



# Dealing with a crisis

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Once there was an integrity-violating advert...



LEADING THE PROTEIN REVOLUTION

Instagram, Twitter, Facebook icons

@proteinworld

*Protein World*  
PURE PERFORMANCE

# ARE YOU BEACH BODY READY?

THE WEIGHT LOSS COLLECTION™

MEAL REPLACEMENT & SUPPLEMENTS

Substituting two daily meals of an energy restricted diet with a meal replacement, contributes to weight loss



E.62 EXCLUSIVELY AVAILABLE ONLINE AT [PROTEINWORLD.COM](http://PROTEINWORLD.COM)

# Enter social media

People are NOT happy with this ad.



## Thousands call for removal of 'beach body' adverts amid online backlash

An advert for protein shakes has annoyed half of London and a petition has been launched to ban the ads.

MASHABLE.COM

Enter social media

LEADING THE PROTEIN REVOLUTION

@proteinworld

ARE YOU BEACH BODY READY?

None of your fitness business. 😊

The image is a promotional graphic with a bright yellow background. In the top left corner, there is a white banner with the text 'LEADING THE PROTEIN REVOLUTION'. Below this banner are three social media icons: Instagram, Twitter, and Facebook, followed by the handle '@proteinworld'. The main text, 'ARE YOU BEACH BODY READY?', is written in large, bold, black, sans-serif capital letters. To the right of this text, there is a handwritten-style note that says 'None of your fitness business. 😊'. On the right side of the image, there is a partial view of a muscular woman with dark skin, wearing a yellow bikini, showcasing her physique.

## Enter social media

**ARE YOU  
BEACH BODY  
READY?**

*Yes -  
Every body is it  
Love your body the way it is*



# Enter social media



# Enter social media



# Enter social media

PROTEIN WORLD  
PURE PERFORMANCE

PROTEIN WORLD

#EACH BODY READY

THE WEIGHT LOSS COLLECTION

EXCLUSIVELY AVAILABLE ONLINE AT PROTEINWORLD.COM

The billboard features a central image of a very muscular man in black shorts, smiling. The background is bright yellow. In the top left corner, there are logos for 'PROTEIN WORLD' and social media icons for Facebook, Twitter, and YouTube. In the top right corner, the 'Protein World' logo is written in a cursive font with 'PURE PERFORMANCE' underneath. The main text '#EACH BODY READY' is in large, bold, black letters, with the 'EACH' and 'READY' parts partially obscured by the man's image. To the right of the hashtag, it says 'THE WEIGHT LOSS COLLECTION' and shows three product bottles. At the bottom, it states 'EXCLUSIVELY AVAILABLE ONLINE AT PROTEINWORLD.COM'.

