

CompCite Inc.
 The Sample Measures When Exploring Trauma in Organizations®
 (For more information email: admin1@compcite.com)

The material below is discussed in greater in our recent book *Managing Organizational Crisis and Brand Trauma: A Guide for Examining the Impact of Events on Organizations, their Brands and Stakeholders*. (Available in the Fall of 2017 from NY: Palgrave/Macmillan). The material is offered as a guide illustrating different ways to approach measuring trauma or its effects in an organization.

Conducting a quick assessment is useful for several reasons. It is a way to determine the baseline levels of trauma, the range of trauma effects, types of trauma experienced and the areas most in need of immediate attention. The table below summarizes seven measures for you to review. They vary in scope, scale and detail and are loosely grouped in terms of their focus. These measures are only provided as guides. The prudent researcher will tailor an assessment to the organization and crisis being examined.

Assessing Brand Strength and Standing	
Financial Health, Sufficient staffing Qualified staffing, Performance capability Network Makeup, Network Saturation Products, Services	Influence, Attractiveness, Security (for Stakeholders) Focus on Mission, Defection of supporters Credibility, Trustworthiness, Image, Reliability Assessments Ranking by stakeholders, by adversaries
MEASURE 1 Summary Audit <u>MEASURE 4</u> <u>Measuring Events and their Effects</u> <u>MEASURE 6</u> <u>Trauma across the System</u> <u>MEASURE 7</u> <u>Brand Trauma Index: Evaluation</u> <u>Criteria</u>	MEASURE 1 Summary Audit <u>MEASURE 2</u> <u>Event Reaction Index</u> <u>MEASURE 3</u> <u>Serious Reaction Index</u> <u>MEASURE 5</u> <u>Events, Trauma and Image</u> <u>MEASURE 7</u> <u>Brand Trauma Index: Evaluation</u> <u>Criteria</u>

Measure 1, the "Summary Audit", provides a quick assessment of the trauma setting. Like all of the measures provided it is a guide or reference tool. Measure 2, the "Event Reaction Index" allows stakeholders to provide their assessment of the event. This may provide good,

downstream baseline data. It also may reveal levels of bias among different respondents. Are there some organizations they are more likely to associate with traumatic events than others?

Measure 3, the "Serious Reaction Index" is the first of several measures that illustrate ways to assess risks or dangers associated with different types of events. In this instance crisis events are described and assessed in order to determine different levels of trauma associated with the event and the perceived frequency of trauma-causing behaviors or events. Data from this type of assessment may be useful in rating industries by insurance or regulatory organizations or for groups, like trial attorneys, to pre-screen potential jurists.

Measure 4, "Measuring Events and Their Effects" provides another view of the potentially risky nature of different events but what is most useful about this measure are the scales used. In this case two scales, one reflecting an event's frequency and the other attempting to gauge the event's seriousness, provide insight into a range of different events. Assessments such as this allow for the classification of respondents in terms of approach/avoidance profile for different types of events, for the assessment of the perceived "personal" nature of different events or, when used with other measures estimates of perceived security, trust or, perhaps, risk.

				<p>Finally, using this scale circle <u>the number</u> indicating how serious the event is...</p> <p>SS-somewhat serious</p> <p>MS-moderately serious</p> <p>VS -very serious</p>
	This is a <u>common</u> event.	This is an <u>uncommon</u> event.	This is a <u>rare</u> event.	
1. Your insurance company <u>raises your car insurance</u> after you have an accident				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>

Measure 5, "Events, Trauma and Image" provides a good opportunity to assess how a sample looks at different types of trauma. This is good information at any time but it may be especially helpful when comparing how a sample viewed a particular event versus events in general. For example, consider the lawyer who would like to mitigate the relative importance of one type of traumatic event, perhaps by the client being defended, given other types of events. A sometimes useful strategy.

Measure 6 "Trauma Across the System" attempts to assess Trauma's Near- and Long-Term effects. Those who experienced or witnessed the crisis event directly are likely to have a different trauma profile than those who have second-hand experience with the event. Both can assess the organization's or professional's brand in light of the event but it's important to separate the assessments of the two. For example, a registered voter's may not have had direct exposure to a candidate's crisis event to form an impression of the candidate and the candidate's political

brand or whether or not a sports team allegedly cheated in preparation for a game. Note how the nature of the event might affect ratings.

Measure 7, "Brand Trauma Index: Evaluation Criteria" looks at two facets of trauma: perceived importance of an event and the likelihood trauma will last over time. Both may be approached as attempts to gauge "order from instability". A natural tendency for equilibrium to emerge and bring balance to a system, event, organization or, in this instance, a brand. Two things to keep in mind: time may be a great equalizer but that which emerges in with the passage of time may not be anything like what was or what one wants.

