



# Crisis Communication Strategy Analysis

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# Project Objectives

- 1982 J&J Tylenol recall (Context)
- How brands communicate during crises

➔ Gauge themes/changes over time in common company strategy when addressing public following disaster (i.e.):

- Shift from apathetic strategy to care for consumers' well being (is this still true?)
- Tone in reputation management
- Comparison in strategy across brands



# Research Questions

- How have companies' crisis management strategies changed over time since the famous J&J recall of 1982?
- Have new, more (or less) effective strategies emerged since the 1982 events?
- Are there common strategies companies incorporate during a crisis?



# Corpus Dimensions – Comparisons & Analysis



We will conduct a longitudinal analysis (crisis strategy vs time) using a time frame of 1982 to 2024 (modern day). We chose 5 of some of the most notable brand crisis events-with Johnson & Johnson as our starting point-and observing the extent to which other companies may have deviated from the J&J standard since.

**The 5 companies & associated events we will examine include:**

- Johnson & Johnson: Tylenol Recall (1982)
- Boeing: Japan Airlines Flight 123 (1985)
- Merck: Vioxx Recall (2004)
- Boeing: Lion Air Flight 610 (2018)
- Starbucks: Racial Sensitivity Incident (2018)
- McDonald's: E. coli Outbreak (2024)



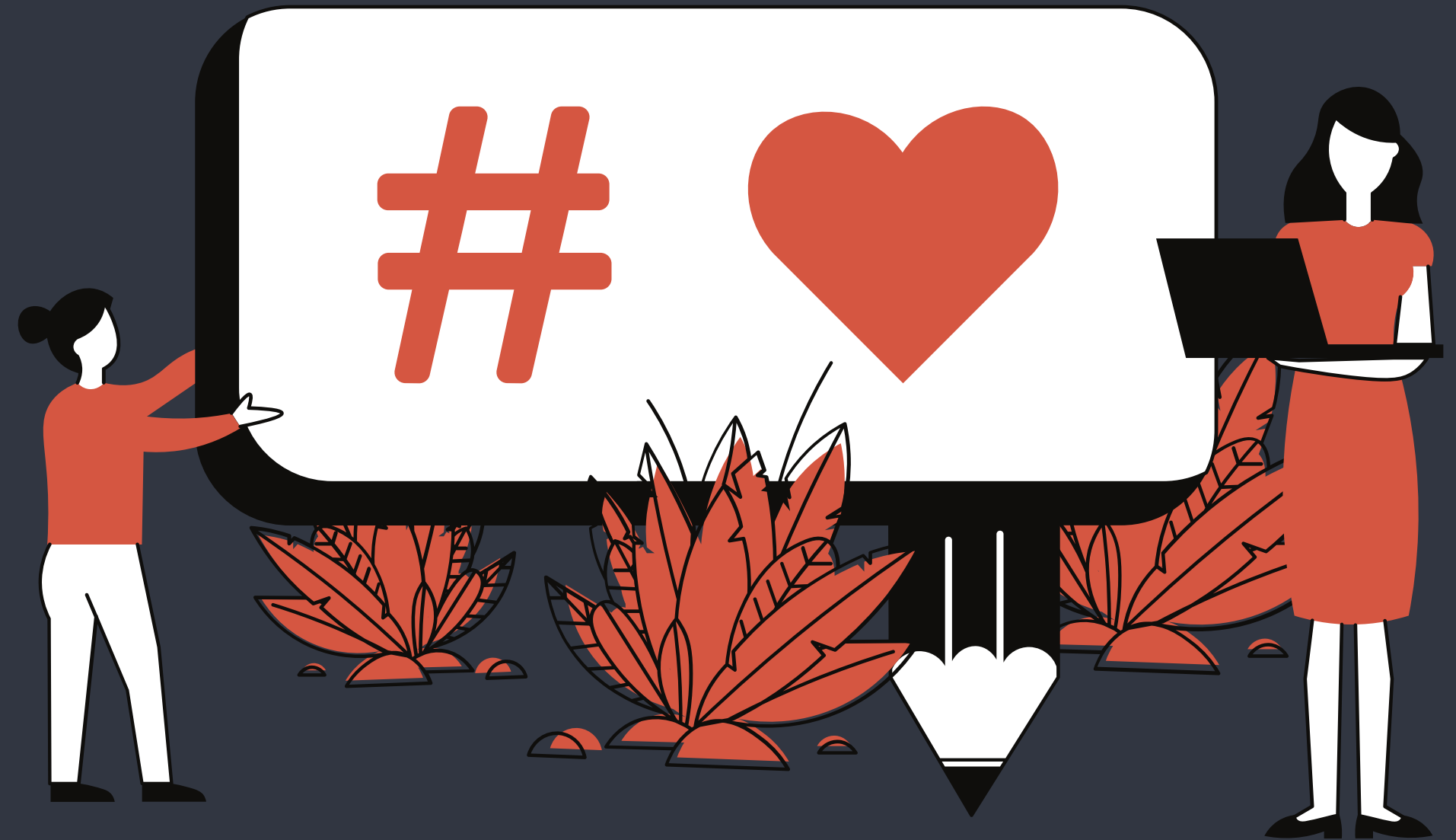
# Relevant Literature

How J&J Created the “Gold Standard” & Emerging Importance of Crisis Communication

- Reference article (“Crisis Communication Strategies”) for J&J:
- <https://www.ou.edu/deptcomm/dodjcc/groups/02C2/Johnson%20&%20Johnson.htm>
- Thesis on the J&J Impact & Influence on Field of Crisis Communication:  
[https://egrove.olemiss.edu/hon\\_thesis/3128/](https://egrove.olemiss.edu/hon_thesis/3128/)

## Pilot Corpus: J&J CNN News Article

- [https://money.cnn.com/magazines/fortune/fortune\\_archive/2007/05/28/100033741/index.htm?postversion=2007052205](https://money.cnn.com/magazines/fortune/fortune_archive/2007/05/28/100033741/index.htm?postversion=2007052205) (2007)
- May have to refer to earlier articles on [web.archive.org](http://web.archive.org) (“Way Back Machine”)



# Methodology

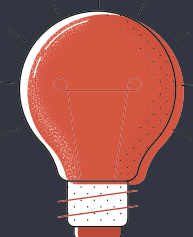


## Corpus Development/Data

- Data: Media coverage of the company response for each event (to give sense of public opinion/sentiment)
  - Using public media coverage (sentiment, perceptions in articles as proxy) for effectiveness (as well as information/descriptions of) company strategy/response
  - input as text tiles (copy & paste)
- LexisNexis for news coverage and business publications, 'Way Back Machine'

## Data Analysis Techniques

- J&J CNN article - build corpus (constructing token, bi/n-gram lists, applying Counter( ) function for freq. counts)
  - To create list of popular, common phrases, words, etc. that characterized the J&J response (according to how the public saw it)
- Applying Counter( ), KWIC, compare\_items( ) functions to (the 4 other) media articles covering the other companies & respective events
  - To **compare each company** response based on public sentiment/level of satisfaction
- Comparison\_plot() functions - for visualization/further comparison,
  - illustrate **changes** in tone, sense of strategies used **over time**





Thank  
You