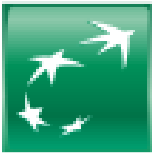


# Enter social media



## Enter social media





**BNP PARIBAS**

**a car dealership (2)**

**a hospital (1)**



# Takeaways

1. What responses restore integrity?

# Integrity restoration

Apologizing content



Denying content



# Integrity restoration

Narrative format

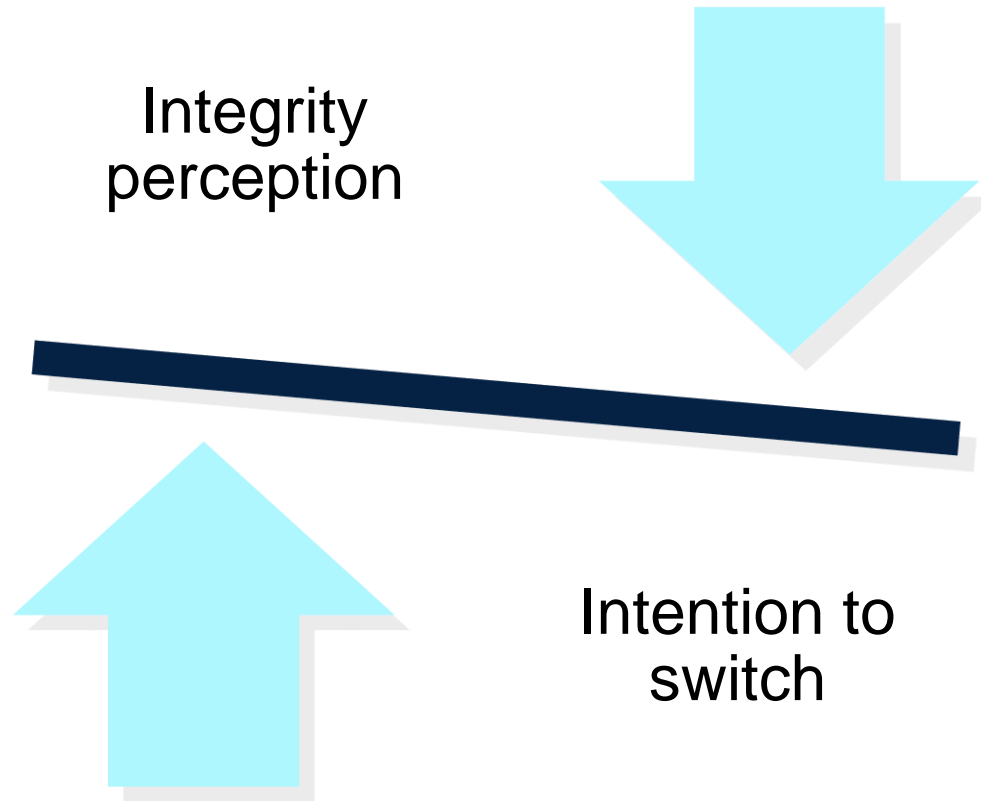


Analytical format

1. Yada
2. Yada
3. Yada
4. Yada
5. Yada



# Intention to switch



# Method

- 153 social media users
- Material
  - Customer social media message
  - Problematic childbirth
  - Laura Klein accuses Dr Jacobs



# Customer social media message

## THE KLEINS FAMILY

MONDAY, OCTOBER 8, 2007

### The birth story

We had arranged that my mom was going to be here at that time, which helped. She could make all the comfort food for me and that surely strengthened me quite a bit. The due date came and went, and there was just no sign of Sebastian whatsoever. One night I began leaking, and we went to the hospital, but when we were there, we had Dr. Jacobs – the obstetrician – tell us that that we were wrong in the date of conception! I thought I wasn't hearing right! We know exactly when I got pregnant. So we weren't wrong. Before we practically knew it, Dr. Jacobs did an ultra sound of Sebastian, measured some things and said that it was a big baby, so we couldn't go natural, since it's not good for the mother or the baby, because the process was going to take up too much time. We were put in a room, I got some hormone to be induced, and it was all going really slow. At least we got to hear the baby's heartbeat for like half a day. Slowly we started to wonder about things, but they quickly made it known to us, that we had nothing to input in the delivery anymore.

Being induced was slow as hell. It took hours and hours, and it didn't really seem like there was any progress. We had one whole team that already went home because their day was over. Then we got a new crew, and we would see them go home as well! By now, I was dilating, and pain was more and more eminent.

By then Adam filmed quite a few things already, but didn't bother to check what he filmed, that should be a hint where I am going with this. Anyways, the final crew came in, and there was Dr. Jacobs who apologized to the team, NOT TO US, for being late. So then he finally decided that it was time to get the baby. All the events that happened after this, I shall never forget. Details maybe, but I felt far more than I ever desired to feel.

I was finally done and started pushing. They let me push for at least a whole 3 minutes when without any occasion, Dr. Jacobs got the vacuum, let it drop on the floor, didn't disinfect, and grabbed a pair of scissors because the baby needed to come out! Now, was there any medical reason for it? Was it obvious that the baby was in distress? I never heard anything about that. Instead, we weren't sure Dr. Jacobs knew what he was doing, which is not the thing you want to realize in the middle of delivering a baby.