**Measure 1
Summary Audit**

1. Scope and scale of the Trauma: Internal and External WIDE SPREAD 10, LOCALIZED 5, CONFINED 3				
Internal Scope of the trauma	<u>People</u> Corporate boards Management Employees Contractors	<u>Processes</u> Key Processes (broken, not followed, non-existent) Key Procedures Key Practices	<u>Material/Equipment</u> Broken Equipment Hazardous Material	<u>Culture</u> Abusive Punishing
External Scope of the trauma	<u>People</u> >Injured >Family of Injured	<u>Client Organizations</u> >Key clients >	<u>Regulators</u> Govt. Agencies Local, State Agencies Law enforcement	<u>Special Interests</u> >Lawyers >Groups >Competitors
2. Effects on People Morale, Productivity. Employees engage in discussions, not work. Leadership drawn off to meetings, event-specific actions, skills and competencies questioned. WIDE SPREAD 10, LOCALIZED 5, CONFINED 3				
3. Effects on Processes, Procedures, Practices. Revisions, New Ones Added, Defectives tossed WIDE SPREAD 10, LOCALIZED 5, CONFINED 3				
4. Effects in the Public Arena. Media coverage, demonstrations against the org, requests for investigations, demands for punishment,				
5. Attribution to the organization is evident				
6. Attribution to the organization is credible				
7. Government/Legal/Judicial interventions. Cease and desist orders, special investigations proposed/launched. Hostile action directed at the organization is proposed/launched				
8. Competitors, opponents, adversaries engaged. COA's take advantage of the circumstances,				
9. Exposure/discussions in the media				
10. Physical damages to the organization				
11. Damage to the organization's image among key stakeholders				

MEASURE 2
Event Reaction Index
(Sample)

Events, both good and bad, are part of everyday life. Sometimes these are events we experience directly other times our experience with the event is indirect, perhaps it's something we've seen on television or the web or something someone has told us about. Either way, we almost always have a reaction to those events.

In this study we're trying to add to our understanding of the ways events effect us -- our reactions to the events we directly or indirectly encounter. To get this information we're asking you to complete the following questionnaires. There are four, two ask your reactions to events created by a company or organization and two your reactions regarding the things people might have done.

To complete the survey just circle the response on the right that best matches your sentiments to the statements below. Don't spend too much time on any one question -- let your first reaction be your guide.

	THE EVENT: An oil company's tanker ship spills thousands of gallons of oil, contaminating the water and shoreline.	This Rarely Happens	This Sometimes Happens	This Frequently Happens	This Always Seems to Happen
1	Sometimes thoughts of what happened just come into my mind	0 1 2	3 4 5	6 7 8	9 10
2	There's always damage or injury associated with events like this.	0 1 2	3 4 5	6 7 8	9 10
3	I sometimes think about how this might affect me or my life.	0 1 2	3 4 5	6 7 8	9 10
4	Something like this can negatively impact a lot of people.	0 1 2	3 4 5	6 7 8	9 10
5	I talk about this with my friends.	0 1 2	3 4 5	6 7 8	9 10
6	Sometimes I talk about this with complete strangers.	0 1 2	3 4 5	6 7 8	9 10
7	I sometimes hear people talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
8	When this comes up on the news I have to listen to the report.	0 1 2	3 4 5	6 7 8	9 10
9	It seems everyone was talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
10	Frankly I avoid any news related to what happened.	0 1 2	3 4 5	6 7 8	9 10
11	If asked, I probably could tell you	0 1 2	3 4 5	6 7 8	9 10

	everything I've heard about what happened.				
12	I really think I don't like this company based on what happened.	0 1 2	3 4 5	6 7 8	9 10
13	It will be very hard for me to think positively about this company in the future.	0 1 2	3 4 5	6 7 8	9 10
14	I think this company should be ashamed of what was done.	0 1 2	3 4 5	6 7 8	9 10
15	I get angry when I think about what happened.	0 1 2	3 4 5	6 7 8	9 10
16	What happened is likely to be part of my memory for a long time.	0 1 2	3 4 5	6 7 8	9 10
17	I really feel there's a difference between this company and others like it.	0 1 2	3 4 5	6 7 8	9 10
18	I don't think I could ever think positively about this company in the future.	0 1 2	3 4 5	6 7 8	9 10
19	How can the people in this company sleep at night?	0 1 2	3 4 5	6 7 8	9 10
20	I doubt I'd ever trust this company.	0 1 2	3 4 5	6 7 8	9 10
21	When thoughts about what happened I can't concentrate on whatever I was doing.	0 1 2	3 4 5	6 7 8	9 10
22	I've talked to people I know about this.	0 1 2	3 4 5	6 7 8	9 10
23	I tweet or have received tweets about this.	0 1 2	3 4 5	6 7 8	9 10
24	What happened has to have an impact on the company's ability to function socially.	0 1 2	3 4 5	6 7 8	9 10
25	What happened has to have an impact on the company's ability to operate as a business.	0 1 2	3 4 5	6 7 8	9 10
26	What happened has to have an impact on the company's credibility.	0 1 2	3 4 5	6 7 8	9 10
27	People will find it hard to trust this company in the future.	0 1 2	3 4 5	6 7 8	9 10
28	I think this company's competitors will benefit from what happened.	0 1 2	3 4 5	6 7 8	9 10
29	This company should be punished because of what happened.	0 1 2	3 4 5	6 7 8	9 10
30	What happened will impact this company's image.	0 1 2	3 4 5	6 7 8	9 10

