universities – it tried to address the root causes very quickly
- The issue experienced is a societal problem, not just happening at the university
- The organization acknowledged the issue and apologized
- The video clip made the issue receive more attention.
- There is only so much you can educate around sexual assault

6) Did your organization focus on one stakeholder group in particular in order to repair reputation?

- Yes and no in terms
- Not in terms of an exercise in repair reputation but as an exercise in addressing the root problem
- Students = customers – need to make sure they feel safe and supported such as through peer-to-peer training
- Beyond that, reputational repair has a lot of layers – alumni, donors, government and faculty

- The school's long-term actions were acting on the recommendations outlined in the report
- Everyone recognizes that the issue will take a long time to repair, and it can only be done through the school's actions – what you do, how you respond, what measures you put in place
- The actions of the school and of the report have not necessarily focused on one group

7) How did your organization monitor and measure reputation recovery?

- The organization does not have a good handle on social media monitoring and media monitoring
- The school did do monitoring during the time of crisis, and still continue to do social media and media monitoring – but the university does not have any measurement about what people think of the university – no quantitative or qualitative data, no surveys
- The school does receive anecdotal feedback – but nothing measurable
- The university has no idea of what the benchmark was like before the crisis, during the crisis, or what it is like now
- The school does receive feedback from focus groups
- The school used focus groups when creating the report on improvements and an awareness campaign
- The school also uses online surveys after orientation week, however it does not measure reputation
- Enrollment is down at the school, but also overall in the province
- Not surveying students to find out why enrollment is down

8) What were the greatest challenges your company had overcome to repair reputation?

- The initial response of the school did not show they appreciated the seriousness of the issue
- The school had the reputation of being a jock school
- The issue weighed into the pre-existing stereotypes
- Played into stereotypes
- Not what school was about, decline in school values
- Students focused on other things
- It was an affirmation of a negative view
- How do you stand up between defensiveness and humility
- Vision and mission statement
- The public perception focused on student punishment – kick out versus educate
- Actions of the school (kick out versus educate) were unclear
- The information on disciplining students was confidential – but the public wanted to know what was being done
- The seriousness of the issue
- What was the school's role in this – kick out or educate

- What will the process be – it was not initially clear
- Apply code of conduct to these students
- The speed at which the video was out there – the university was not known for solving problems speedily
- There was a lag in the school's response time
- Wanted to show the public what they were doing – but had to keep their disciplinary actions confidential
- There was a public desire to have the students expelled
- Not being transparent and open – the university has a poor reputation about being transparent and open
- The school also faced issues of its former players using steroids
- Reputational issues don't add, just multiply. Negative issues magnify
- Many challenges to mitigate
- Every time the similar incidents occur at other schools, Company #9 gets referenced – this will continue in the years to come
- Focus on the positive, take a better position – hopefully can be referenced in future articles what they did well

9) In hindsight, what do you think your organization could have done differently?

- Communicated earlier – it took a long time for the school to respond. There was a lack of say communication
- Staff did not understand the severity and nature of the problem – just assumed it was a behavioural problem which just happened to be captured on social media
- The initial communications to the media were sloppy – talked about sending students to "sensitivity training"
- Get message out early, let people know you are working on it, managing expectations
- Be truthful, not too much polished
- The school president was on the dinner time news – he was humble and truthful – it was authentic - but only so many people watch the newscast
- A missed opportunity was a to share the same message with other audiences – such as a YouTube video apology – agency advised to do this
- The senior leaders thought it was a 1 day story, not a two week story
- Need to go beyond traditional interviews to manage expectations
- If there is no buy-in from management, nothing will get done
- Your communications team could have the greatest ideas in the world, but if there is no buy-in – they will not go anywhere

10) What advice can you give to other Canadian organizations facing issues or crises?

- It depends on the nature of the crisis
- Do not under-estimate the value of media training – develop key messages, understand how to support them – works for both talking to alumni at events as well as so television interviews

- The more people that are media trained – the better
- Use who you need to and then escalate up
- Figure out quickly who your spokespeople will be – and hold them steady
- Communicate as early as you can – need to have processes in place
- Understand your system and policies
- You need to make it clear that there is a system in place and you have a way of resolving the issue
- Be as honest as you can be
- Have a way of declining them/it
- Sanitize your language/make it more appropriate
- Be prepared to answer hard questions - research and prepare ahead of time
- The sooner you can answer the hard questions the better