So before I knew it, I was cut and the vacuum was used and the head was out. Of course, Sebastian, being difficult as he's always been, was positioned wrong and his nose was facing up. Of course that way, the shoulders are horizontal, and a woman is shaped more in a vertical way down there so that wouldn't work. Dr. Jacobs, who was doing the delivery, murmured "Oops... Surprise, surprise..." and then suddenly grabbed his head and just turned it in like a 10th of a second, like you do if you would be BREAKING someone's neck. This sounds like something from a horror movie, but I saw him do it! By then he yelled at Adam to stop filming, because they said that we didn't want to ever see this at home. I can imagine! It was blood and gore I tell you. It was a freaking nightmare. My mom wasn't even in the room anymore most of the time; she totally couldn't cut it anymore and was more outside smoking than anything else. I couldn't blame her, knowing what I all saw. So I just watched myself. He yanked Sebastian out, and a loud crack was noticed by us all. We were afraid that they dislocated his shoulder when he pulled him out! Sebastian was rushed in the other room where Adam snapped a few pics from him. He looked dead, almost purple, but he was OK... as OK as you can be after such a trauma. 3 weeks overdue and WAY smaller than the doctor told us! He was like 3250 grams, and that's like an average baby. One of the nurses actually told us that a baby this size could have easily been delivered in the slower natural way. But the doctor did not make that call. Sebastian was brought upstairs to where the incubators with little babies were. His blood sugar level was also not OK, so he was not allowed to leave the hospital anyways.

I don't really think that Dr. Jacobs is fit to deliver babies! I was OK however, and I was brought to a room. My mom and Adam went home for a little bit of sleep. I wasn't going to sleep long, just an hour or 2-3 because they wake you up in the morning to have breakfast. Sebastian was required to stay in the hospital for 48 hours. I wasn't, but was allowed to stay there to be with the baby. Adam visited alone on Thursday because mom was sick, and they both came on Friday to visit the baby. On Saturday we finally got home and we had Sebastian all for ourselves. Looking back on the whole birth, my delivery ended up being a pretty big disappointment for the three of us, and Adam and I were both so unhappy with the way we were treated at the hospital and how our wishes were pretty much ignored. Today, as we relived my delivery with my dad, he at one point sort of chuckled and said "This all seems unreal to me... I'm waiting for you two to tell me you're joking."

POSTED BY LAURA AT 5:48 PM

# Method

- 153 social media users
- Material
  - Customer social media message
  - Problematic childbirth
  - Laura Klein accuses Dr Jacobs
- Manipulation
  - Employee response
    - Narrative apology
    - Narrative denial
    - Analytical apology
    - Analytical denial
  - No response control

# Employee response

## Narrative apology

1 COMMENTS:

Marc Jacobs said...

I'd like to tell about the birth plan - how it has influenced my work - so that I can present my side of the story.

About seven months ago, when I first met Laura and Adam, our goal was to write a simple birth plan to let them share their wishes with me. It had to be lightweight so it wouldn't get in the delivery team's way as they did their job, but also clear enough so Laura and Adam would be able to easily control what they shared. I was excited about the birth plan because I believe a lot of information parents want to share isn't known to the obstetrician, and if I found the right balance, the birth plan would give Laura and Adam an easy and controlled way to share more of that information with the crew.

The actual labor was not a rewarding experience. I was exhausted, because I had rushed in from home being on call. When I came into the delivery room, I believed the baby was in distress - since it had taken me so long to get to the hospital - so then, after 15-minutes of needless pushing and screaming, I used the vacuum and scissors. There was obviously no clear medical reason for doing that. I guess I then intuitively took action. Within 5 minutes, I got the baby out, his face swollen and red, as were both of his arms. In the midst of the chaos, I did not have total control over the procedure. After Sebastian was born, I felt like I had let him off and he was whisked away to the incubators.

So yes, I disregarded the philosophy behind the birth plan completely. When I met Laura and Adam, I told them that I would help them bring Sebastian into this world. Last week Laura delivered her baby Sebastian without any of her wishes met, and today I still feel bad about it. I completely agree with Laura's story of her delivery. I've made a lot of mistakes delivering his child, simply because I didn't follow the birth plan. I am sorry. I apologize. While I am disappointed with my mistakes, I appreciate all the feedback I have received from Laura and Adam. On behalf of everyone working at Labor & Delivery, I want to thank them for their feedback on the birth plan and I promise that future birth plans address all the issues we've heard about from you.

