

# The Crisis Management Playbook

Ensuring Business Continuity  
Amid Crises



# Timeline

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# 01

# Introduction

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# About The Playbook

The hospitality and F&B industry operates in an environment that is highly vulnerable to operational disruptions, ranging from food safety incidents, kitchen fires and guest injuries. Being a direct customer-facing industry, reputational damage can be severe, often leading to long-lasting consequences that are difficult to recover from.

Larger businesses typically have the resources to establish dedicated communications departments or even crisis management teams. In contrast, Small and Medium-Sized Enterprises (SMEs) often lack the bandwidth to do the same. With limited planning and unclear guidelines, many SMEs rely on intuition to navigate crises. These ad-hoc responses are frequently reactive, unprepared, and not grounded in best practices or evidence. Yet when crisis response can determine the survival of a business, improvisation is no longer a viable strategy.

Recognising this critical gap, our team set out to develop a practical and accessible crisis playbook tailored to the unique needs of SMEs in the hospitality and F&B sector. The playbook aims to offer relevant industry practices to help mitigate crisis risks and reduce the likelihood of escalation.



## Insights from 6 business owners across 9 Hospitality and F&B businesses revealed these key crisis types



### General Safety

Accidents involving staff or customers, or incidents involving crime often cause lasting reputational damage.



### Food Safety

Contamination or mishandling often lead to customer safety concerns, penalties, and potential license suspension



### Fire

Fires halt operations, cause property loss, and may result in fines if safety breaches are found.

## Business Owners were asking questions such as:

- When is a public response necessary?
- How should responses differ for each crisis type?
- What makes a good apology?

These concerns underscore a common challenge: knowing what to do, and when.



## Crisis vs. Incident: Know the Difference



### CRISIS

A significant, unexpected event with **serious consequences**

**Examples:**

*Mass Food Poisoning Outbreak, Death, Boycotts etc.*



### INCIDENT

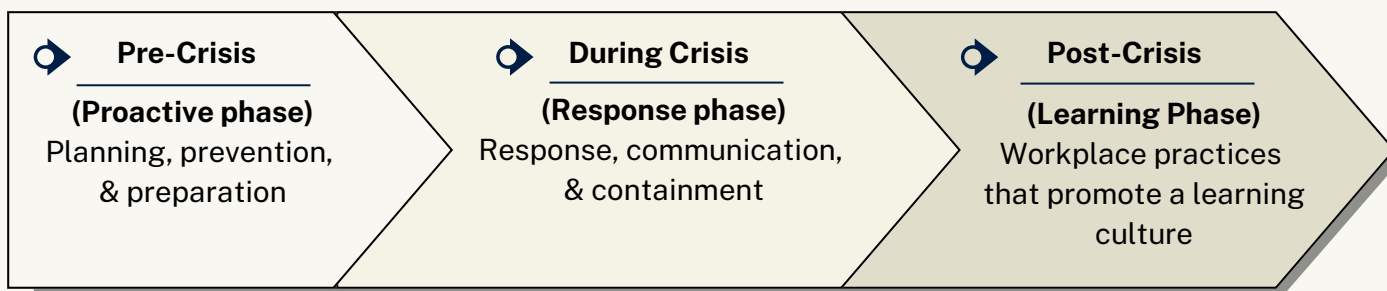
A minor, contained event with **limited impact**

**Examples:**

*Customer Complaint, Bad Google Reviews, Minor injury*

## Our Playbook breaks crises into 3 phases:

### Our Playbook breaks crises into 3 phases:



With structured guidance for each stage, this playbook aims to equip SMEs to respond with more confidence and clarity.

