

CRISIS COMMUNICATION PLAN | “MM&A”

By: Hayley Baxter, Tristen Delello, Nikoll Heras and Sarah Kreisher

INTRODUCTION

The CCP is important to MM&A because the plan is essential for handling a crisis the appropriate way and allowing for the company to make a comeback after a crisis occurs. The ccp is required for any successful company.

If the CCP is not followed, MM&A would need to efficiently come up with another plan to manage the crisis at hand. Due to the CCP not being followed, the company could face major backlash, resulting in extreme loss of money or even termination of the company.

This CCP is so important due to the crisis that had occurred July 6, 2013 in Montreal. MM&A is facing extreme backlash and even legal allegations stemming from the recent tank cars derailling into the city causing explosions, fires, and up to 47 deaths. The crisis was improperly addressed and later improperly handled due to Burkhardt's negligence.

CEO STATEMENT

Here at MM&A, our crisis management team and their communication is our utmost priority. We have hand selected individuals who specialize in crisis management and trust that their judgement is in the best interest of not only our company, but our consumers as well.

CMT TRAINING

This crisis plan should be rehearsed both annually and monthly as there are many opportunities for failure/problems when working with machinery and transporting chemicals/oils. To prevent panic and uncertainty, the Crisis Communication Plan will provide a layout, along with possibilities over who and what should be addressed. The training will be a group level with a tabletop type, which will be monthly. Once a year a functional exercise drill should be done to stimulate an accident. How procedure will be followed and policies that will be addressed will be mentioned in the crisis plan. Discussions of what information will be shared about the situation without timing pressures stated. The rehearsal will include the spokesman/ higher level individual like the President, legal team, PR and social media team, manufacturers if necessary, or whoever was involved in the crisis (like conductor).

GOAL AND OBJECTIVES

Goal Statement:

In the event of a crisis situation, our crisis management team will take immediate action to effectively inform our stakeholders in a timely manner. We will also inform the media and provide them as well as the stakeholders constant updates of what is happening and the immediate steps we are taking to resolve the crisis. Providing an action plan and immediate accurate information gives us credibility and shows the stakeholders that they can trust that we will find a solution for the crisis.

Objectives:

1. Demonstrate sympathy, empathy and compassion towards the stakeholders and their families by demonstrating that we are taking the matter seriously and are working to solve it.
2. Conduct research about the place where the crisis occurred in order to prevent ineffective communication in the case of a language barrier. If a language barrier is present, it is essential to find a translator in order to issue both oral and written statements that the stakeholders and the community can understand.
3. Have an active social media presence in order to issue immediate updates to the stakeholders and keep them informed of the action plans that are being taken.

ACKNOWLEDGMENTS**President/CEO:** _____**Vice President of operations:** _____**Head of Legal Team:** _____**Head of Social Medias:** _____**Head of PR:** _____**Operations Manager:** _____**Spokesperson (If not President)** _____**Manufacturer Representative (if needed):** _____**CFO:** _____**OPERATIONAL DEFINITION OF CRISIS**

For MM&A a specific event would constitute certain aspects to be considered a crisis. We would consider an event a crisis if there are fatalities, if there are multiple lives in danger or have been in danger, if the event will drastically affect the environment, if the event will drastically affect our stakeholders, or if the company will be greatly affected in a negative way by the event. These specific events include a train accident at a railroad crossing, whether it be with another train, car, or person. A train derailing no matter the circumstances, a train stalling in the middle of the tracks containing hazardous or harmful chemicals or materials. Any mechanical failures that can lead to fatalities. Many of the crises that are listed have very high crisis responsibility for the company. They all affect the company and its stakeholders drastically as well as anyone involved in any of the crises.