Thanks for taking the time to read this.

12:46 PM



## Analytical apology

1 COMMENTS:

Dr. Jacobs said...

A number of wrong decisions were made, which do not reflect my 12 years of expertise and experience. My analysis of the facts is as follows:

1. There was in fact no clear medical reason to do what I did. Weighing the chance of success of both methods, it was concluded that the chance of successfully delivering the baby was only a marginal 15% higher. Nevertheless, the delivery team went ahead.
2. Mrs. Klein requested to change the procedure, which implied that the parents had to explicitly approve what the crew was going to do. The request was denied. Instead, she was given the forms to take up this issue with hospital management.
3. Instead of letting her have a natural birth, quick action was taken. However, the wrong and ineffective solution was decided upon. This was not in agreement with hospital protocol.

Parents need to be able to explicitly choose what they share, and obstetricians should not have the right to overrule a birth plan. The World Health Organization estimates that worldwide

- Worldwide yearly 110,000 birth accidents happen;
- 85% of these are related to obstetricians imposing their will upon parents;
- Observing birth plans to the letter in all cases has the potential to decrease the number of accidents with 8.6%.

These are the statistics that my actions should have been based upon. And who am I not to respect these numbers? I agree with Mrs. Klein's account of her delivery on all points. It is an accurate account of what happened. The birth plan was disregarded. In fact, I only followed up on a small 2% of the items listed in the birth plan. Mrs. Klein delivered her baby without any of her wishes met, which is a bad thing. On behalf of all 22 staff here at Labor & Delivery, I want to thank Mrs. and Mr. Klein for their feedback on the birth plan and I promise that future birth plans will address all the issues we've heard about from them.

Thanks for taking the time to read this.

12:46 PM



# Measures

- Integrity perception
  - 4 Likert-items
    - Sound principles seem to guide Dr Jacobs' behaviour
- Intention to switch
  - 6 Likert-items
    - If I or my partner had to see an obstetrician, I would rather go to another doctor than to Dr Jacobs