MEASURE 2

THE EVENT: A married politician confesses to having had an extramarital affair.		This Rarely Happens	This Sometimes Happens	This Frequently Happens	This Always Seems to Happen
1	Sometimes thoughts of what happened just come into my mind	0 1 2	3 4 5	6 7 8	9 10
2	There's always damage or injury associated with events like this.	0 1 2	3 4 5	6 7 8	9 10
3	I sometimes think about how this might affect me or my life.	0 1 2	3 4 5	6 7 8	9 10
4	Something like this can negatively impact a lot of people.	0 1 2	3 4 5	6 7 8	9 10
5	I talk about this with my friends.	0 1 2	3 4 5	6 7 8	9 10
6	Sometimes I talk about this with complete strangers.	0 1 2	3 4 5	6 7 8	9 10
7	I sometimes hear people talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
8	When this comes up on the news I have to listen to the report.	0 1 2	3 4 5	6 7 8	9 10
9	It seems everyone is talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
10	Frankly I avoid any news related to what happened.	0 1 2	3 4 5	6 7 8	9 10
11	If asked, I probably could tell you everything I've heard about what happened.	0 1 2	3 4 5	6 7 8	9 10
12	I really think I don't like this person based on what happened.	0 1 2	3 4 5	6 7 8	9 10
13	It will be very hard for me to think positively about this person in the future.	0 1 2	3 4 5	6 7 8	9 10
14	I think this person should be ashamed of what was done.	0 1 2	3 4 5	6 7 8	9 10
15	I get angry when I think about what happened.	0 1 2	3 4 5	6 7 8	9 10
16	What happened is likely to be part of my memory for a long time.	0 1 2	3 4 5	6 7 8	9 10
17	I really feel there's a difference between this person other professionals.	0 1 2	3 4 5	6 7 8	9 10
18	I don't think I could ever think positively about this person in the future.	0 1 2	3 4 5	6 7 8	9 10
19	How can this person sleep at night?	0 1 2	3 4 5	6 7 8	9 10

20	I doubt I'd ever trust this person.	0	1	2	3	4	5	6	7	8	9	10
21	When thoughts about what happened I can't concentrate on whatever I was doing.	0	1	2	3	4	5	6	7	8	9	10
22	I've talked to people I know about this.	0	1	2	3	4	5	6	7	8	9	10
23	I tweet or have received tweets about this.	0	1	2	3	4	5	6	7	8	9	10
24	What happened has to have an impact on the person's ability to function professionally.	0	1	2	3	4	5	6	7	8	9	10
25	What happened has to have an impact on the person's ability to operate as a business/do one's job	0	1	2	3	4	5	6	7	8	9	10
26	What happened has to have an impact on the person's credibility.	0	1	2	3	4	5	6	7	8	9	10
27	People will find it hard to trust this person in the future.	0	1	2	3	4	5	6	7	8	9	10
28	I think this person's opponent will benefit from what happened.	0	1	2	3	4	5	6	7	8	9	10
29	This person should be punished because of what happened.	0	1	2	3	4	5	6	7	8	9	10
30	What happened will impact this person's image.	0	1	2	3	4	5	6	7	8	9	10

MEASURE 2

THE EVENT: A terrorist organization attacked a local school. More than 70 children and teachers were killed or injured.		This Rarely Happens	This Sometimes Happens	This Frequently Happens	This Always Seems to Happen
1	Sometimes thoughts of what happened just come into my mind	0 1 2	3 4 5	6 7 8	9 10
2	There's always damage or injury associated with events like this.	0 1 2	3 4 5	6 7 8	9 10
3	I sometimes think about how this might affect me or my life.	0 1 2	3 4 5	6 7 8	9 10
4	Something like this can negatively impact a lot of people.	0 1 2	3 4 5	6 7 8	9 10
5	I talk about this with my friends.	0 1 2	3 4 5	6 7 8	9 10
6	Sometimes I talk about this with complete strangers.	0 1 2	3 4 5	6 7 8	9 10
7	I sometimes hear people talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
8	When this comes up on the news I have to listen to the report.	0 1 2	3 4 5	6 7 8	9 10
9	It seems everyone was talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
10	Frankly I avoid any news related to what happened.	0 1 2	3 4 5	6 7 8	9 10
11	If asked, I probably could tell you everything I've heard about what happened.	0 1 2	3 4 5	6 7 8	9 10
12	I really think I don't like this organization based on what happened.	0 1 2	3 4 5	6 7 8	9 10
13	It will be very hard for me to think positively about this organization in the future.	0 1 2	3 4 5	6 7 8	9 10
14	I think this organization should be ashamed of what was done.	0 1 2	3 4 5	6 7 8	9 10
15	I get angry when I think about what happened.	0 1 2	3 4 5	6 7 8	9 10
16	What happened is likely to be part of my memory for a long time.	0 1 2	3 4 5	6 7 8	9 10