POSSIBLE CRISES AND ASSESSMENT

Crisis Assessment Table:

CRISES ASSESSMENT:				
POSSIBLE CRISES	LIKELIHOOD FOR CRISIS TO OCCUR	IMPACT OF CRISIS ON ORGANIZATION/OPERATION	IMPACT OF CRISIS ON STAKEHOLDERS:	SCORE:
<ul style="list-style-type: none"> Train Derailment: When one of our trains runs off of the tracks. 	<ol style="list-style-type: none"> <input type="checkbox"/> Impossible <input type="checkbox"/> Rare (<3% chance) <input type="checkbox"/> Unlikely (3%-10% chance) <input type="checkbox"/> Moderate (10%-50% chance) <input type="checkbox"/> Likely (50%-90% chance) <input type="checkbox"/> Certain (>90% chance) <p style="text-align: center;">5</p>	<ol style="list-style-type: none"> <input type="checkbox"/> No Impact <input type="checkbox"/> Insignificant (Impact is easily mitigated by normal day to day processes) <input type="checkbox"/> Minor (Delays up to 10% of Schedule; Operation affected up to 10%) <input type="checkbox"/> Moderate (Delays up to 30% of Schedule; Operation affected up to 30%) <input type="checkbox"/> Major (Delays up to 50% of Schedule; Operation affected up to 50%) <input type="checkbox"/> Severe (Operation breaks down) <p style="text-align: center;">5</p>	<ol style="list-style-type: none"> <input type="checkbox"/> No impact on stakeholders <input type="checkbox"/> Little impact, can be handled without difficulty, not serious enough to draw media attention <input type="checkbox"/> Some impact, slight chance the media will be involved <input type="checkbox"/> Moderate impact, but still will not be a major media issue <input type="checkbox"/> Considerable impact, will definitely be a major media story <input type="checkbox"/> Devastating impact, front-page news, could put organization out of business <p style="text-align: center;">6</p>	<p>Score</p> <p>16</p>

<ul style="list-style-type: none"> • Train accident with another train: When one of our trains collides with another train 	<ol style="list-style-type: none"> 1. <input type="checkbox"/> Impossible 2. <input type="checkbox"/> Rare (<3% chance) 3. <input type="checkbox"/> Unlikely (3%-10% chance) 4. <input type="checkbox"/> Moderate (10%-50% chance) 5. <input type="checkbox"/> Likely (50%-90% chance) 6. <input type="checkbox"/> Certain (>90% chance) <p style="text-align: center;">4</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No Impact 2. <input type="checkbox"/> Insignificant (Impact is easily mitigated by normal day to day processes) 3. <input type="checkbox"/> Minor (Delays up to 10% of Schedule; Operation affected up to 10%) 4. <input type="checkbox"/> Moderate (Delays up to 30% of Schedule; Operation affected up to 30%) 5. <input type="checkbox"/> Major (Delays up to 50% of Schedule; Operation affected up to 50%) 6. <input type="checkbox"/> Severe (Operation breaks down) <p style="text-align: center;">5</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No impact on stakeholders 2. <input type="checkbox"/> Little impact, can be handled without difficulty, not serious enough to draw media attention 3. <input type="checkbox"/> Some impact, slight chance the media will be involved 4. <input type="checkbox"/> Moderate impact, but still will not be a major media issue 5. <input type="checkbox"/> Considerable impact, will definitely be a major media story 6. <input type="checkbox"/> Devastating impact, front-page news, could put organization out of business <p style="text-align: center;">6</p>	<p style="text-align: center;">Score</p> <p style="text-align: center;">15</p>
--	--	--	---	--

<ul style="list-style-type: none"> • Train accident with a car: When either our train hits a car or a car hits our train 	<ol style="list-style-type: none"> 1. <input type="checkbox"/> Impossible 2. <input type="checkbox"/> Rare (<3% chance) 3. <input type="checkbox"/> Unlikely (3%-10% chance) 4. <input type="checkbox"/> Moderate (10%-50% chance) 5. <input type="checkbox"/> Likely (50%-90% chance) 6. <input type="checkbox"/> Certain (>90% chance) <p style="text-align: center;">4</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No Impact 2. <input type="checkbox"/> Insignificant (Impact is easily mitigated by normal day to day processes) 3. <input type="checkbox"/> Minor (Delays up to 10% of Schedule; Operation affected up to 10%) 4. <input type="checkbox"/> Moderate (Delays up to 30% of Schedule; Operation affected up to 30%) 5. <input type="checkbox"/> Major (Delays up to 50% of Schedule; Operation affected up to 50%) 6. <input type="checkbox"/> Severe (Operation breaks down) <p style="text-align: center;">3</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No impact on stakeholders 2. <input type="checkbox"/> Little impact, can be handled without difficulty, not serious enough to draw media attention 3. <input type="checkbox"/> Some impact, slight chance the media will be involved 4. <input type="checkbox"/> Moderate impact, but still will not be a major media issue 5. <input type="checkbox"/> Considerable impact, will definitely be a major media story 6. <input type="checkbox"/> Devastating impact, front-page news, could put organization out of business <p style="text-align: center;">3</p>	<p style="text-align: center;">Score</p> <p style="text-align: center;">10</p>
--	--	--	---	--