# Procedure

Phase 1

- Social media message

Phase 2

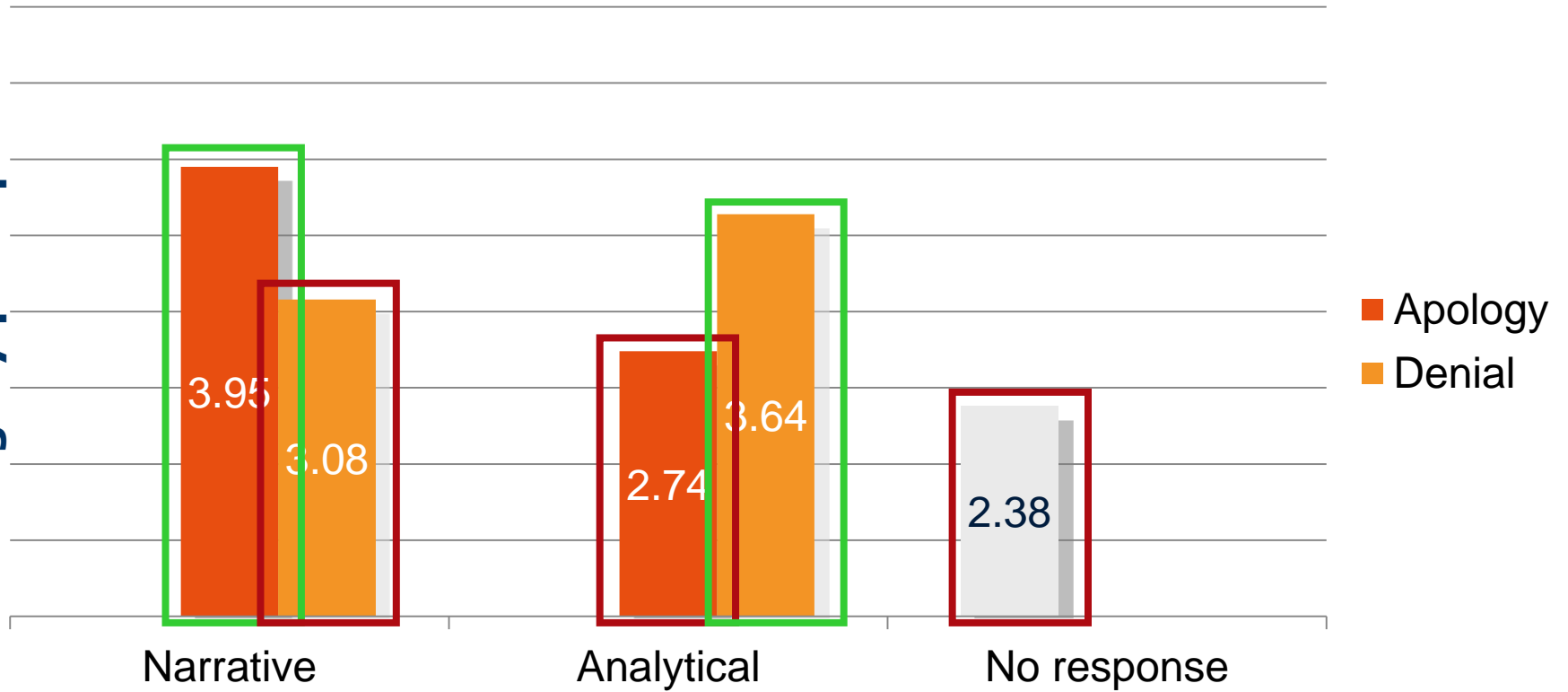
- Employee response

Phase 3

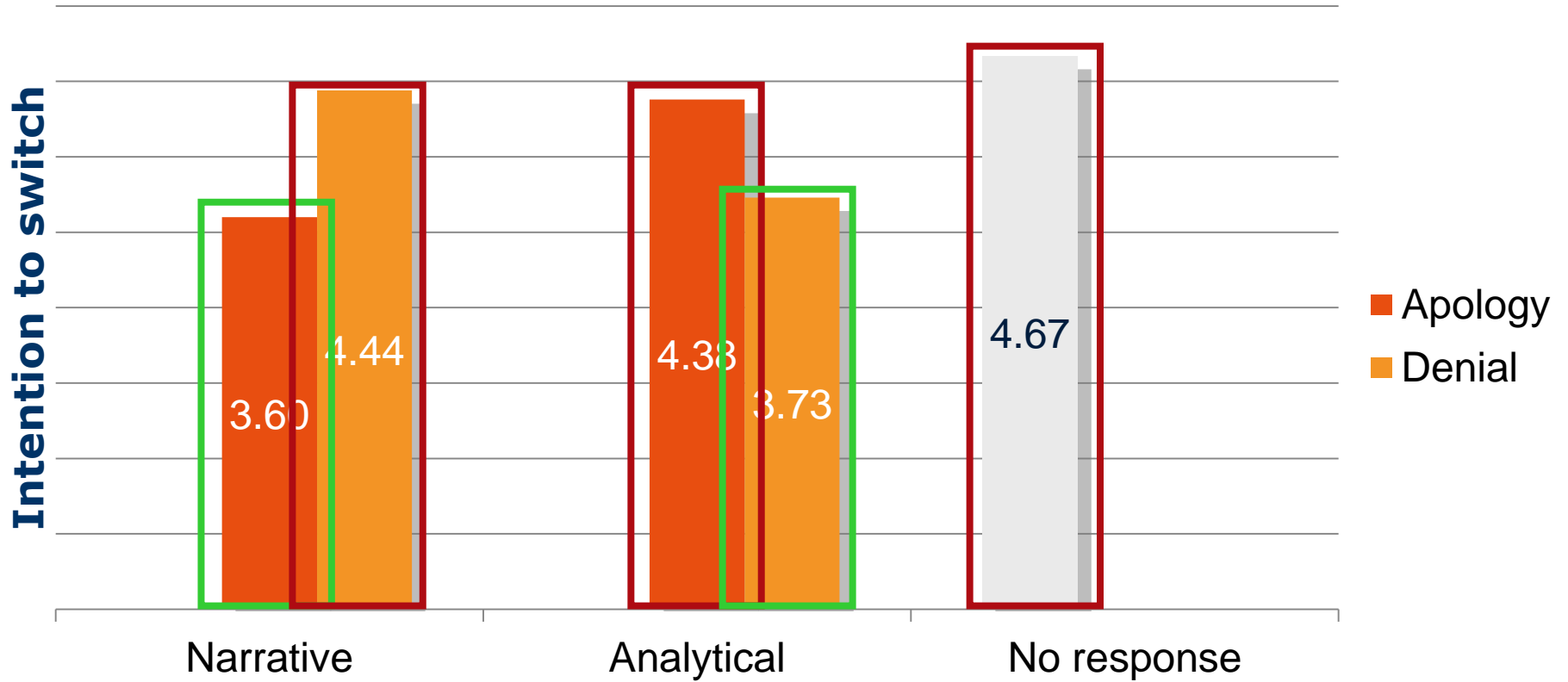
- Integrity perception
- Intention to switch