17	I really feel there's a difference between this organization and others like it.	0	1	2	3	4	5	6	7	8	9	10
18	I don't think I could ever think positively about this organization in the future.	0	1	2	3	4	5	6	7	8	9	10
19	How can the people in this organization sleep at night?	0	1	2	3	4	5	6	7	8	9	10
20	I doubt I'd ever trust this organization.	0	1	2	3	4	5	6	7	8	9	10
21	When thoughts about what happened I can't concentrate on whatever I was doing.	0	1	2	3	4	5	6	7	8	9	10
22	I've talked to people I know about this.	0	1	2	3	4	5	6	7	8	9	10
23	I tweet or have received tweets about this.	0	1	2	3	4	5	6	7	8	9	10
24	What happened has to have an impact on the organization's ability to function socially.	0	1	2	3	4	5	6	7	8	9	10
25	What happened has to have an impact on the organization's ability to operate as a business.	0	1	2	3	4	5	6	7	8	9	10
26	What happened has to have an impact on the organization's credibility.	0	1	2	3	4	5	6	7	8	9	10
27	People will find it hard to trust this organization in the future.	0	1	2	3	4	5	6	7	8	9	10
28	I think this organization's competitors will benefit from what happened.	0	1	2	3	4	5	6	7	8	9	10
29	This organization should be punished because of what happened.	0	1	2	3	4	5	6	7	8	9	10
30	What happened will impact this organization's image.	0	1	2	3	4	5	6	7	8	9	10

MEASURE 2

THE EVENT: A hospital's surgical team's carelessness resulted in a patient's death.		This Rarely Happens	This Sometimes Happens	This Frequently Happens	This Always Seems to Happen
1	Sometimes thoughts of what happened just come into my mind	0 1 2	3 4 5	6 7 8	9 10
2	There's always damage or injury associated with events like this.	0 1 2	3 4 5	6 7 8	9 10
3	I sometimes think about how this might affect me or my life.	0 1 2	3 4 5	6 7 8	9 10
4	Something like this can negatively impact a lot of people.	0 1 2	3 4 5	6 7 8	9 10
5	I talk about this with my friends.	0 1 2	3 4 5	6 7 8	9 10
6	Sometimes I talk about this with complete strangers.	0 1 2	3 4 5	6 7 8	9 10
7	I sometimes hear people talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
8	When this comes up on the news I have to listen to the report.	0 1 2	3 4 5	6 7 8	9 10
9	It seems everyone was talking about what happened.	0 1 2	3 4 5	6 7 8	9 10
10	Frankly I avoid any news related to what happened.	0 1 2	3 4 5	6 7 8	9 10
11	If asked, I probably could tell you everything I've heard about what happened.	0 1 2	3 4 5	6 7 8	9 10
12	I really think I don't like this company based on what happened.	0 1 2	3 4 5	6 7 8	9 10
13	It will be very hard for me to think positively about this company in the future.	0 1 2	3 4 5	6 7 8	9 10
14	I think this company should be ashamed of what was done.	0 1 2	3 4 5	6 7 8	9 10
15	I get angry when I think about what happened.	0 1 2	3 4 5	6 7 8	9 10
16	What happened is likely to be part of my memory for a long time.	0 1 2	3 4 5	6 7 8	9 10

17	I really feel there's a difference between this company and others like it.	0	1	2	3	4	5	6	7	8	9	10
18	I don't think I could ever think positively about this company in the future.	0	1	2	3	4	5	6	7	8	9	10
19	How can the people in this company sleep at night?	0	1	2	3	4	5	6	7	8	9	10
20	I doubt I'd ever trust this company.	0	1	2	3	4	5	6	7	8	9	10
21	When thoughts about what happened I can't concentrate on whatever I was doing.	0	1	2	3	4	5	6	7	8	9	10
22	I've talked to people I know about this.	0	1	2	3	4	5	6	7	8	9	10
23	I tweet or have received tweets about this.	0	1	2	3	4	5	6	7	8	9	10
24	What happened has to have an impact on the company's ability to function socially.	0	1	2	3	4	5	6	7	8	9	10
25	What happened has to have an impact on the company's ability to operate as a business.	0	1	2	3	4	5	6	7	8	9	10
26	What happened has to have an impact on the company's credibility.	0	1	2	3	4	5	6	7	8	9	10
27	People will find it hard to trust this company in the future.	0	1	2	3	4	5	6	7	8	9	10
28	I think this company's competitors will benefit from what happened.	0	1	2	3	4	5	6	7	8	9	10
29	This company should be punished because of what happened.	0	1	2	3	4	5	6	7	8	9	10
30	What happened will impact this company's image.	0	1	2	3	4	5	6	7	8	9	10

MEASURE 3

**Brand Trauma Measure
Serious Reaction Index**

Events, both good and bad, are part of everyday life. Sometimes these are events we experience directly other times our experience with the event is indirect, perhaps it's something we've seen on television or the web or something someone has told us about. Either way, we almost always have a reaction to those events.

In this study we're trying to add to our understanding of the ways events effect us -- our reactions to the events we directly or indirectly encounter. To get this information we're asking you to complete the following questionnaires. There are four, two ask your reactions to events created by a company or organization and two your reactions regarding the things people might have done.

To complete the survey just circle the response on the right that best matches your sentiments to the statements below. Don't spend too much time on any one question -- let your first reaction be your guide.