# 02

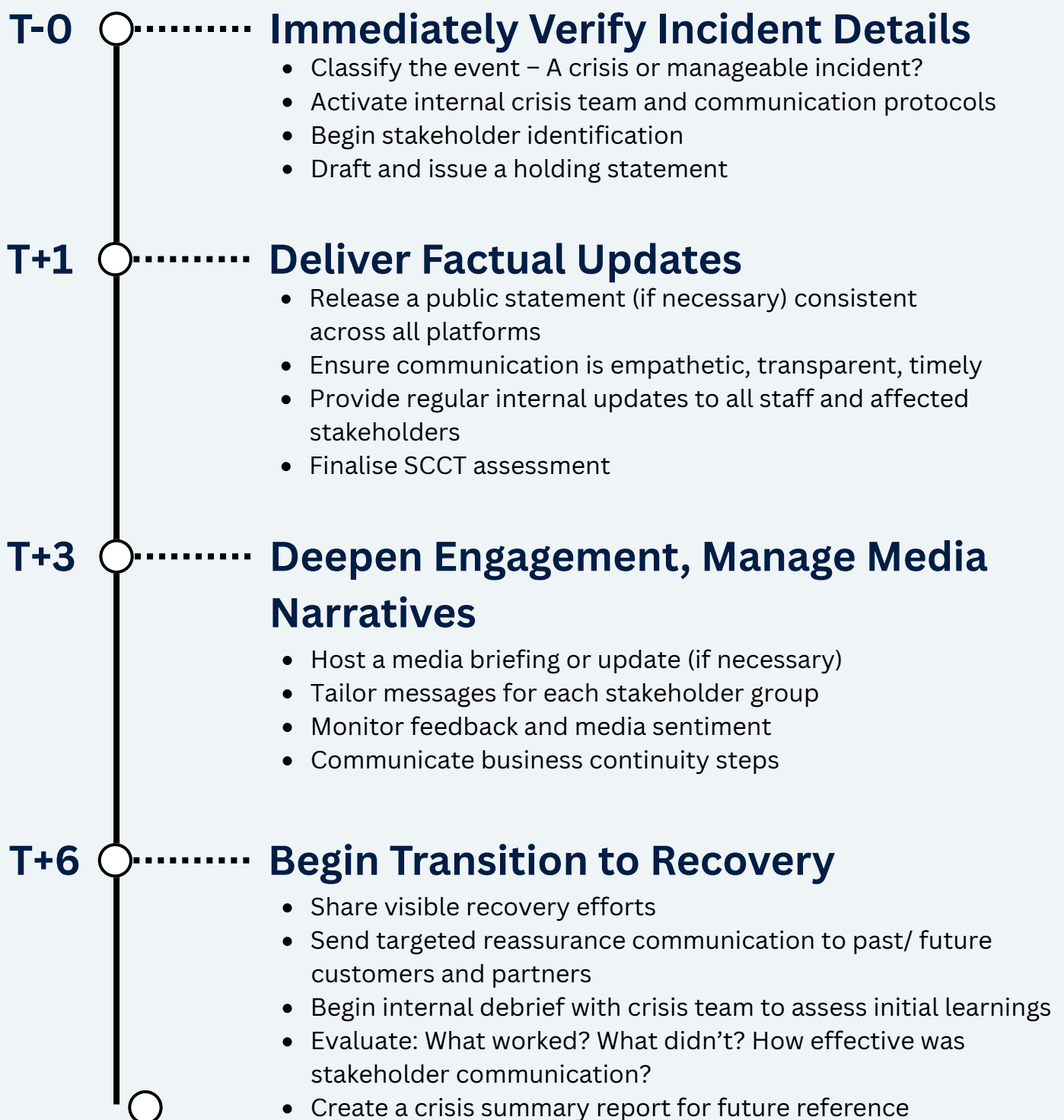
## Proactive Phase



# Crisis Response Timeline

## *A reference guide*

This timeline offers a recommended sequence of actions from the moment a crisis unfolds (T-0) to the recovery phase. It is not a one-size-fits-all formula crises differ in nature, scale, and speed. Businesses are encouraged to adapt this flow to their specific context, resources, and stakeholder needs.



# Good Work Practices to Mitigate Crises

## General Safety at the Workplace

### ➤ Preventing Slips, Trips and Falls

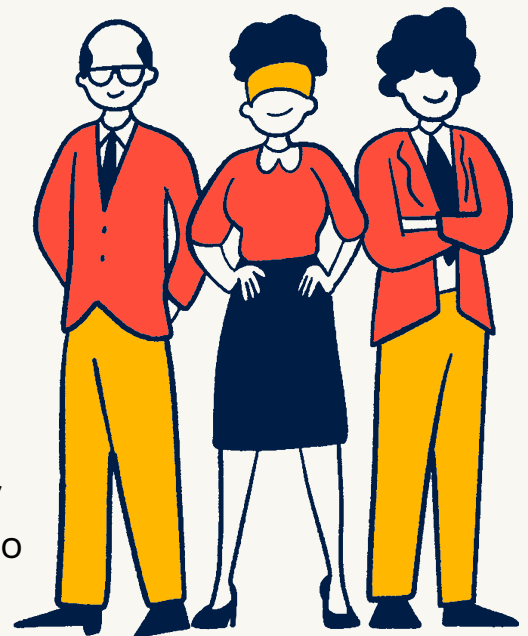
Keep floors dry and clutter-free. Use of slip-resistant mats is encouraged to prevent the occurrence of employees or customers falling.

### ➤ Creating a Culture of Safety

All employees should be encourage to report hazards or unsafe practices. Safety meetings should be conducted regularly to address concerns proactively.

### ➤ Continuous Training Programs

The provision of ongoing safety training for employees, including fire safety, first aid and ergonomic practices is highly encouraged.



# Good Work Practices to Mitigate Crises

## Food Safety Practices

### ➤ Certified Food Handlers Only

All kitchen staff should possess a valid WSQ Basic Food Hygiene Certification to ensure they are trained in essential food safety practices.



### ➤ Daily Kitchen Hygiene Checks

Implement and maintain a daily hygiene checklist to systematically inspect cleanliness, food preparation surfaces and equipment.

### ➤ Strict Temperature Control and FIFO

Follow safe storage temperatures for all perishable items and apply the First-in-First-Out (FIFO) method to manage food rotation, prevent spoilage and uphold food quality.



### ➤ Enforce Personal Hygiene SOPs

Establish and communicate clear personal hygiene standards for all staff, including guidelines on handwashing, attire, grooming and illness reporting to prevent cross-contamination.