# Results

Integrity perception



# Results



# Takeaways

1. What responses restore integrity?
  2. Who should issue the narrative apology?
1. Narrative apologies (and analytical denials)



# Integrity restoration

Narrative apology



Involved sales rep

Narrative apology



Company spokesperson

# Method

- 95 social media users
- Material
  - Announcement
  - Dishonest behaviour
  - Sales representative accused of shady dealings
- Manipulation
  - Employee response
    - Narrative apology by involved sales representative
    - Narrative apology by company spokesperson

# Employee response

## Narrative apology by involved sales rep

TUESDAY, 9 SEPTEMBER 2008

Dear Mr. Sanders,

I want to apologize for the experience you are referring to. I am not happy with the way I treated you, under any circumstance and I certainly understand why you aren't either. Please allow me to present my side of the story so that I can hopefully make you understand. Given the scale and scope of the classic and vintage car market in this country, in this very region, there is a lot of competition, so there are many 'promotion wars'. Yet, my top priority is customer satisfaction. This is what I have to offer as a competitive edge, especially because competition in the vintage car market is cutthroat these days.

So, when we met last Saturday, you made a couple of test drives and then you found the car you were willing to buy. However, you offered a price lower than I was willing and able to sell for. Now, when I heard your price, the first thing I thought was: "This price competition in our industry is killing me. How can I satisfy my customers, when the price is never right?" So, when you were seated in the room and I disappeared for a couple of minutes, I was trying to convince the manager why you weren't willing to pay that much for the car. He said to me that you could get it for a little more than what you were offering, but we both know that it's easy to get great deals practically around the corner in this industry. I hear of a new competitive move almost every day, so I feel the only way I can improve myself as a sales representative is listening carefully to you, my customer, so that I can think of ways to add value. I was hoping that you would make this higher offer, when I included the extended warranty. That's totally relevant when you buy a 27-year-old model. Hardly any models are catalogued and prices in this industry are not set in stone, so you still could get an excellent deal. As I showed you when I did the numbers on my little notebook based on prices from my competition, the final deal I could offer was of great value. But alas, you threw up your hands in frustration. Meanwhile, you stuck around. So yes, I thought you were willing to entertain other offers. If you had walked, I would have known you were not interested. Now, I thought you were hoping to get an even better deal.

I understand that you found my offer unsatisfactory. All I ask from you is to not condemn me for this one surely frustrating experience. Please contact me directly to discuss what I can do further to alleviate this issue.

Best regards,

POSTED BY **CHRIS STEVENS, SALES REPRESENTATIVE R&W CLASSIC CARS** 2:57 PM

0 COMMENTS:

## Narrative apology by company spokesperson

TUESDAY, 9 SEPTEMBER 2008

Dear Mr. Sanders,

We want to apologize for the experience you are referencing. We are not happy with the way you were treated, under any circumstance and it is certainly clear why you aren't either. Please allow us to present our side of the story for your information. Given the scale and scope of the classic and vintage car market in this country, in this very region, there is a lot of competition, so there are many 'promotion wars'. Yet, the company's top priority is customer satisfaction. This is what we have to offer as our competitive edge, especially because competition in the vintage car market is cutthroat these days.