The Event: An oil company's tanker ship spills thousands of gallons of oil, contaminating the water and shoreline.	There will not be damage. There's <u>no real trauma.</u>	There is damage, harm. There's <u>some trauma.</u>	There clearly is damage. There's <u>obvious trauma.</u>	Significant negative effects. There's <u>damage, perhaps debilitating trauma.</u>
	This Rarely Happens	This Sometimes Happens	This Frequently Happens	This Always Seems to Happen

Sample Issues
<ul style="list-style-type: none"> >A member of the U. S. Senate had an affair with >A sports team cheated in order to win a game. >Please circle the number that best reflects damages to the Catholic Church as a result of alleged sexual misconduct by Catholic priests. >An oil company accident released several thousand gallons of oil into a local river. >A doctor's carelessness resulted in the death of one patient. >A police swat team killed an innocent by stander. >A charitable organization used funds targeted to help injured children and used the funds for pay raises. >A clerk at a local fast food restaurant is rude to customers. >A political party slandered its opponents in a recent election.

MEASURE 4

Measuring Events and their Effects

Example: Events define our lives. This study looks at different negative events and gives you an opportunity to indicate how common or uncommon the event is as described. The events are listed on the left. Rate each event using the scale to the right. Please do this for all items, letting your first impression be your guide.

	This is a <u>common</u> event.	This is an <u>uncommon</u> event.	This is a <u>rare</u> event.	<p>Finally, using this scale circle <u>the number</u> indicating how serious the event is...</p> <p>SS-somewhat serious</p> <p>MS-moderately serious</p> <p>VS -very serious</p>
1. Your insurance company <u>raises your car insurance</u> after you have an accident				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
2. Terrorists <u>attack defenseless citizens</u>, many are killed.				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
3. A politician is <u>accused of unethical behavior</u>				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
4. An oil company's tanker <u>ship spills thousands of gallons of oil</u>				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
5. A beach resort is <u>destroyed by a hurricane</u>, it will be closed for a year				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
6. A neighbor <u>abuses it's dog</u>, the dog dies				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
7. An airline's <u>airplane crash kills all aboard</u>				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>
8. A television personality <u>uses a racial slur</u>, the "N" word				<p>THIS EVENT IS:</p> <p>SS MS VS</p> <p>10 20 30 40 50 60 70 80 90 100</p>

9. The Central Intelligence Agency spies on Americans				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
10. A terrorist's road side bomb kills an American soldier				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
	This is a <u>common</u> event.	This is an <u>uncommon</u> event.	This is a <u>rare</u> event.	Finally, using this scale circle the <u>number</u> indicating how serious the event is. SS-somewhat serious MS-moderately serious VS -very serious
11. The fire department is late in arriving, fire destroys the house				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
12. A travel company's luxury ocean liner sinks, lives are lost				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
13. A dentist pulls the "wrong tooth"				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
14. A contractor doesn't do the work as planned				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
15. A company discriminates against minorities				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
16. A politician is convicted of drunk driving				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
17. A religion's fund raising committee is caught stealing the charity's money.				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100

18. The president of a bank <u>embezzles \$100,000</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
19. A medical doctor is <u>careless, the patient dies</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
20. Congress <u>gives "special tax breaks"</u> to big business				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
21. A store's employee is <u>rude to a customer</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
	This is a <u>common</u> event.	This is an <u>uncommon</u> event.	This is a <u>rare</u> event.	Finally, using this scale circle <u>the number</u> indicating how serious the event is. SS-somewhat serious MS-moderately serious VS -very serious
21. A manager is disciplined for <u>discriminating against women</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
22. You're injured because of a <u>doctor's carelessness</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
23. A company's <u>product injures customers</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
24. A surgical team <u>carelessness leads to a patient's death</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
25. A police officer is <u>caught taking a bribe</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
26. The President is				THIS EVENT IS:

caught <u>lying to the American public</u>				SS MS VS 10 20 30 40 50 60 70 80 90 100
27. A married politician confesses to having <u>had an extramarital affair</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
28. A sports team is convicted of " <u>fixing</u> " a <u>game</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
29. A store is caught <u>selling beer to a minor</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
30. A restaurant is closed because a <u>customer gets food poisoning</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
31. An athlete is caught <u>using performance enhancing drugs</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
	This is a <u>common</u> event.	This is an <u>uncommon</u> event.	This is a <u>rare</u> event.	Finally, using this scale circle <u>the number</u> indicating how serious the event is. SS-somewhat serious MS-moderately serious VS -very serious
32. A <u>student</u> is disciplined for <u>bullying</u> another student				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
33. A police officer is disciplined <u>for being racist</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
34. A squad of American soldiers <u>torture their prisoner</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
35. A police swat team is convicted of				THIS EVENT IS:

<u>murdering a suspect</u>				SS MS VS 10 20 30 40 50 60 70 80 90 100
36. A newspaper <u>slanders a politician</u>				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100
37. The new car you <u>just purchased breaks down</u> ; it can't be driven.				THIS EVENT IS: SS MS VS 10 20 30 40 50 60 70 80 90 100

MEASURE 5
Events, Trauma and Image

Here's the list of events again, only this time we're interested in your impression of the amount of "trauma" you believe might be associated with the event. Think of the person or organization indicated and then rate the extent to which the subject's image, reputation or "brand" is damaged because of the event. The individuals or organizations involved are listed on the left. Rate each using the scale to the right. Please do this for all items, letting your first impression be your guide.