# Good Work Practices to Mitigate Crises

## Fire Safety Practices

### ➤ Conduct Regular Fire Risk Assessments

Regularly assess the premises to identify potential fire hazards such as ignition sources, flammable materials and obstructed escape routes.

Engaging a Qualified Person (QP) or a registered Fire Safety Engineer (FSE) can provide professional guidance in compliance with the Singapore Civil Defence Force (SCDF) regulations.

### ➤ Install and Maintain Fire Detection and Suppression Systems

#### Smoke Detectors

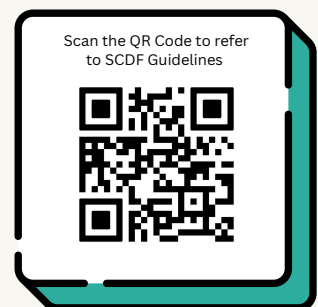
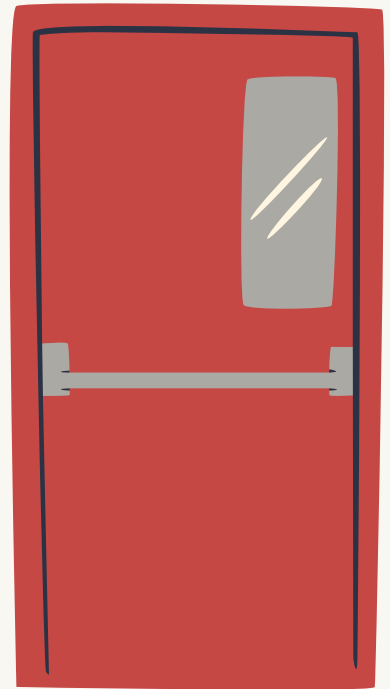
Install smoke detectors in all rooms to ensure early fire detection.

#### Sprinkler Systems

Ensure that sprinkler systems are installed and maintained according to local fire codes. Compliance with the SCDF's Fire Code is essential.

#### Kitchen Fire Suppression Systems (KFSS)

Kitchens (if relevant) should be equipped with wet chemical fire suppression systems designed to handle grease fires effectively.



# Good Work Practices to Mitigate Crises

## Fire Safety Practices

### Develop and Practice Emergency Preparedness Plans

Develop clear evacuation plans with marked exits and designated assembly points. Conduct fire drills at least twice a year to familiarise staff and guests with evacuation procedures. Install emergency lighting in hallways, staircases and public spaces to ensure visibility during power outages.

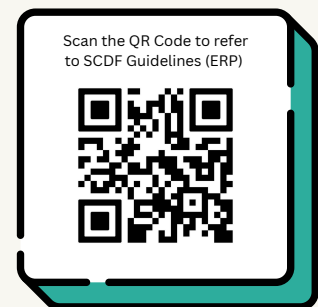


### Provision of Comprehensive Staff Training

All staff should be trained on fire safety protocols, including the proper use of firefighting equipment like extinguishers and hoses.

### Proper Storage Methods for Flammable Materials

Store flammable liquids/ materials in designated areas with proper ventilation. Avoid overstocking combustible items, if possible, in storage spaces to minimise fire hazards.



# Stakeholder Identification

## How to determine stakeholders

### Identification of Stakeholder Types

By identifying and grouping affected stakeholders based on **power**, **legitimacy** and **urgency** during a crisis, you will be able to allocate resources more effectively and communicate with the right parties at the right time.

Stakeholder Types				
Type	Attributes			Description
	Power	Legitimacy	Urgency	
<b>Definitive</b> <i>Examples: Affected guests in a food poisoning crisis</i>	High	High	High	Immediate Prioritisation
<b>Dominant</b> <i>Examples: Board of directors, brand partners</i>	High	High	Low	Important, influential, require constant engagement
<b>Dangerous</b> <i>Examples: Social media influencers during a crisis</i>	High	Low	High	May act aggressively if ignored
<b>Dependent</b> <i>Examples: Injured guests</i>	Low	High	High	Rely on others to advocate for them
<b>Dormant</b> <i>Examples: Wealth investors not involved yet</i>	High	Low	Low	Potential to influence but are currently inactive
<b>Discretionary</b> <i>Examples: NGOs, community groups</i>	Low	High	Low	Morally worthy but not influential
<b>Demanding</b> <i>Examples: Minor complaints on social media</i>	Low	Low	High	Vocal but low influence/legitimacy

#### Power

The ability of a stakeholder to influence the organisation's actions

#### Legitimacy

The perceived validity or appropriateness of the stakeholder's relationship with the organisation

#### Urgency

The degree to which stakeholder claims require immediate attention

# Communication Channels

## What channels do consumers use?

In today's digital landscape, both Tier 1 and social media are often the first to pick up and amplify crisis events. These channels shape public perception in real-time. A well-managed response can protect your brand, counter misinformation, and demonstrate accountability. Monitoring all relevant communication channels is essential for timely, consistent messaging.