So, when you came to R&W Classic Cars last Saturday, you made a couple of test drives and then you found the car you were willing to buy. However, you offered a price lower than we were willing and able to sell for. Now, when you told the sales representative your price, the first thing he thought was: "This price competition in our industry is killing us. How can we, R&W Classic Cars, satisfy our customers, when the price is never right?" So, when you were seated in the room and the sales representative disappeared for a couple of minutes, he was trying to convince the manager why you weren't willing to pay that much for the car. The manager told him that you could get it for a little more than what you were offering, but we both know that it's easy to get great deals practically around the corner in this industry. One hears of a new competitive move almost every day, so we feel the only way we can improve ourselves as an organization is to focus on added value. We were expecting that you would make this higher offer, when we included the extended warranty. That's totally relevant when you buy a 27-year-old model. Hardly any models are catalogued and prices in our industry are not set in stone, so you still could get an excellent deal. As the sales representative showed you when he did the numbers on his little notebook based on prices from our competition, the final deal we could offer was of great value. However, you threw up your hands in frustration. Meanwhile, you stuck around. So yes, we thought you were willing to entertain other offers. If you had walked, we would have known you were not interested. Now, we thought you were after an even better deal.

To us it is clear that you found the offer unsatisfactory. However, do not condemn the entire organization for this one albeit frustrating experience. Please contact us directly to discuss what we can do further about this issue.

Best regards,

POSTED BY **CHRIS STEVENS, SPOKESPERSON R&W CLASSIC CARS** 2:57 PM

0 COMMENTS:

# Measures

- Integrity perception
  - 4 Likert-items
    - I like Adam Klein's values
- Narrative transportation
  - 12 Likert-items
    - I could easily picture myself in the scene of the events described in the social media message