	Image, reputation or "brand" will not be damaged. There's <u>no real trauma</u> for those indicated.	Image, reputation or "brand" is harmed. There's <u>some trauma</u> for those indicated.	Image, reputation or "brand" is clearly damaged. There's <u>obvious trauma</u> for those indicated.	Significant negative effects on the image, reputation or "brand" of those indicated. There's <u>damaging trauma</u> for those indicated.
1. Your insurance company <u>raises your car insurance</u> after you have an accident				
2. Terrorists <u>attack defenseless citizens</u> , many are killed.				
3. A politician is <u>accused of unethical behavior</u>				
4. An oil company's tanker <u>ship spills thousands of gallons of oil</u>				
5. A beach resort is <u>destroyed by a hurricane</u> , it will be closed for a year				
6. A neighbor <u>abuses it's dog</u> , the dog dies				
7. An airline's <u>airplane crash kills all aboard</u>				
8. A television personality <u>uses a racial slur</u> , the "N" word				
9. The Central Intelligence Agency <u>spies on Americans</u>				
10. A terrorist's <u>road side bomb kills an American soldier</u>				
11. The fire department is <u>late in arriving</u> , fire destroys the house				

12. A travel company's luxury ocean liner sinks, lives are lost				
13. A dentist <u>pulls the "wrong tooth"</u>				
14. A contractor <u>doesn't do the work as planned</u>				
15. A company <u>discriminates against minorities</u>				
16. A politician is <u>convicted of drunk driving</u>				
17. A religion's fund raising committee is caught <u>stealing the charity's money.</u>				
18. The president of a bank <u>embezzles \$100,000</u>				
19. A medical doctor <u>is careless, the patient dies</u>				
20. Congress <u>gives "special tax breaks"</u> to big business				
	Image, reputation or "brand" will not be damaged. There's <u>no real trauma</u> for those indicated.	Image, reputation or "brand" is harmed. There's <u>some trauma</u> for those indicated.	Image, reputation or "brand" is clearly damaged. There's <u>obvious trauma</u> for those indicated.	Significant negative effects on the image, reputation or "brand" of those indicated. There's <u>damaging trauma</u> for those indicated.
21. A manager is disciplined for <u>discriminating against women</u>				
22. You're injured because of a <u>doctor's carelessness</u>				
23. A company's <u>product injures customers</u>				
24. A surgical team <u>carelessness leads to a patient's death</u>				
25. A police officer is <u>caught taking a bribe</u>				
26. The President is caught <u>lying to the American public</u>				
27. A married politician confesses to having <u>had an extramarital affair</u>				

28. A sports team is convicted of <u>"fixing" a game</u>				
29. A store is caught <u>selling beer to a minor</u>				
30. A restaurant is closed because a <u>customer gets food poisoning</u>				
31. An athlete is caught <u>using performance enhancing drugs</u>				
	Image, reputation or "brand" will not be damaged. There's <u>no real trauma</u> for those indicated.	Image, reputation or "brand" is harmed. There's <u>some trauma</u> for those indicated.	Image, reputation or "brand" is clearly damaged. There's <u>obvious trauma</u> for those indicated.	Significant negative effects on the image, reputation or "brand" of those indicated. There's <u>damaging trauma</u> for those indicated.
32. <u>A student</u> is disciplined for bullying another student				
33. A police officer is <u>disciplined for being racist</u>				
34. A squad of American soldiers <u>torture their prisoner</u>				
35. A police swat team is convicted of <u>murdering a suspect</u>				
36. A newspaper <u>slanders a politician</u>				
37. The new car you <u>just purchased breaks down</u> ; it can't be driven.				

MEASURE 6
Trauma across the System

Some events create greater vulnerabilities than others. There are a lot of ways to estimate the exposures associated with different event vulnerabilities. Below is a one way to estimate the vulnerabilities associated with different events for each of the four types of organizations we study. Revisit the Spectrum of Events

Example: BP Oil Spill. Please circle the number that best reflects damages associated with the BP Oil Spill.

	There will not be damage. There's <u>no real trauma.</u>	There is damage, harm. There's <u>some trauma.</u>	There clearly is damage. There's <u>obvious trauma.</u>	Significant negative effects. There's <u>damage, perhaps debilitating trauma.</u>
	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
A Damage to People (P, E)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
B Damage to Processes, Practices, Methods	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
C Damage to Material	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
D Damage to Equipment, Tools, Gear	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
E Damage Capacity to Work, to Earn a Living	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
F Damage to Network (Co-workers, clients, sponsors, friends)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
G Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
TRAUMA SCORE: Sum A:F + (G*100)				

Example: Hurricane Sandy. Please circle the number that best reflects damages associated with Hurricane Sandy on the east coast.

	There will not be damage. There's <u>no real trauma.</u>	There is damage, harm. There's <u>some trauma.</u>	There clearly is damage. There's <u>obvious trauma.</u>	Significant negative effects. There's <u>damage, perhaps debilitating trauma.</u>
	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
A Damage to People (P, E)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
B Damage to Processes, Practices, Methods	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
C Damage to Material	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
D Damage to Equipment, Tools, Gear	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
E Damage Capacity to Work, to Earn a Living	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
F Damage to Network (Co-workers, clients, sponsors, friends)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
G Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
TRAUMA SCORE: Sum A:F + (G*100)				

MEASURE 6
Near and Long-Term Effects
Measuring Trauma POI

Example 1: A congressman, married with two children and a self-professed conservative Christian, had a several extramarital affairs with members of his staff. Please circle the number that best reflects damages to Congressman's reputation given his alleged behavior.