### Engaging with Tier 1 Media

*The Straits Times, CNA, etc*

#### When to comment:

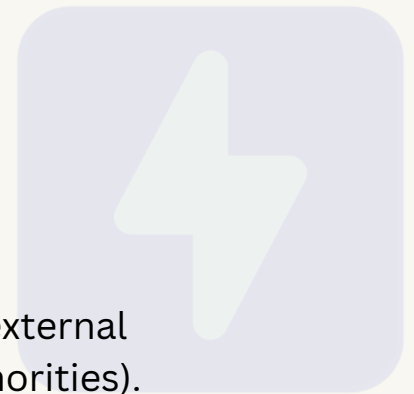
- After **verifying facts** and notifying key internal and external stakeholders (e.g., affected staff, legal advisors, authorities).
- When approached directly by the media or if a story is about to break with or without your input.

#### When to issue a public statement:

- When the crisis has strong public If the crisis involves **public safety, strong public interest, or significant reputational risk.**
- If the media narrative is being formed without your voice, and your silence could imply guilt or incompetence.

#### How to engage:

- Have a **designated spokesperson** (preferably trained).
- Share **only confirmed information**—speculation or hypotheticals can backfire.

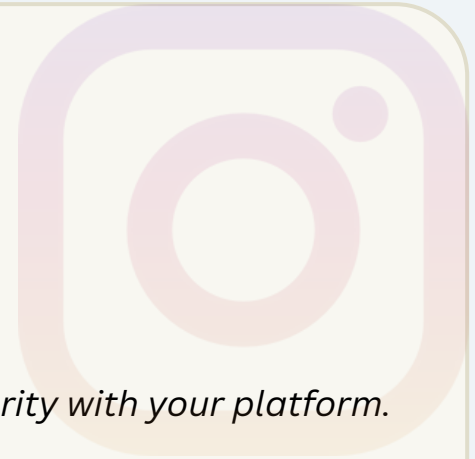


# Communication Channels

## What channels do consumers use? (cont'd)

### Social Media

*Instagram, Facebook, Reddit Etc*



#### What format should we use?

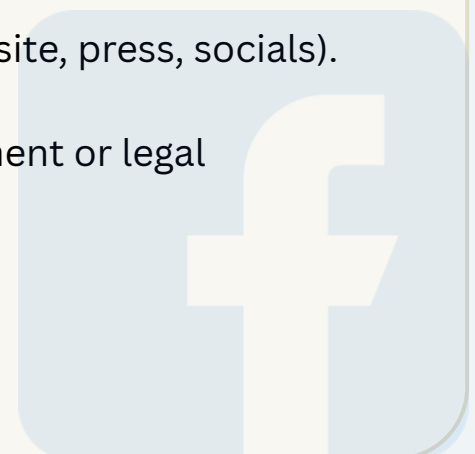
*Choose based on severity, urgency, and audience familiarity with your platform.*

#### Options:

- **Stories or Reels:** For short, timely updates or CEO/team messages
- **Posts/Carousels:** For official public statements (text-based or infographic style)
- **Pinned Posts or Highlights:** To keep the crisis message visible and accessible
- **Videos:** For transparency, sincerity, and personal connection (ideal for leadership messages)

#### Best Practices:

- Be *timely* - ideally within the first few hours of confirmed facts.
- Keep messaging aligned across all platforms (website, press, socials).
- Disable comments only if there's a risk of harassment or legal escalation, but communicate why.



# Communication Channels

## What channels do consumers use? (cont'd)

### Social Media

#### Do we need to respond to viral or hateful comments?

*Yes - selectively and strategically.*

#### When to respond

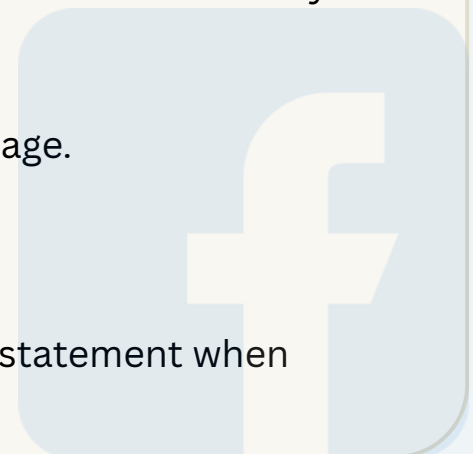
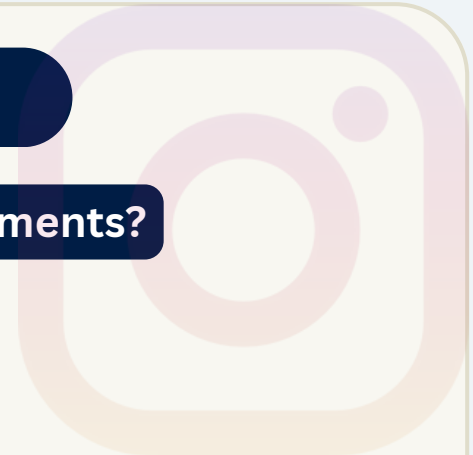
- When a comment contains **harmful misinformation** or **false claims** that are gaining traction.
- When there is an **opportunity to clarify facts** in a calm, non-defensive tone.
- When influencers, public figures, or verified accounts begin amplifying the misinformation.

#### When NOT to respond

- If the comment is low visibility and not gaining engagement.
- If the comment is purely emotional, trolling, or designed to provoke.
- If responding could escalate or “signal boost” the issue unnecessarily.

