

Julie Abajian, Gabriela Avila, Emily Wilson, Marissa Czarnecki, Mackenzie Hoon

**Crisis Communication plan**

**Introduction**

As a worldwide company, The Walt Disney Company must be prepared for anything that could possibly happen. Being prepared will be a key factor in the success of this crisis communication plan. Each employee should know the company values and the code of conduct in order to understand how the company will operate at the time of a crisis. The following documents should be on hand in the event of a crisis. These documents will aid the crisis communication team and outline many of the procedures we have in place aimed at keeping the public safe and informed.

**Table of Contents**

**Mission and Purpose3**

**Potential Crises4**

**Crisis Management Team6**

**Key Publics & Stakeholders7  
Prevention & Preparation8**

**Media Audit10**

**Social Media Strategy12**

**Experts & Thrid Party Supporters13  
Immediate Response Checklist14**

**Communication Channels15**

**Key Messages16**

**Press Release Template17  
Organizational Backgrounder19**

**Media Log Sheet22**

**Crisis Team Contact Information23**

**Testing and Evaluation24**

**Crisis Plan: Part Two26  
Response Strategy27**

**Press Release28**

**Key Messages/Social Media Strategy30**

**Mission & Purpose**

**Mission**

The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world.

**Purpose**

In the event of a crisis, The Walt Disney Company must react immediately with an open and honest transfer of information. It is crucial that we take action to inform our customers, stakeholders and the media as soon as possible. We will ensure our consumers that we are committed to keeping the public safe while upholding integrity by being completely transparent in our handling of the matter. This plan will benefit our organization by providing a clear direction, limit confusion and deliver a quick route to a return to normality.

**Potential Crises**

**Likely Crises**

**Natural Disasters/Poor Weather Conditions**

* Hurricane
* Earthquake
* Flood
* Tornado
* Fire
* These natural disasters could likely affect:
  + - Walt Disney theme parks and resorts
    - Media network and Walt Disney Studio buildings
    - Production and distribution centers of Disney Consumer Products

**Ride Malfunctions**

* Ride malfunctions can affect the efficiency of a theme park and can cause injuries to visitors or even death, if the malfunction is serious. This could lead to lawsuits against The Walt Disney Company

**Ride Operator Error**

* Theme park rides can malfunction due to operator error

**Lost or missing children**

* A child could go missing at any theme park

**Food Safety Issue**

* Food served at theme parks could be contaminated or spoiled causing illness to visitors

**Workplace Violence**

* Violence between Disney cast/team members
* Examples:
  + Fighting (verbal and non-verbal)
  + Harassment
  + Sexual Harassment

**Technical-Error Accidents**

* Technology within the park can experience errors or server shutdowns which could affect the functioning of the parks

**Transportation Malfunctions/Accidents**

* All transportation services:
  + Monorails
  + Park trolleys
  + Buses in parking lots

**Crowd Control**

* Due to the large quantity of visitors, the park can become very crowded

**Organizational Misdeed**

* Management knowingly commits an unlawful act or places the stakeholders at risk
* Example: Disney stealing an idea from a competing theme park

**Unlikely Crises**

**Natural Disasters**

* Hurricane
* Earthquake
* Flood
* Tornado
* Fire

**Workplace Violence**

* Examples:
  + Assault
  + Homicide

**Terrorist Attack**

* Bomb threats against the Disney parks
* Hostage situation
* Mass-shooting

**Organizational Misdeed**

* Example:
  + Purposeful mistreating of consumers
  + Creating an unsafe work environment for employees

**Virus/Disease Outbreak**

* With the massive amount of visitors to Disney parks, there is potential for the spread of sicknesses if there are highly contagious visitors

**Crisis Management Team**

**Emily Wilson - Crisis Communication Administrator***Organizes crisis team meetings  
Delegates team member tasks  
Communicates with corporate members on crisis situation information and plans*