	There will not be damage. There's <u>no</u> real trauma.	There is damage, harm. There's <u>some</u> trauma.	There clearly is damage. There's <u>obvious</u> trauma.	Significant negative effects. There's <u>damage, perhaps debilitating</u> trauma.
	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
A Damage to People	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
B Damage to the way things are done. (Processes, Practices, Methods)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
C. Damage Capacity to Work, to Earn a Living	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
E Damage to Network (Co-workers, clients, sponsors, friends)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
F Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
G Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
TRAUMA SCORE: Sum A:F + (G*100)				

Example 2: A sports team is alleged to have provided performance enhancing drugs to its players. Please circle the number that best reflects damages to the professional football as a result of alleged cheating by the team.

	There will not be damage. There's <u>no</u> real trauma.	There is damage, harm. There's <u>some</u> trauma.	There clearly is damage. There's <u>obvious</u> trauma.	Significant negative effects. There's <u>damage, perhaps debilitating</u> trauma.
	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
A Damage to People	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
B Disruptions in Processes, Practices, Methods. The way things are done	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
C Damage to Material	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
D Damage to Equipment, Tools, Gear	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
E Damage Capacity to Work, to Earn a Living	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
F Damage to Network (Co-workers, clients, sponsors, friends)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
G Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
TRAUMA SCORE:				

Sum A:F + (G*100)	
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Example: Misbehavior of priests. Please circle the number that best reflects damages to the Catholic Church as a result of alleged sexual misconduct by Catholic priests.

	There will not be damage. There's <u>no real trauma.</u>	There is damage, harm. There's <u>some trauma.</u>	There clearly is damage. There's <u>obvious trauma.</u>	Significant negative effects. There's <u>damage, perhaps debilitating trauma.</u>
	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
A Damage to People (P, E)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
B Damage to Processes, Practices, Methods	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
C Damage to Material	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
D Damage to Equipment, Tools, Gear	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
E Damage Capacity to Work, to Earn a Living	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
F Damage to Network (Co-workers, clients, sponsors, friends)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
G Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
TRAUMA SCORE: Sum A:F + (G*100)				

Measuring Trauma POI

Example: Mortgage Crisis. Please circle the number that best reflects damages to banks and lending organizations associated with the collapse of the housing market.

	There will not be damage. There's <u>no real trauma.</u>	There is damage, harm. There's <u>some trauma.</u>	There clearly is damage. There's <u>obvious trauma.</u>	Significant negative effects. There's <u>damage, perhaps debilitating trauma.</u>
	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
A Damage to People (P, E)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
B Damage to Processes, Practices, Methods	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
C Damage to Material	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
D Damage to Equipment, Tools, Gear	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
E Damage Capacity to Work, to Earn a Living	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
F Damage to Network (Co-workers, clients, sponsors, friends)	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
G Damage to Brand, Image	0 .1 .2	.3 .4 .5	.6 .7 .8	.9 1.0
TRAUMA SCORE:				

Sum A:F + (G*100)	
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Measure 7
CompCite©