<ul style="list-style-type: none"> ● Train accident with a pedestrian: When our train hits a pedestrian in the tracks 	<ol style="list-style-type: none"> 1. <input type="checkbox"/> Impossible 2. <input type="checkbox"/> Rare (<3% chance) 3. <input type="checkbox"/> Unlikely (3%-10% chance) 4. <input type="checkbox"/> Moderate (10%-50% chance) 5. <input type="checkbox"/> Likely (50%-90% chance) 6. <input type="checkbox"/> Certain (>90% chance) <p style="text-align: center;">4</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No Impact 2. <input type="checkbox"/> Insignificant (Impact is easily mitigated by normal day to day processes) 3. <input type="checkbox"/> Minor (Delays up to 10% of Schedule; Operation affected up to 10%) 4. <input type="checkbox"/> Moderate (Delays up to 30% of Schedule; Operation affected up to 30%) 5. <input type="checkbox"/> Major (Delays up to 50% of Schedule; Operation affected up to 50%) 6. <input type="checkbox"/> Severe (Operation breaks down) <p style="text-align: center;">5</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No impact on stakeholders 2. <input type="checkbox"/> Little impact, can be handled without difficulty, not serious enough to draw media attention 3. <input type="checkbox"/> Some impact, slight chance the media will be involved 4. <input type="checkbox"/> Moderate impact, but still will not be a major media issue 5. <input type="checkbox"/> Considerable impact, will definitely be a major media story 6. <input type="checkbox"/> Devastating impact, front-page news, could put organization out of business <p style="text-align: center;">3</p>	<p style="text-align: center;">Score</p> <p style="text-align: center;">12</p>
---	--	--	---	--

<ul style="list-style-type: none"> • Train stalling on tracks with hazardous or harmful materials: When our train is stopped in the middle of the tracks that contains hazardous or harmful materials 	<ol style="list-style-type: none"> 1. <input type="checkbox"/> Impossible 2. <input type="checkbox"/> Rare (<3% chance) 3. <input type="checkbox"/> Unlikely (3%-10% chance) 4. <input type="checkbox"/> Moderate (10%-50% chance) 5. <input checked="" type="checkbox"/> Likely (50%-90% chance) 6. <input type="checkbox"/> Certain (>90% chance) <p style="text-align: center;">5</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No Impact 2. <input type="checkbox"/> Insignificant (Impact is easily mitigated by normal day to day processes) 3. <input type="checkbox"/> Minor (Delays up to 10% of Schedule; Operation affected up to 10%) 4. <input type="checkbox"/> Moderate (Delays up to 30% of Schedule; Operation affected up to 30%) 5. <input type="checkbox"/> Major (Delays up to 50% of Schedule; Operation affected up to 50%) 6. <input checked="" type="checkbox"/> Severe (Operation breaks down) <p style="text-align: center;">6</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> No impact on stakeholders 2. <input type="checkbox"/> Little impact, can be handled without difficulty, not serious enough to draw media attention 3. <input type="checkbox"/> Some impact, slight chance the media will be involved 4. <input type="checkbox"/> Moderate impact, but still will not be a major media issue 5. <input type="checkbox"/> Considerable impact, will definitely be a major media story 6. <input checked="" type="checkbox"/> Devastating impact, front-page news, could put organization out of business <p style="text-align: center;">6</p>	<p style="text-align: center;">Score</p> <p style="text-align: center;">17</p>
---	---	---	--	--