#### Tips

- Stay factual, respectful, and avoid emotional language.
- Don't argue. Correct and redirect.
- Use a consistent tone and link back to your official statement when possible.



# Communication Channels

## What channels do consumers use? (cont'd)

### Monitoring and Escalation Protocols

#### Who monitors?

- Assign a team member or agency to track mentions, hashtags, and sentiment during a crisis. Use social listening tools like Google Alerts

#### What to track?

- Keywords related to your brand and the incident
- Influencer engagement
- Misinformation trends
- Volume and tone of comments

#### Escalate when:

- A post gains >X engagement or reaches public figures
- Media begin reporting based on viral posts
- There's a coordinated smear or review bombing campaign



# 03

## Reactive Phase



# How to Respond to Crisis:

## Identifying the Type of Crisis

### Situational Crisis Communication Theory (SCCT)

A crisis, whether it is a fire or accident, must first be clearly identified and understood before responding. SCCT offers a matrix that helps organisations categorise crises **into clusters** and tailor their responses based on 2 key metrics:

1

#### The Perceived Attribution of Responsibility

Refers to how much the public believes that the organization is responsible for the crisis.

2

#### Origin of Crisis

Refers to whether the crisis was caused by factors that are within the organization or outside of it.

### 3 Crisis Cluster Types

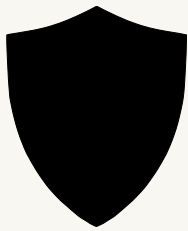
Crisis Clusters	Responsibility	Emotions	Examples
<b>Victim Cluster</b>	Low Responsibility	Concern, Sympathy, Mild Anxiety, Surprise	Food supply disruption due to natural disaster, Reputational rumours, Pandemic/lockdown
<b>Accidental Cluster</b>	Moderate Responsibility	Confusion, Uncertainty, Frustration	Overbooking of rooms/tables, Crash in systems, Staff miscommunication
<b>Preventable Cluster</b>	High Responsibility	Outrage, Disgust, Betrayal, Anger	Hygiene violations, Food poisoning due to poor handling, staff misconduct, negligence in checking ingredients.

# How to Respond to Crisis:

## Selecting the Appropriate Responses

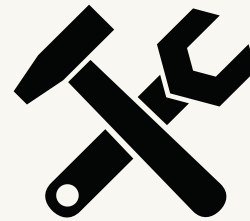
### Types of Crisis Orientations and Responses

Responses are categorized into two main orientations:



#### DEFENSIVE

Aim to protect the organization image's by rejecting and minimising responsibility



#### ACCOMODATIVE

Aim to accept responsibility and accountability and rebuild trust

These orientations are then reflected into three main postures:

#### DENY

Reject the blame and distance organization from the crisis

#### Victim Cluster

**Public Sentiment:**  
Confusion, Concern, Sadness

#### DIMINISH

Reduce the perceived blame and responsibility and take accountability if needed

#### Accidental Cluster

**Public Sentiment:**  
Frustration, Uncertainty

#### DEAL

Take full responsibility and actionable steps to restore trust

#### Preventable Cluster

**Public Sentiment:**  
Anger, Outrage, Betrayal

# How to Respond to Crisis:

## Crisis Response Strategies

### Deny, Diminish, Deal

Each of the three postures includes subcategories that serve as recommended response strategies. While useful, these categories can overlap and are not rigid — they offer guidance rather than fixed rules.

#### Deny

**Denial:**

Claim no crisis has happened

**Scapegoating:**  
Shift blame

**Attack the Accuser:**  
Confront the accuser

#### Diminish

Reduces attribution of blame when there is partial responsibility.

**Excuse:**  
Denying intent or claim no control

**Justification:**  
Minimising seriousness

#### Deal

**Ingratiation:**  
Praise stakeholders

**Concern:**  
Express concern for victims

**Corrective Action & Compensation:** Offer money/gifts

**Regret & Apology:** Show remorse and take full responsibility



Apologise only when at fault



Clarify - do not leave room for assumptions



Match the tone to the public sentiment



Always communicate your next action, if possible

# Past Crisis Responses from the Industry

The following local cases highlight various types of crises in the industry, showcasing both effective and poor organisational responses.

## Victim Cluster

### Bismillah Muslim Food Stall: Online Viral Complaint (2024)

#### Background:



Viral Tiktok accused stall of dishonesty for charging \$6 for Maggi Goreng, despite its \$5 display.



However, many online also defended the stall, pointing out inaccuracies in the video.



The video got taken down following backlash.

#### Defensive response:

Denial, Clarification, Corrective Action



- Stall commented on the post, clarifying misinformation and denying blame, to online netizen's support



- The comment expressed gratitude and openness for feedback despite complaint



- Signboard was still updated for greater clarity for future customers



- Good publicity instead of further backlash ensued

#### Tip 1:

Determine the facts & attribution quickly and accurately, instead of defaulting to self blame

#### Tip 2:

Even when denying blame, express humility, care and commitment.



Click or Scan: The food stall's response was included in an article about the viral post.