**Mackenzie Hoon – CEO***Official face of the Walt Disney Company  
Responsible for the success of the company  
Assures the accomplishment of The Walt Disney Company’s mission and vision* **Marissa Czarnecki - Media Contact***Handles all media relations  
Answers questions from outside stakeholders* **Julianne Abajian - Social Media Coordinator***Manages all social media platforms and social media team  
Updates social media accounts during crises* **Gabriela Avila – Spokesperson***Speaks to press at all press conferences  
Provides feedback to media questions and comments  
Gives official statements from the Walt Disney Company*

**Key Publics & Stakeholders**

**Key Publics**

* Board of Directors/Executive Management- both will need to know the proper protocol in the event of a crisis situation to carry out plans
* Media- the media will want to know all of the information about eh
* Employees- employees will want the complete details and exposure to the crisis. If the crisis regards their safety, they will want to be aware of the proper protocol
* Legal Representatives- legal representatives will need to be informed of the crisis situation in the event legal measures need to be taken

**Stakeholders**

* Stockholders- stockholders will need to know information about the crisis in the event revenue could potentially decrease
* Investors- investors will need to be informed in the event their investments could be threatened
* Organizational affiliates- sponsorship affiliated with The Walt Disney Company will need to make decisions on whether to continue their support throughout the crisis situation

**Crisis Plan: Preparation & Prevention**

**Issues and Risk Management**

Disney is committed to making sure that all preventative measures are taken to reduce the risk of a potential crisis occurring. To make sure that this does not happen, Disney will follow the appropriate steps to avoid such a situation. Scanning the environment for these possible risks and tracking the success made will allow Disney to see what works best for the company and what has the possibility to affect Disney both internally and externally. The scanning can be done through following various news sources and knowing what is on social media.

**Internal Environmental Scanning**

* Disney social media outlets (Facebook, Twitter, Instagram, etc.)
* Employee behavior
* Employee relations
* Media mentions (traditional and nontraditional)
* Supplier relations
* Disney vision and mission statement

**External Environmental Scanning**

* News outlets
* Competitor’s social media pages
* Competitor’s prices and products
* Consumer blogs
* Media mentions (traditional and nontraditional)
* Suppliers work environment and situations
* Government influences
* Economic conditions

**Reputation Management**

Disney’s reputation is based on the level of magical fun their workers and customers experience. This includes more than just a typical visit to the park. Disney is proud that its organization will go above and beyond to make sure everyone has the best experience while visiting. The workers go through intense training to attain the best impersonations, know all necessary background information, and generally how to treat each customer.

To keep up this positive reputation, Disney needs to have a strong issues management. Dealing with issues and responding to them before they become a crisis is necessary to maintain Disney’s reputation.

**Community**

Disney makes it a priority to have its organization get involved with the community. Disney plays a big part of the Make-A-Wish foundation, volunteer in the community, and have strong relationships with nonprofit organizations.

**Risk Management**

Being aware of what the possible risk factors are that Disney might face is important in order to plan for anything that could cause trouble for the organization. This allows Disney to better understand of how to respond if they have a crisis. If Disney can recognize the potential risks, the organization will be able to react and reduce these liabilities that the organization could face.

**Media Audit**

It is important to anticipate what media outlets are likely to cover a crisis situation that occurs within The Walt Disney Company. Both traditional and new media outlets are likely to cover crises that occur. By anticipating what outlets are likely to cover a crisis, The Walt Disney Company will be able to reach out to the following outlets to quickly provide accurate information.