POSSIBLE CRISES AND THREATS

POSSIBLE CRISES	THREATS/WARNING SIGNS	IMMEDIATE ACTION
<ul style="list-style-type: none"> ● Train Derailment 	<ul style="list-style-type: none"> ● Train seems to be malfunctioning/ risk is showing it is out of control ● Train is behaving unsafely ● Brakes may not seem sturdy. good enough to pass requirements 	<ul style="list-style-type: none"> ● Alert headquarters ● Alert area train is heading towards ● Statement on social medias, press conference of what is known in that moment
<ul style="list-style-type: none"> ● Train Accident (Can be with another train) 	<ul style="list-style-type: none"> ● Tracks not closed/lights are not on/working ● Conductor not reading signs/times 	<ul style="list-style-type: none"> ● Incident report, investigation ● MM&A alerts authorities ● Investigation for track lights as well
<ul style="list-style-type: none"> ● Train Accident with Car 	<ul style="list-style-type: none"> ● Lights/ tracks not closed again ● Brakes may not be seeming to work in time 	<ul style="list-style-type: none"> ● Alert safety/fire department/police ● Inspectors alerted
<ul style="list-style-type: none"> ● Train Crash involving Pedestrian 	<ul style="list-style-type: none"> ● May be surrounding risks/ many people around 	<ul style="list-style-type: none"> ● MM&A will will help contact healthcare/provide payment for bystander ● Personal apology to whoever was involved, statement

<ul style="list-style-type: none"> ● Train Stalling involving hazardous materials 	<ul style="list-style-type: none"> ● Seeing smoke/smelling ● Safety checks seem like there is something wrong 	<ul style="list-style-type: none"> ● Conductor will stop, call in safety assistance ● MM&A will alert authorities, area and people spill could lead to ● If spill has reached areas, clean up safety crew, government, town officials alerted by MM&A ● Statement of what they know and promise of investigation
---	---	--

IDENTIFY AND NOTIFY KEY PUBLICS

Immediate Crisis Message/Holding Statements:

CRISIS TYPE:	HOLDING STATEMENT: INTERNAL PUBLICS	HOLDING STATEMENT: EXTERNAL PUBLICS
<ul style="list-style-type: none"> ● Train Derailment 	<ul style="list-style-type: none"> ● An incident has occurred where one of our trains has derailed from the track, we are uncertain of all of the details but we are investigating the cause as we speak. 	<ul style="list-style-type: none"> ● An incident has occurred where one of our trains has run off of the tracks, we are still collecting more information on what exactly has happened and we will provide you with more information as it develops.
<ul style="list-style-type: none"> ● Train accident with another train 	<ul style="list-style-type: none"> ● There has been a collision of two trains on one of our tracks, we are unsure of the cause and extent of any injuries. We have started an investigation and we will provide details as they arise. 	<ul style="list-style-type: none"> ● There has been a collision of two trains on one of our tracks, we do not have all of the details at this moment. We are investigating the cause and any possible injuries and will provide you with more details as they arise.

<ul style="list-style-type: none"> ● Train accident with a car 	<ul style="list-style-type: none"> ● There has been a collision between one of our trains and a pedestrian car on a railroad crossing. We are doing everything we can do to get to the bottom of this and we will provide updates as they become apparent. 	<ul style="list-style-type: none"> ● There has been a collision between one of our trains and a car on a railroad crossing. We are investigating the cause of this incident and will provide updates once we have all of the information.
<ul style="list-style-type: none"> ● Train accident with a pedestrian 	<ul style="list-style-type: none"> ● An incident has occurred where a pedestrian was on the tracks and has been struck by one of our trains. At this time we do not have the full details. We have started an investigation and will provide updates as we gain more information. 	<ul style="list-style-type: none"> ● An incident has occurred where a pedestrian has been struck by one of our trains on the tracks. We do not have all of the details at this time, but we have already started an investigation.
<ul style="list-style-type: none"> ● Train stalling on tracks with hazardous or harmful materials 	<ul style="list-style-type: none"> ● Currently one of our trains is stalling on the tracks that contains hazardous materials. We are currently trying to get the train moving again while taking into account all precautions. We will give more information as we make progress. 	<ul style="list-style-type: none"> ● At this time one of our trains is stalling on the tracks with harmful materials. We are doing everything we can to safely get the train moving again while avoiding any further obstacles. We will provide updates as we are making progress.