## Accidental Cluster

### Tomato Cooking School: Major Fire



#### Background:



A raging fire in its shophouse premises led to multiple injuries, including one fatality



SCDF's initial investigation identified fire safety breaches, but further investigations are currently ongoing

#### Accommodative response:

Concern, Regret, Apology, Ingratiation



- The next day, profile pictures of social media changed to black as a sign of grief and respect



- The next day, a holding statement was released, expressing commitment to support affected victims and cooperate in investigations.



- Investigation & response is still ongoing

#### Tip 1:

While facts & attribution have not been ascertained, a holding statement can provide time before the next public communications response.

Click or Scan: Holding Statement



#### Tip 2:

When regulations are breached, or fall into grey areas, it lies on formal authorities to determine accountability through investigation. If found liable, an accommodative response, including a sincere apology and clear corrective actions, can help restore trust.

# Accidental turned Preventable Cluster

## Cityline Global Pte Ltd Safety accident Escalated to Workplace Abuse Scandal (2024)



### Background:



A bus driver driving passengers from Kuala Lumpur to Singapore at night discovered a missing rear view mirror.



The bus driver with the company & passengers' agreement and help to check blindspots, drove to customs.



Despite passengers and the driver raising safety concerns, the company ordered the driver to continue driving the faulty bus for the next day's trip.



After the bus later broke down, the driver was fired and leaked internal conversations, prompting investigations.



### Defensive response:

*Denial, Attack the accuser, Scapegoating, Excuse, Justification*



- While initial passengers were accepting of the uncontrollable accident, Cityline ignored it and tried to cover it up.



- Cityline ignored passenger's and driver's safety concerns and even admonished them, "...none of your business...if you are so smart, why don't you manage him..."



- When bus broke down eventually and driver was stranded, the company ignored, abandoned, then fired him.



- When netizens compiled Cityline's poor safety and workplace track record, Cityline made no response.

#### Tip 1:

Having operational plans for unexpected but common accidents could prevent suboptimal decisions that compromises important values such as safety.

#### Tip 2:

In today's digital age, private conversations with stakeholders — whether employees or customers — can quickly become public. Leading with compassion and support isn't just the right thing to do; it's also far more cost-effective than managing reputational fallout.

#### Reputational Damage Sticks

(Click or Scan)

Netizen Commentary on incident



Gone viral on Social media



# Preventable Cluster

## Mandarin Oriental Hotel: Food Poisoning (2018)



### Background:



175 guests developed food poisoning symptoms, 9 were hospitalised.



Operations were suspended by authorities



Government and university conferences, wedding banquets had to be cancelled



### Accommodative response:

Concern, Compensation, Regret, Apology, Ingratiation



- Expedient set up of crisis team, including a 24-hour hotline and victim management on same day (**Care**)



- Apologetic tone (**Compassion**)



- Continuous prompt updates - 6 posts in 1 week (**Commitment**)



- Private compensations and arrangements for affected guests and staff (**Commitment**)

#### Tip 1:

Control the narrative quickly



**Click or Scan:**  
1st Public statements  
released before  
Tier 1 reporting.

#### Tip 2:

Assigning dedicated employees to monitor, manage and support affected individuals allows for timely reassurance and discreet resolution, reducing the likelihood of public escalation.

## BreadTalk<sup>®</sup>: Soya Bean Scandal (2016)

### Background:



Customers were enraged that Yeo's Soya Bean was repackaged as 'Freshly Prepared' and sold at a higher price.



For the month of August 2015, stock prices of BreadTalk Group Ltd (BRET) dipped by 15.45%



### Defensive turned Accommodative response:

Excuse, Justification → Regret, Compensation, Apology



- Immediately ceased Soya Bean sales



- Issued a reactive public statement that evaded responsibility



- Angry backlash persisted



- Pivoted to remorseful apology and gave away 50,000 pork floss buns and donated \$50,000 to Community Chest

#### Tip 1:

Understand the crisis type and likely public sentiment. As a Preventable Cluster crisis, BreadTalk faced public anger — its initial Denial and Diminishing strategy only worsened the backlash.

**Click or Scan:**  
1st Public statement  
& backlash:



#### Tip 2:

Even if the initial crisis response falls short, there are still effective strategies to rebuild reputation and regain public trust — though they may come at a higher cost.

**Click or Scan:**  
Subsequent response



# Preventable Cluster (cont'd)

## Tom's Palette SFA suspension (2024)



### Background:



Tom's Palette did not register an assistant, and was discovered to sell unclean food



Accumulating 12 demerit points in a year from Singapore Food Authority, their Bugis outlet was suspended for 2 weeks

### Accommodative response:

*Concern, Regret, Apology, Corrective Action*



- The founder released a public video, "Sorry guys we messed up", the day after Tier 1 media reported



- Video provided transparency of events, acknowledged severity of mistake and did not shift the blame.



- Actionable steps on how to rectify mistakes were shared, showing accountability

#### Tip 1:

A well-executed (specific, brief, and sincere) public apology doesn't always lead to bad publicity. Tom's Palette gained strong public support for their transparency, even attracting new customers who hadn't visited before.