|  |  |
| --- | --- |
| Newspaper  Facebook  Twitter | Wall Street Journal  www.facebook.com/wsj  @wallstreetjournal |
| Newspaper  Facebook  Twitter | New York Times  [www.facebook.com/nytimes](http://www.facebook.com/nytimes)  @newyorktimes |
| Newspaper  Facebook  Twitter | USA Today  [www.facebook.com/usatoday](http://www.facebook.com/usatoday)  @usatodaynews |
| Newspaper  Facebook  Twitter | Los Angeles Today  [www.facebook.com/latimes](http://www.facebook.com/latimes)  @latimes |
| Television  Facebook  Twitter | CNN  Phone: (404) 827-1500  [www.facebook.com/cnnnews](http://www.facebook.com/cnnnews)  @cnnnews |
| Television  Facebook  Twitter | Fox News  Phone: (888) 369-4769  [www.facebook.com/foxnews](http://www.facebook.com/foxnews)  @foxnews |
| Television  Facebook  Twitter | NBC  Email: [ajohnson@nbcnews.com](mailto:ajohnson@nbcnews.com)  [www.facebook.com/nbcnews](http://www.facebook.com/nbcnews)  @nbcnews |
| Television  Facebook  Twitter | ABC  Email: [bsmith@abcnews.com](mailto:bsmith@abcnews.com)  [www.facebook.com/abcnews](http://www.facebook.com/abcnews)  @nbcnews |
| Radio | National Public Radio |

**Social Media Strategy**

In the event of a crisis situation, The Walt Disney Company will utilize its social media outlets which include: the company’s website, Facebook page and Twitter account. The Social Media coordinator will be in charge of monitoring and updating all of the social media accounts in a timely manner, throughout the crisis situation. There will also be a social media crisis communication team assembled for the specific task of monitoring all social media outlets. It is key that The Walt Disney Company properly utilize its social media outlets for announcements, responses and environmental scanning.

It is crucial that the Walt Disney Company responds to a crisis in a timely manner. Member of the Social Media Team must consult with the legal department before issuing any type of response, in case there is any sensitive information,

Transparency is crucial when issuing any statement. The initial statement on all social media platforms needs to be clear and concise. Updates need to be posted throughout the crisis situation to keep all publics and stakeholder informed. Facebook and Twitter questions and comments from consumers need to be responded to make them know that their opinions are valued. Responding to comments is not necessary in every crisis situation, but providing timely updates to consumers is important.

In crisis situations that have less sensitive information, is of utmost importance to provide real-time updates to stakeholders and consumers. This includes Facebook and Twitter posts and also responding to consumers’ questions and comments. Also, photos and videos can be posted, as they may make things more clearly for consumers and stakeholders to understand. It is also important for responses to not be negative or defensive.

**Experts and Third-Party Supporters**

**Hewlett Packard (HP):** When the entertainment giant Walt Disney Company implemented HP Managed Print Services (MPS) across the organization, it reduced its energy use for printing by more than 18 percent, stopped 407,000 pounds of carbon dioxide from entering the atmosphere over 36 months, and reduced the number of devices by 59%. Now that’s a happy ending for the whole planet.

Contact: Dr. Beth Stevens, Sr. Vice President Environmental Affairs

**Make-A-Wish® Foundation:** The Walt Disney Company plays a unique role in celebrating the wonder and imagination of childhood, bringing happiness, joy, and laughter to children and families. Since the first-ever official experience 30 years ago, Disney and Make-A-Wish® have been working together to grant wishes for kids all over the world — more than 85,000 and counting. Today, a Disney wish is one of the most popular wishes received by Make-A-Wish, empowering cast members and communities to bring the magic of Disney to those who need it most.

Contact: John Vranas, Vice President and Chief Marketing Officer

**PANDORA:** Pandora consumers and retail partners have been requesting Disney-themed products for years and are thrilled to finally offer them a brilliant assortment of charms that are the perfect balance of sophistication and whimsy. Their design teams have worked to build a collection that meets the exacting quality standards of PANDORA, preserves the integrity of the Disney characters we have all come to love over the years, and gives their consumers another way to share their stories.

Contact: Scott Burger, President

**Siemens USA:** Siemens and the Walt Disney Company entered into a 12-year strategic alliance in 2005, bringing together a premier global technology and infrastructure company and the world’s leading family entertainment company. The alliance includes Siemens’ sponsorship of several shows and attractions, including “Spaceship Earth,”– an Epcot icon – as well as Epcot’s nightly fireworks program, “IllumiNations: Reflections of Earth”.