Notification Table

Communication Channels											
		Video Meetings	Intranet	(Mobile) Phone	Email	Interview	Newsletter	Press Release	Social Media	Spokesperson	Website
Internal Publics	Employees	X		X	X						
	Management	X		X	X						
	Board of Directors	X		X	X						
	Shareholders/Investors	X			X					X	
	Suppliers	X								X	
	Distributors	X								X	
	Retailers	X								X	

E x t e r n a l P u b l i c s	General Public						X	X	X	X	X
	News Media						X	X	X	X	X
	Community Leaders	X					X	X	X	X	X
	NGOs/Activists						X	X	X	X	X
	Government(s)	X			X		X	X	X	X	X

IDENTIFY THE CRISIS COMMUNICATION TEAM

CRISIS COMMUNICATION TEAM/CRISIS DIRECTORY

JOB TITLE	ROLE & RESPONSIBILITY
Public Affairs	Public Affairs is the voice of the company. They must use the information stated in the CCP to coordinate with other members of the team to ensure consistency.
Human Resources	Human Resources should be used as an informative tool for the group to have access to company information such as prior complaints, and or prior problematic situations involving employees. They should also act as a connection from the company to the public by listening to their concerns.
Safety Department	The Safety Department ensures that all employees are following the correct protocol to limit possible injuries. They are also responsible for relaying safety information to Public Affairs in response to a crisis where the public is in need of our protocols.
Mechanical Engineers	Top engineers are required to inspect the equipment is running properly and is at no risk of accidental setbacks. The engineers should record infrequencies in inspections and relay any important information to operators and safety departments.
Social Media Manager	Public Affairs speaks for the company in a public setting where the Social Media Manager will be responsible for updating the media pages including the company website with crisis updates as needed before, during, and prior to the crisis.
Manager of Train Operations	Includes proper training for engineers as well as inspecting protocols are being followed and recording the data for each interaction to keep on file. Be aware of possible misuses of machinery or incidents with such.
Financial Team	The Financial Team is responsible for collaborating with the company on a budget as well as dedicating money to crisis relief if and when needed. The team will also decide how the crisis money should be handled and work toward ensuring the proper relief is given.

IDENTIFY SPOKESPERSONS

COMMUNICATION SITUATION	KNOWLEDGE	SKILLS	PERSONALITY TRAITS
<ul style="list-style-type: none"> • Press Conference 	<ul style="list-style-type: none"> • Know who, what, where, when & why info well • Be aware of 3 important key messages to get across 	<ul style="list-style-type: none"> • Be well worded and clear • Ask to clarify questions that are confusing 	<ul style="list-style-type: none"> • Handles stress, looks in control • Not argumentative
<ul style="list-style-type: none"> • Social Media 	<ul style="list-style-type: none"> • Preparation for what message will cover, knows details of event • Ability to address information clearly 	<ul style="list-style-type: none"> • Use text and language people can understand • Use tone that shows compassion and empathy 	<ul style="list-style-type: none"> • Eye contact if there is video, do not just read off of script • Speaks with tone that is appropriate and sincere
<ul style="list-style-type: none"> • Live Interviews 	<ul style="list-style-type: none"> • Well informed of key messages to get across • Have rehearsed what will be assumed to be asked 	<ul style="list-style-type: none"> • Be cautious of trick questions and only say what is prepared • Thinks quick but delivers well 	<ul style="list-style-type: none"> • Be empathetic • Stay calm and collected under pressure for hostile questions (appealing to watch)

IDENTIFY TRICK QUESTIONS

Handling Difficult Questions

- **Crisis #1: Technical-error accidents**
 - Trick Question: Isn't it true that you knew of the technical errors all along?
 - Trick Questions: So you agree that the malfunction could've been avoided, right?
 - Trick Question: Isn't it true your employee was told to resolve the issue the next day instead of resolving it immediately?
 - Trick Question: So the technical malfunction could've been avoided if you had more people working?
 - Trick Question: I know all of the details of what happened, we just want to confirm some things with you, alright?
- **Crisis #2: Human-error accidents**
 - Trick Question: Who do you think caused the accident?
 - Trick Questions: The accident was caused by a disgruntled employee, right?
 - Trick Question: Would you say the working conditions here are stressful?
 - Trick Question: Off the record, do you think your company could have avoided the crisis?
 - Trick Question: Thank you for your time, oh, by the way, do you think the employees don't receive sufficient training?