# Procedure

Phase 1

- Announcement

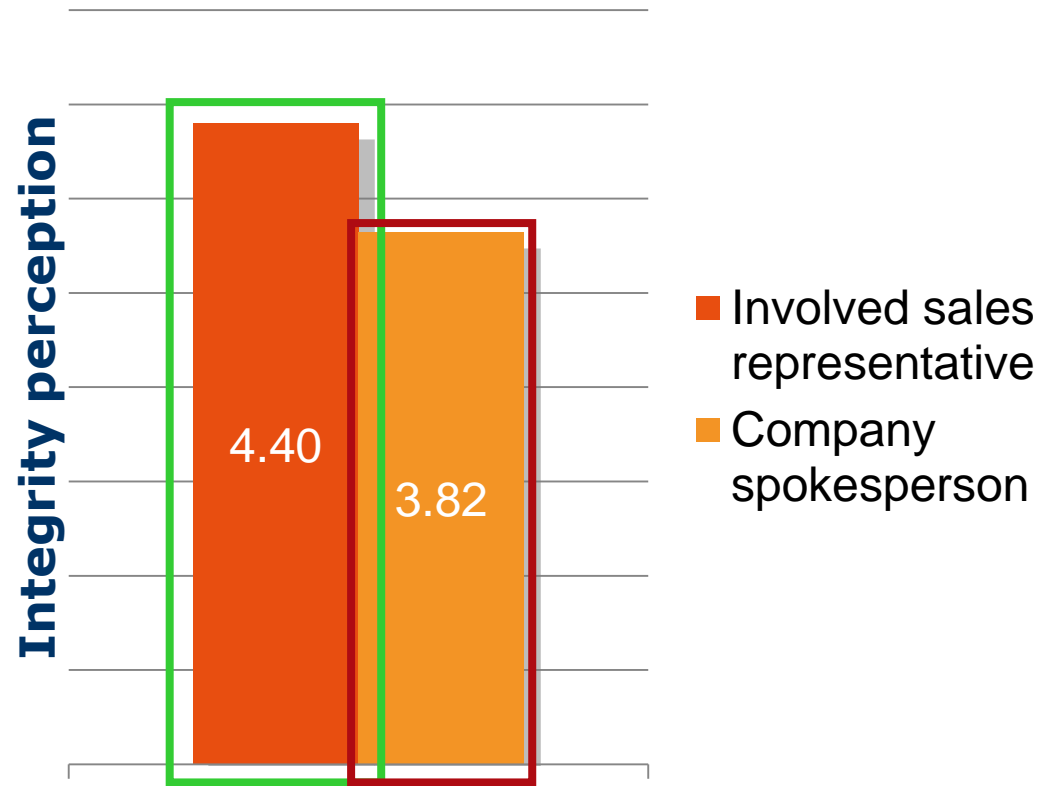
Phase 2

- Employee response

Phase 3

- Narrative transportation
- Integrity perception

# Results



# Takeaways

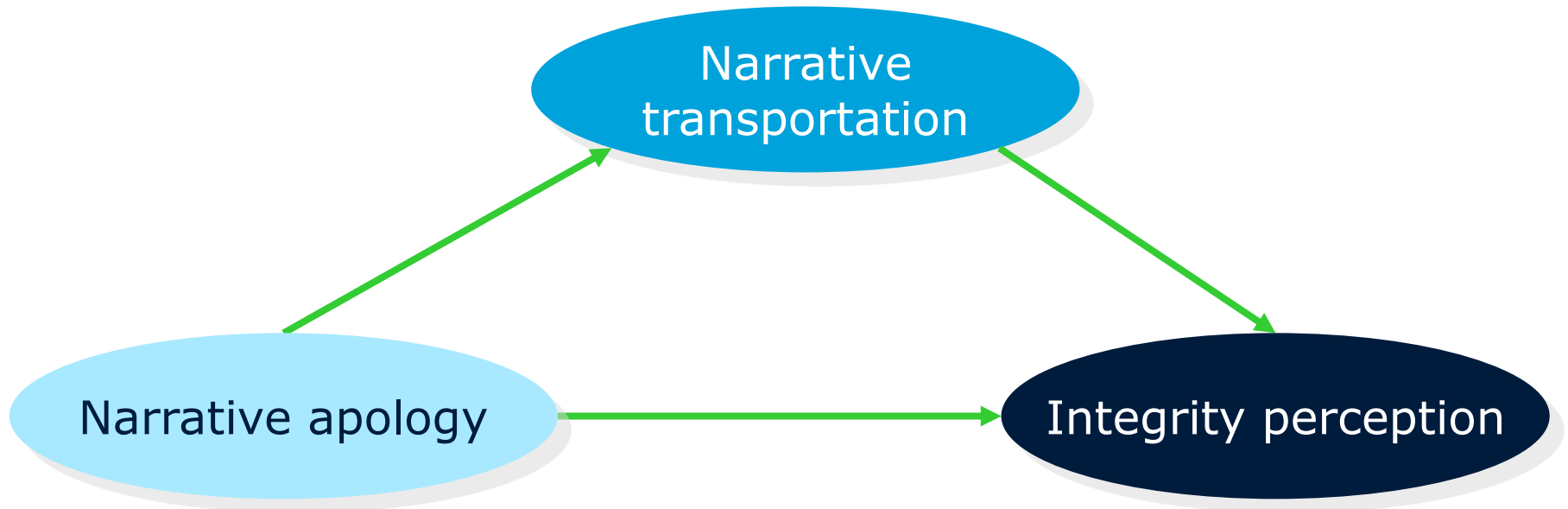
1. What responses restore integrity?
  2. Who should issue the narrative apology?
  3. How do narrative apologies restore integrity?
1. Narrative apologies (and analytical denials)
  2. The involved employee

# Narrative transportation





# Results



# Takeaways

- |  |   |
|--|---|
| 1. What responses restore integrity?             | 1. Narrative apologies (and analytical denials) |
| 2. Who should issue the narrative apology?       | 2. The involved employee                        |
| 3. How do narrative apologies restore integrity? | 3. Narrative transportation mediates            |

# In sum, in stories we trust

Narrative apology



Involved sales rep

Integrity restoration



Narrative transportation





**Thank you**

**Dr Tom van Laer**

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