Contact: Eric. A. Spiegel, President & CEO

**Twinings of London:** This company has had a long partnership with Disney Parks. This past summer, they became the exclusive provider for teas offered in many restaurants throughout Disneyland and Walt Disney World Resorts.

Contact: Stephen Twining, Spokesperson

**Immediate Response Checklist**

* Contact correct authorities (ex. fire, police, etc.)
* Activate phone tree

Emily Wilson, Crisis Communication Administrator

Marissa Czarnecki, Media Contact

Medical or Law Enforcement Officials

Mackenzie Hoon, CEO

Board of Directors

Gabriela Avila, Spokesperson

Julianne Abajian, Social Media Coordinator

Social Media Team

Affected Partners

* Research crisis and evaluate (start plan)
* Write and release an official statement
* Check social media and respond appropriately
* Monitor and manage news outlets
* Prepare spokesperson for interviews with the media
* Prepare CEO for interviews with the media
* Schedule press conference if necessary

**Communication Channels**

|  |  |  |
| --- | --- | --- |
| **Stakeholder** | **Impact on Organization** | **Channel to Communicate** |
| **Stockholders/investors** | - Financial resource  - Strong stakes in the success of Disney | - In person, face-to-face (board meeting, investor meeting) |
| **Partners** | - Financial stakes  - Constant support | - In person, face-to-face  - Skype meeting  - Phone |
| **Consumers** | - Profit  - Consumer of products | - Television  - Website |
| **Product Suppliers** | - Need for the product supply | - In person, face-to-face  - Skype meeting  - Phone |
| **Organizations using Disney products** | - Gives opportunity to reach wider audience | - E-mail (covers multiple audiences in a short amount of time)  - Phone  - In person, face-to-face |
| **Government Organizations** | - Protects laws  - Ensures health and safety standards | - In person, face-to-face |
| **Social/Environmental Groups** | - Strong voice to large audiences  - Strong influence | - Website  - In person, face-to-face |
| **Media** | - Largest voice to the most markets/people | - Press kit  - Press conference  - Statement |
| **Competitors** | - Potential to take business away from Disney | - Website  - Address in media |

**Key Messages**

* Disney is committed to making sure that all preventative measures are taken to reduce the risk of a potential crisis occurring.
* If Disney can recognize the potential risks, the organization will be able to react and reduce the liabilities that the organization could face.
* In the event of a crisis, The Walt Disney Company and Disney Parks must react immediately with an open and honest transfer of information.
* We will ensure our consumers that we are committed to keeping the public safe while upholding integrity by being completely transparent in our handling of the matter.
* The Walt Disney Company wants to be one of the world’s leading producers and providers of entertainment and information.
* Disney seeks to develop the most creative, innovative and profitable entertainment experiences and related products in the world.

**Press Release Template**

[](https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0CAcQjRw&url=http://thewaltdisneycompany.com/disney-news/press-releases/2013/08/walt-disney-company-reports-third-quarter-earnings-fiscal-2013&ei=lOwvVZfgK5CayAT9kYGwBQ&bvm=bv.91071109,d.cGU&psig=AFQjCNHV1pwpp1ziI6utEGv1LfY31TKFdg&ust=1429290492738072)

**FOR IMMEDIATE RELEASE**

**CURRENT DATE Media Contact**

Zenia Mucha  
Corporate Communications

Phone: 818-560-5300

**Headline**

One sentence, 7- 10 words, that describes the major point of the release: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**City** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, **(Date)** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Message of Empathy/ Caring (when appropriate)**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Main Paragraph:**

Who is affected?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What is happening?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Where is this taking place?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

-MORE-

When did this occur?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Why is this important?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Quote:** From a pre-determined spokesperson. Quote should say what actions Walt Disney Company is taking, telling stakeholders what actions they should be taking, or voicing compassion and concern.