MESSAGING

Key Messages

MESSAGE MAPS

Crisis #1: Technical-error accidents
Key Stakeholder: General public & media
Concerns and/or Questions: What are you doing to prevent something like this from happening again?
Key Message #1 We are closely working with our crisis management team
Supporting Fact: We made a new crisis management plan and will update it annually
Supporting Fact: We are making sure our crisis management team receives proper training
Supporting Fact: We will be testing our crisis management plan at least once per year
Key Message #2: We are working closely to make sure our employees are properly trained and assisted
Supporting Fact: All new employees are required to complete certain hours of training before operating equipment
Supporting Fact: Supervisory employees are being trained on how to act in an emergency case
Supporting Fact: New employees are being hired in order to provide extra backup
Key Message #3: All equipment is being examined
Supporting Fact: We have developed and implemented a preventative maintenance plan
Supporting Fact: Trained technicians will stick to a scheduled maintenance plan
Supporting Fact: All equipment will undergo inspection every 6 months

MESSAGE MAPS

Crisis #2: Human-error accidents
Key Stakeholder: General Public & media
Concerns and/or Questions: How are you helping those who were affected?
Key Message #1: We are providing assistance to those affected
Supporting Fact: We are issuing a public apology for the role our company took in the incident
Supporting Fact: Victims will receive financial support
Supporting Fact: Victims will be provided information about counseling if needed
Key Message #2: We are working closely with members of the community to provide assistance
Supporting Fact: We are donating funds to help rebuild the community
Supporting Fact: We are using social media to keep the community updated
Supporting Fact: We are accepting moral and legal responsibility for what happened
Key Message #3: We are working with our team
Supporting Fact: Our team is working closely to develop a more efficient crisis plan
Supporting Fact: We are making sure all of our crisis management team is properly trained
Supporting Fact: We are making sure all of our employees receive proper training

LESSONS LEARNED

CRISIS EVALUATION AND IMPROVEMENTS

CRISIS REVIEW FORM

	CRISIS RESPONSES	MEDIA MANAGEMENT	STAKEHOLDER-RELATIONS
SUCCESSFUL	<ul style="list-style-type: none"> Burkhardt going to Montreal for Press Conference, informing public of crisis and steps to take moving forward 	<ul style="list-style-type: none"> No successful media coverage. 	<ul style="list-style-type: none"> No stakeholder relations mentioned.
PROBLEMATIC	<ul style="list-style-type: none"> Burkhardt did little to fix the crisis like he said he would. There is no record of the company financially helping the city rebuild or compensation being given to the families. inappropriate comments were made by Burkhardt about his lack of wealth after the incident as well as his safety in the town the crisis occurred. Went 4 days with no explanation on what happened. Continued to place blame aimlessly with little information or proof from the actual incident itself. 	<ul style="list-style-type: none"> Websites updates were seen as ingenuine and lacked empathy. Lack of a social media presence in the crisis made it difficult for stakeholders to be updated. Burkhardt used the english language to give updates when the crisis mostly affected those who spoke French. No translator was taken to the press conference, so again information the public needed was not being given in the correct language. 	<ul style="list-style-type: none"> As mentioned, little to no involvement of stakeholders was mentioned. Burkhardt accused those working at the railroad that night in the public eye without proper knowledge, giving incorrect information to stakeholders. Burkhardt went as far as to blame the fire company at one point, again without reason or proof.

<p>SUGGESTIONS FOR IMPROVEMENT</p>	<ul style="list-style-type: none"> • Address the situation immediately. • Keep the promises being made to the public. • Properly investigate the crisis before exposing individuals for the role you believe them to have in the incident. • Make more of a point to think before speaking to ensure inappropriate comments are kept out of crisis control. 	<ul style="list-style-type: none"> • Have a social media presence, even if it is small, in order to keep the stakeholders updated as the crisis progresses. • Do more research about who the crisis affected to ensure the proper form of communication is being used. • Be more genuine and apologetic with updates. 	<ul style="list-style-type: none"> • Reach out to the oil company with regards to the incident. • Keep stakeholders like the public, families, workers, etc. updated with accurate information. • Again, using the media to alert the stakeholders the truth about the incident. • Keeping stakeholders such as the fire company on MM&A's good side considering they resolved a prior crisis of the companies that night.
---	---	--	--