Click or Scan:  
Video Apology &  
Public response



#### Tip 2:

Having the CEO or founder lead the public response signals strong accountability. If not, a communications-trained spokesperson can deliver the message effectively.

## Spize: Food Poisoning (2019-24)



### Background:



Multiple food poisoning cases, including 46 hospitalisations and 1 death in 2019



Lost license for River Valley branch



Suffered multiple heavy fines and food hygiene grade dropped from A to C



### Defensive response:

*Minimal public communications*



- A short public apology was made for the fatal incident, but not the others



- Had awareness of existing lapses for other licensing operation regulations



- Did not have crisis plan or learnings despite multiple lapses

#### Tip 1:

Previous lapses must be effectively addressed and not brushed off as uncontrollable.

Click or Scan:  
Spize founder  
admitted to  
reactionary crisis  
responses in 2021



#### Tip 2:

Public statements such as apology has no weight if it is not backed by actions. Continued lapses made it difficult for Spize to regain public trust.

# Apology as a strategy

## What constitutes a good response?

Whether a public apology should be issued depends on the **nature of the event** - whether it is classified as a crisis or an incident - and the **stakeholders involved** (see Pre-Crisis section). The type of apology should correspond to the **crisis cluster** and the **level of perceived severity among the public**. If a public apology is deemed necessary, research scholars have identified key factors related to both the **content** and **manner** of the apology that significantly **influence its effectiveness**. Additionally, **legal considerations**, such as potential admissions of guilt, should be carefully weighed when crafting the apology.

## Content of Apology



### Acknowledgement

Is there a full disclosure and acknowledgement of wrongdoing?

Compare:

Cityline Global  
vs  
Tom's Palette's  
Response



### Affected Stakeholders

Does it express regret & demonstrate sympathy for everyone affected?

Compare:

Cityline Global  
vs  
Tom's Palette &  
Mandarin Oriental  
Hotel's Response



### Reconciliation:

Does it offer opportunities for reconciliation and seek forgiveness?

Compare:

Breadtalk's first  
statement  
vs  
Mandarin Oriental  
Hotel's response



### Corrective Action

Does it show willingness for corrective action and/or compensation?

Compare:

Breadtalk's first  
statement  
vs  
their subsequent  
apology

## Manner of Apology



### Truthfulness

Does it appear to hide facts?



### Sincerity

What were the word choices & tone?



### Voluntary

Was it forced by circumstance?



### Access:

Can all stakeholders have access to the platform used?



### Stakeholders:

Does it addresses everyone directly or indirectly affected by the crisis?

# The use of Silence

## Silence is...

“

A **deliberate** lack of organisational communication; and where there is any, the information is **scant** and/or **ambiguous**.

”

## Undesirable Connotations

Widens the information vacuum  
(Woon & Pang, 2017)

Implies by default: culpability and guilt  
(Dimitrov, 2015)

Implies negligence, indifference, weakness, rumor validation  
(Johannesen, 1974)

## Types of Silence

### Avoiding silence

Deliberately refrains from responding to avoid external pressures. Strategy used to steer away from engaging with certain stakeholders or addressing specific issues

Relevant Examples:

Spize



### Hiding silence

Withholds information citing reasons such as confidentiality or sensitivity. Strategy is used when there is a deliberate effort to hide details from certain stakeholders

Relevant Examples:

Cityline Global



### Delaying silence

Communicates that it is actively addressing the issue and will provide updates in future. Strategy is used to signal that a resolution is in progress and creates space for a more formal response.

Relevant Examples:  
Mandarin Oriental Hotel & Tomato Cooking School



## Ways Silence is Broken

### Forced

**Channels:** Mainstream media, social media or through a whistle-blower.

**Disadvantage:** Organisation loses control of the narrative.

Relevant Examples:

**Cityline Global**, where whistleblowers and social media virality placed them in a poor spotlight.

### Planned

**Channels:** Official press releases, press conferences, media interviews, social media updates, podcasts, or video appearances

**Advantage:** Organisation can shape and manage the narrative.

Relevant Examples:

**Mandarin Oriental Hotel** who published statement before Tier 1 media, and **Tom's Palette**, who released more previously unknown facts in their public apology.

# 04

## Recovery Phase



# Learnings

## How can you facilitate learnings?

### What This Is For

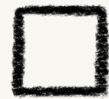
This section guides you through simple steps to capture learnings after a crisis — from staff feedback to updating SOPs. It helps you close the loop and make sure your team grows from the experience.

### Why It Matters

Crises are tough, but they're also learning opportunities. Reflecting on what went well (and what didn't) helps you improve future responses, build team confidence, and strengthen your business for the long run.

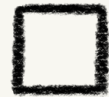
#### 1. Conduct a Post-Crisis Review (PCR)

Schedule a debrief with your team to review what happened, what was done, and what could be improved.



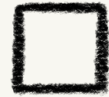
#### 2. Document Lessons Learned

Note down what worked, what didn't, and update your SOPs and checklists accordingly.



#### 3. Collect Staff Feedback

Ask frontline staff what challenges they faced and how they think the process can be improved.



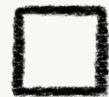
#### 4. Run Mini Refresher Trainings

Turn the experience into a learning moment — retrain based on gaps identified during the crisis.