Name of spokesperson: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Spokesperson’s title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Quote:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Key Messages:**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Supporting Points:**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

More Information

For more information contact:

The Walt Disney Company

Phone Number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Website: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Other ways to obtain information:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**About The Walt Disney Company:**

The Walt Disney Company, together with its subsidiaries and affiliates, is a leading diversified international entertainment and media enterprise with five business segments: media networks, parks and resorts, studio entertainment, consumer products and interactive. Disney is a Dow 30 company and had annual revenues of $48.8 billion in its last fiscal year.

**Organizational Backgrounder**

**Our History**

For more than nine decades, the name Walt Disney has been preeminent in the field of family entertainment. From humble beginnings as a cartoon studio in the 1920s to today's global corporation, The Walt Disney Company continues to proudly provide quality entertainment for every member of the family, across America and around the world.

**Our Mission Statement**

"The mission of The Walt Disney Company is to be one of the world's leading producers and providers of entertainment and information. Using our portfolio of brands to differentiate our content, services and consumer products, we seek to develop the most creative, innovative and profitable entertainment experiences and related products in the world."

**Company Overview**

The Walt Disney Company, together with its subsidiaries and affiliates, is a leading diversified international family entertainment and media enterprise with five business segments: media networks, parks and resorts, studio entertainment, consumer products and interactive media.

**Media Networks**

Media Networks comprise a vast array of broadcast, cable, radio, publishing and digital businesses across two divisions – the Disney/ABC Television Group and ESPN Inc. In addition to content development and distribution functions, the segment includes supporting headquarters, communications, digital media, distribution, marketing, research and sales groups.

The Disney/ABC Television Group is composed of The Walt Disney Company’s global entertainment and news television properties, owned television stations group, and radio business. This includes the ABC Television Network, ABC Owned Television Stations Group, ABC Entertainment Group, Disney Channels Worldwide, ABC Family as well as Disney/ABC Domestic Television and Disney Media Distribution. The Company’s equity interest in A&E Television Networks, Hulu, and Fusion round out the Group’s portfolio of media businesses.

**Parks and Resorts**

When Walt Disney opened Disneyland on July 17, 1955, he created a unique destination built around storytelling and immersive experiences, ushering in a new era of family entertainment. More than 55 years later, Walt Disney Parks and Resorts (WDP&R) has grown into one of the world’s leading providers of family travel and leisure experiences, providing millions of guests each year with the chance to spend time with their families and friends making memories that will last forever.

At the heart of WDP&R are five world-class vacation destinations with 11 theme parks and 44 resorts in North America, Europe and Asia, with a sixth destination currently under construction in Shanghai. WDP&R also includes the Disney Cruise Line with its four ships - the Disney Magic, Disney Wonder, Disney Dream and Disney Fantasy; Disney Vacation Club, with 12 properties and approaching a total of 200,000 member families; and Adventures by Disney, which provides guided family vacation experiences to destinations around the globe.

**The Walt Disney Studios**

For over 90 years, The Walt Disney Studios has been the foundation on which The Walt Disney Company was built. Today, the Studio brings quality movies, music and stage plays to consumers throughout the world. Feature films are released under the following banners: Disney, including Walt Disney Animation Studios and Pixar Animation Studios; Disneynature; Marvel Studios; Lucasfilm; and Touchstone Pictures, the banner under which live-action films from DreamWorks Studios are distributed. The Disney Music Group encompasses the Walt Disney Records and Hollywood Records labels, as well as Disney Music Publishing. The Disney Theatrical Group produces and licenses live events, including Disney on Broadway, Disney On Ice and Disney Live!

**Disney Consumer Products**

Disney Consumer Products (DCP) is the business segment of The Walt Disney Company (NYSE:DIS) and its affiliates that delivers innovative and engaging product experiences across thousands of categories from toys and apparel to books and fine art. As the world's largest licensor, DCP inspires the imaginations of people around the world by bringing the magic of Disney into consumers' homes with products they can enjoy year-round. DCP is comprised of three business units: Licensing, Publishing and Disney Store. The Licensing business is aligned around five strategic brand priorities: *Disney Media*, *Classics & Entertainment*, *Disney & Pixar Animation Studios*, *Disney Princess & Disney Fairies*, *Lucasfilm* and *Marvel*. Disney Publishing Worldwide (DPW) is the world's largest publisher of children's books, magazines, and digital products and also includes an English language learning business, consisting of over 40 Disney English learning centers across China and a supplemental learning book program. DPW's growing library of digital products includes best-selling eBook titles and original apps that leverage Disney content in innovative ways. The Disney Store retail chain operates across North America, Europe and Japan with more than 350 stores worldwide and is known for providing consumers with high-quality, unique products.

**Disney Interactive**

Disney Interactive is one of the world’s largest creators of high-quality interactive entertainment across all current and emerging digital media platforms. Products and content released and operated by Disney Interactive include blockbuster mobile and console games, online virtual worlds, and No. 1-ranked web destinations Disney.com and the Moms and Family network of websites. Since this is an integrated website, which includes references to The Walt Disney Company and/or its affiliated entities, "Disney" or the "Company" means, as appropriate, either The Walt Disney Company and/or one or more of its affiliated companies.

**Media Log Sheet**

Crisis Situation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Time: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Disney Event: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Caller:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Type of Outlet:     Newspaper\_\_\_\_\_\_   Radio\_\_\_\_\_\_   TV Station\_\_\_\_\_\_   Other\_\_\_\_\_\_

Phone Number: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Email: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Is follow up required?       Yes\_\_\_\_\_\_     No\_\_\_\_\_\_

If yes, be specific: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Summary of Conversation: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature

**Crisis Team Contact Info**

There should be an updated list of all contacts in the crisis team compiled and distributed to all managers and supervisors in case of a crisis.

**Mobile Work E-Mail**

Emily Wilson, Crisis

Administrator      630-550-3963          630-555-0151   emwilson1994@yahoo.com

Mackenzie Hoon,

CEO          309-507-1641          309-555-0122  kenziehoon7@gmail.com

Marissa Czarnecki,   
Media Contact      708-921-8338          708-555-0190   czar.marissa@gmail.com

Julianne Abajian,

Social Media Cor.          224-622-1604          224-555-0137  julianneabajian@gmail.com

Gabriela Avila,

Spokesperson    847-612-0703          847-555-0168   gab.v.avila@gmail.com

Regional Contact       \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

CCT Member      \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

CCT Member    \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

List may be altered depending on Disney program and event.

**Testing and Evaluation Procedures**

To ensure that the crisis plan remains effective, the following actions will be taken by Disney to prevent the recurrence of this crisis. These procedures and drills should be implemented frequently. Any other warnings signs that come up should be addressed immediately in order to prevent a possible crisis. By performing these procedures regularly, Disney employees, spokespeople, and crisis response teams will be well-prepared to handle the situation if a crisis should occur. At the end of the drills, all employees will be asked to complete an evaluation form to calculate the effectiveness of the crisis plan.

First, in evaluating a crisis plan, it is important to collect data so that Disney knows where its stakeholders and key publics stand after the crisis plan has been executed. Data is collected through a variety of mediums -- including online feedback from stakeholders, media coverage, internal organizational performance, and crisis records. One of the first ways to apply our data collection is to collect documents such as Incident Report Sheets, crisis management team Strategy Worksheets, the Stakeholder Contact Worksheets and the Information Log Sheets. Disney will evaluate this data in finding which procedures helped successfully manage the crisis and what needs to be changed for handling future crises.

Second, Disney will use publicity analysis techniques in order to evaluate the crisis management response is thorough and effective. Disney will be able to examine the media and the internet reports for stakeholders’ and key publics’ opinions about the organization. By examining this data, Disney will be able to identify crisis managers’ strong points and if there are any weak spots that need attention. Social media will also be monitored and evaluated in order to identify any additional feedback from stakeholders. This data will offer a glimpse into how the public is responding and how well the organization is recovering from the crisis.