#### 5. Track Response Timelines

Record how long it took to detect, respond, and recover — aim to improve for the next time.



#### 6. Encourage Open Communication

Foster a no-blame culture so staff feel safe reporting issues and contributing ideas for improvement.



#### Pro Tip:

Create a "Lessons Learned" folder to store crisis notes, staff feedback, and updated SOPs — so you're always improving with each incident.



\* Refer to templates section for Post-Crisis Learnings Template for SMEs

# 05

## Templates



# Stakeholder Analysis Template

## How to Use This Stakeholder Identification Framework

This framework helps SMEs identify and prioritize stakeholders during a crisis based on three key attributes: Power, Legitimacy, and Urgency.

Follow these steps to apply it:

1. List All Stakeholders
  - a. Identify all parties who may be affected by or have influence over your crisis (e.g., customers, regulators, suppliers, media)
2. Assess Each Stakeholder on Three Dimensions
  - a. Power: Do they have the ability to influence your organization's decisions or actions?
  - b. Legitimacy: Is their involvement or claim considered valid and appropriate?
  - c. Urgency: Do they require immediate attention or response?
3. Match to Stakeholder Type
  - a. Using the chart, classify stakeholders into one of the 7 types (e.g., Definitive, Dominant, Dangerous) based on the attributes they possess.
4. Determine Engagement Strategy
  - a. Prioritize communication and resource allocation based on stakeholder type:
  - b. Definitive stakeholders require immediate and full attention.
  - c. Dominant stakeholders should be engaged regularly to maintain support.
  - d. Demanding or discretionary stakeholders may not require immediate action but should be monitored.
5. Update Regularly
  - a. Stakeholder status can change throughout a crisis—reassess regularly to stay responsive.

Stakeholder Types					
Type	Attributes			Description	Examples
	Power	Legitimacy	Urgency		
Definitive				Immediate Prioritisation	
Dominant				Important, influential, require constant engagement	
Dangerous				May act aggressively if ignored	
Dependent				Rely on others to advocate for them	
Dormant				Potential to influence but are currently inactive	
Discretionary				Morally worthy but not influential	
Demanding				Vocal but low influence/legitimacy	

# Sample Public Statement

*Date*

*Company*

*Title*

*Body of the release:*

## **1. Situation Report & Current Facts**

***(What happened? When? Where? Who was affected?)***

Start with facts. Avoid speculation or blame, emphasising transparency.

### **Example:**

We have been informed that [brief description of the incident].

The situation occurred at [time] on [date], at [location]. Those affected include [brief mention, e.g., staff, customers, public]. The safety and well-being of our [guests/staff/public] is our utmost priority, and we are taking this matter very seriously.

---

## **2. Immediate Response & Resources Mobilised**

***(What has been done so far?)***

Demonstrate urgency and responsibility - outline actions that demonstrated control and care.

### **Example:**

Within [X minutes/hours] of the incident, we [describe actions taken—evacuated, contacted authorities, shut down operations, etc.].

We are currently working closely with [relevant parties—emergency services, government agencies, etc.].

---

## **3. Expression of Compassion**

***(How are you showing empathy?)***

Address the emotional and human impact of the incident.

### **Example:**

We deeply regret the impact and inconvenience this has caused.

Our thoughts are with those affected—we join in the pain and concern of everyone involved. We would also like to sincerely thank [emergency responders/staff/community] for their swift response and support.

# Sample Public Statement (cont'd)

## 4. Corrective Action

*(What are you doing to fix it?)*

Demonstrate commitment to prevention and improvement.

### **Example:**

We are conducting a full investigation into the root cause of the incident. We will review and strengthen our [food safety protocols/safety procedures/communication systems] to prevent a recurrence. If any lapses are found, we will take full responsibility and act decisively by taking the necessary corrective actions to ensure this does not happen again.

---

## 5. Ongoing Communication & Next Steps

*(What comes next? How will you keep people informed?)*

Be transparent about what comes next and how updates will be shared.

### **Example:**

A full investigation is currently underway, and we are committed to providing timely updates as we learn more. We will share verified information via our official website and social channels. In the meantime, our priority is ensuring safety, transparency, and trust as we move forward. For affected parties or additional queries, you may contact us at XXXX.

# Post-Crisis Learnings Template for SMEs

Crisis/Event Title: \_\_\_\_\_

Date of Occurrence: \_\_\_\_\_

Prepared By: \_\_\_\_\_

## 1. What Happened

Brief summary of the incident or crisis:

\_\_\_\_\_

What triggered the issue?

\_\_\_\_\_

How was it discovered or reported?

\_\_\_\_\_

## 2. Response Actions Taken

List key steps your team took to respond:

## 3. What Worked Well

Strengths in your response:

\_\_\_\_\_

\_\_\_\_\_

## 4. What Needs Improvement

Gaps or challenges identified:

\_\_\_\_\_

\_\_\_\_\_

## 5. Team Reflections

What did your staff say about the experience? Any feedback shared?

\_\_\_\_\_

## 6. Follow-Up Actions

What will you do differently next time? What SOPs or training need updating?

\_\_\_\_\_

\_\_\_\_\_