Finally, Disney will be using crisis media coverage to determine what was successful while dealing with the media. This entails the organization’s transparency and openness during the crisis and the duration of the media coverage. Monitoring the media coverage of the crisis is important because the crisis should not be in the media for a long period time. It is crucial that Disney responds to all comments from the media with honest and correct information as soon as possible to prevent rumors about the organization and to keep stakeholders in the loop. Effective communication with the media is essential for maintaining Disney’s family-friendly reputation.

*Specific Testing and Evaluating Tasks:*

* Bi-annual background check of all Disney employees
* Maintain good relationships with media, stakeholders, and customers
* Perform extensive training for media spokespeople
* Enhancing effective communication between human resources and employees
* Maintaining website and periodically sending informative emails about the company
* Maintaining strong partnerships (i.e. Make-A-Wish Foundation)

**Crisis Plan: Part Two**

**Crisis**

Disney has long sold itself as the perfect family-friendly travel option.  However, a report on the news show 20/20 reveals that the third-party company hired to complete background checks on Disney employees, both at the parks and on the cruise ships, has been overwhelmed for some time, and checks have only partially been completed.  There have been no reports of any known child predators working at the parks, but 20/20 finds a few examples of people with felonious records who should not be eligible for employment.  Parents, scared at the prospect of creepers working at the parks, start organizing online to make Disney address the possible problem.  In addition to the blogger activism, lots of news outlets have also picked up on it, and a headline in People magazine reads “How could Disney let this happen?” What to do?

**Crisis Type**

There are two crisis types that Disney is facing. The first type would be challenges within the organization and how its stakeholders are confronting Disney. They are concerned with how Disney is hiring its employees and not giving proper background checks. The second crisis type would be organizational misdeeds. This results from Disney hiring individuals who have a felony and should not even be working, which puts the stakeholders at risk and afraid to return to the parks.

Since there are two types of crisis types identified there is also two types of level of responsibilities taken by Disney. Challenges fall under the accidental cluster category, which is a low attribution of responsibility of Disney. Organizational misdeeds are labeled under the preventable cluster, which puts Disney at having strong attributions of the crisis responsibility. This crisis relates most to the preventable cluster since the third-party company that is in charge of hiring employees for Disney admitted to have only partially completed the background checks.

**Response Strategy**

We will be employing the Compensation Crisis Response Strategy. As an organization, we will be taking responsibility for this crisis via compensation. With blogger activism as well as news outlet outbreak, we have visible victims which we would like to make up for.

We will start by having a press release to address the public our concern followed by our strategy. We will state how as a company, Disney strives to be a safe and enjoyable family-friendly environment. We will acknowledge the concern recently raised by the public that background checks have not been performed for all employees and we will express how we have the same concern that has been brought to light. We do believe our parks and cruises ships are safe environments for all ages with no reports of child-predator crimes, but we actively are working to improve this perception and to assure our guests that they will be safe while being on our grounds.

For our strategy, we will state that we are dropping our third-party company who previously performed our background checks. Moving forward, we will address that we are immediately employing and activating our own security team within Disney to perform background checks on all employees. By having our own team we have the ability to directly focus on our employees without getting tied up in other companies. Our team will start by running background checks on ALL current employees in a speedy, but appropriate manner. For any employee who does not have a clean background, they will be terminated immediately. After all current employees complete their background checks, we will begin opening positions up for new employees. No new employees will be available to start until they have completed a background check through Disney and have a clean record.

After this press release, we will post a video of our press release as well as an article on our home page of our website. Our social media team will then connect our article link to all of our social media platforms. We will continue environmental scanning to make sure our crisis is being appropriately handled.

**Press Release**

**FOR IMMEDIATE RELEASE** Tasia Filippatos

Walt Disney Parks & Resorts

Public Affairs

(818) 560-4107

**Disney employees are properly screened before beginning employment**

BURBANK, Calif., April 30, 2015- The Walt Disney Company completes a thorough background check on all park and cruise ship employees before beginning employment.

The third-party company that is hired to complete these checks for Disney tries their best to balance the high demands and quick deadline that we require them to meet. On behalf of the entire Walt Disney Company and also the third-party company, sincere apologies are set forth for any scare that might have evolved since the 20/20 news report.

The Walt Disney Company aspires to inspire together. Having a diverse workforce is critical to our business. When our people reflect the communities we serve, it enhances the way we connect to our guests, audiences and consumers.

Due to the recent news report on 20/20, it has come to our attention that there have been background checks that have been overlooked, therefore resulting in employees that have felonious records working at our parks and cruise ships. We were unaware of this issue until recently, due to the third-party company neglecting to inform us of these issues.

While no reports of any known child predators are working at the parks, we understand the fear this may bring amongst those with young children that attend our parks and cruise ships.

We have since taken action amongst the employees that were not eligible for employment due to our strict policy of passing a background check prior to employment. The Walt Disney Company has also decided to hire a new third-party company to complete all background checks to ensure that this issue is not overlooked again. As part of the Walt Disney Company culture it is our goal to incorporate innovation, quality, community, storytelling, optimism, and decency. We hope that as we move forward and correct this issue, that trust can be rebuilt and our customers will continue to enjoy the great culture of our parks and cruise ships.

-MORE-

**For more information contact:**

**(800) 951-3532**

**Disney Cruise Vacations**

**Guest Communications**

**P.O. Box 10238**

**Lake Buena Vista, FL 32830-0238**

**https://disneycruise.disney.go.com/contact-us/**

**About Walt Disney Parks and Resorts**

Walt Disney Parks and Resorts are where dreams come true. More than 50 years ago, Walt Disney created a new kind of entertainment families could experience together, immersed in detailed atmospheres and vibrant storytelling. His vision now includes a collection of five of the world's leading family vacation destinations – Disneyland Resort, Anaheim, Calif.; Walt Disney World Resort, Lake Buena Vista, Fla.; Tokyo Disney Resort, Urayasu, Chiba, Japan; Disneyland Paris, Marne-la-Vallée, France; and Hong Kong Disneyland Resort, located on Lantau Island. A sixth resort, Shanghai Disney Resort, is currently under construction in Pudong New District, Shanghai. In addition, Walt Disney Parks and Resorts includes the world-class Disney Cruise Line; Disney Vacation Club; Adventures by Disney, a guided group vacation experience to some of the world's most popular destinations; and Walt Disney Imagineering, which creates and designs all Disney parks, resorts and attractions.

**About The Walt Disney Company:**

The Walt Disney Company, together with its subsidiaries and affiliates, is a leading diversified international entertainment and media enterprise with five business segments: media networks, parks and resorts, studio entertainment, consumer products and interactive. Disney is a Dow 30 company and had annual revenues of $48.8 billion in its last fiscal year.

**###**

**Key Messages/Talking Points**

*Key Message One:*

Disney is dedicated to ensuring that the safety and trust of all visitors is maintained and extended to the park and its actors.

*Key Message Two:*

Disney is looking into a new company to facilitate background checks that can keep up the high demands of Disney’s expanding staff.

*Key Message Three:*

Disney is committed to maintaining its reputation as a family-friendly travel option.

**Social Media Strategy**

In today’s society, a key factor in crisis communications response strategy is the use of social media. The Walt Disney Company must establish a presence on all social media channels before a crisis occurs. As a global company, it is a must to develop relationships and build the brand on all social media platforms. To insure this, The Walt Disney Corporation has a Facebook, Twitter, Instagram and blog account.

The Walt Disney Corporation will utilize all of their social media channels for this crisis. In order to better communication with its stakeholders and publics, the company will actively post updates and respond to comments and questions.

For this specific crisis, the social media coordinator will keep its publics informed giving updates on what the company is doing to make sure that its employees have the credentials and have passed an extensive background check. Posts will also be made about setting the record straight with what went wrong with the background checks. Pictures will also be posted of the outstanding employees that work for Disney and blog posts will feature specific stories showing a spotlight on the great employees.

A video will also be released on the Facebook page and YouTube page that will give consumers an update on what The Walt Disney Company is doing to fix the situation and how they are ensuring the safety of their guests by giving a proper background check to all employees.