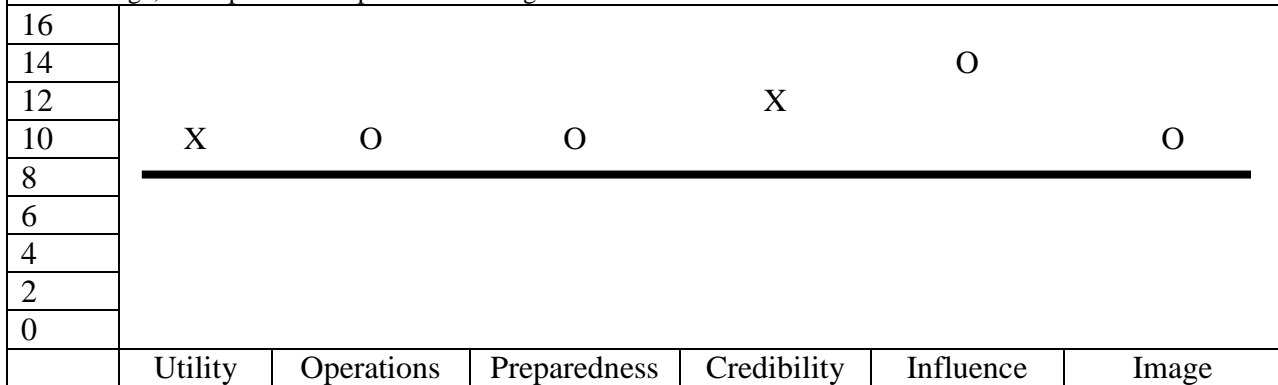
Brand Trauma Index: Evaluation Criteria

- * **trauma rate: months to termination = link between crisis energy & trauma potential in months**
 - 1.) Significance -- measured below -- a function of the nature of the event (range 10-100)
 - 2.) trauma potential -- event & its complexity "event spectrum" (range 10-50) 10 20-30 40-50
 - 3.) interest -- related to the crisis (10) (e.g., crisis is a hurricane, interest is in property damage)
- * **network: swarm forms**
 - simple swarm (1-3): rubber neckers, some media, routine law enforcement
 - complicated swarm (4-6): law enforcement, regulatory, litigators, media, injuries, damages
 - complex swarm: (7-10) intervention of law enforcement, government agencies, legislators,
- * **network:**
 - no or nominal disruption to network (1-3)
 - moderate disruptions, network requires support (e.g., medical, legal or contractors (4-6)
 - significant changes, supporter flee, external support required, damage evident/public (7-10)
- * **damage to property**
 - none to moderate, operations continue (1-3)
 - moderate to extreme, disruptions in processes (4-6)
 - extreme to disaster, significant disruptions and destruction (7-10)
- * **damage to people**
 - none to moderate, injury non-life threatening (1-3)
 - moderate to extreme, serious injury loss of life possible (4-6)
 - extreme to disaster, significant injury & loss of life (7-10)
- * **operations**
 - hassle to distraction, no production or business losses, business as usual (1-3)
 - inconvenience to disruption, production or business effected (4-6) [bureaucracy]
 - breakdown to termination, production or business ceases, control may be lost to others (7-10)
- * **costs (tangible)**
 - unexpected to expenses to temporary cash flow matters (1-3)
 - fees and penalties to loss, brand tarnished (4-6)
 - penalties & fines to significant financial burdens, loss of stakeholders, jobs/positions lost (7-10)
- * **costs (intangible)**
 - tension to distraction (1-3)
 - stress to confusion (4-6)
 - distress to conflict [personal or interpersonal] (7-10)
- * **media coverage**
 - nominal, perhaps the evening news, nominal social media (1-3)
 - moderate, some investigative reporting, follow-up nominal, social media nominal (4-6)
 - extensive, special reports, in-depth coverage/interviews, heavy social media coverage (7-10)
- * **public opinion**
 - nominal, little notice, a non-event (1-3)
 - moderate, some demonstrations, call for action (4-6)
 - extreme, demonstrations, boycotts, physical disruptions, demands for action (7-10)
- * **brand impact**
 - nominal, little or temporary damage (1-3)
 - moderate, image or credibility affected, embarrassments (4-6)
 - extreme, evident brand damage, brand avoidance, negative labels for brand (7-10)

Measure 8 The Brand Trauma Index™

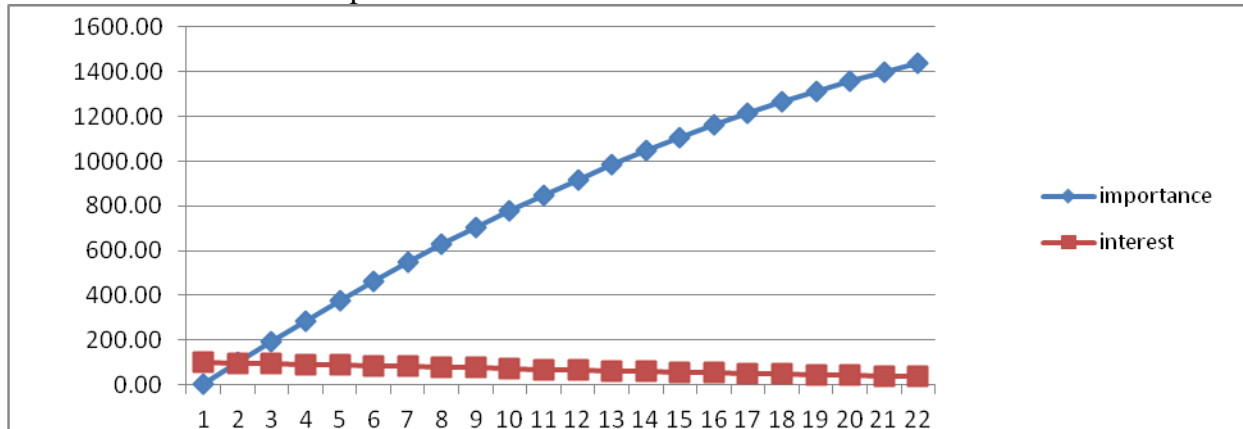
Figure 1
Sparboe, Safety and Animal Care Practices

Introduction. In November of 2011 ABCNews 20/20 presented a story regarding Sparboe egg farm's food safety and animal care practices. A centerpiece for the story was video secretly taken illustrating conditions in some of the company's facilities. Reaction to the story was immediate as special interest organizations affiliate with government agencies and animal rights groups increased attention to the company and its practices. In addition, several key Sparboe customers severed their relationship with the company. In short, the Sparboe brand experienced the phenomenon we call "brand trauma". Note: X's mark core factors associated with an organization's brand image, O's represent components defining the two core factors.



Discussion: Utility, defined by operations and an organization's preparedness, and credibility, defined by the organization's image and capacity to be influential, drive brand health. When these factors are affected brand trauma can emerge. In the table, 8.0 marks the brand trauma threshold. Scores about this line illustrate areas contributing to the brand's health and potential vulnerability. In Sparboe's case every factor scored in the brand trauma zone, particularly the capacity to be influential among network stakeholders. Finally, Figure 2 maps the issue's importance to the company over time, measured in months. Here anything rating over 800 is significant so the score of 1400 illustrates the potential magnitude of the issue. As importantly, the scale at bottom tracks interest in the issue by involved stakeholders over months and we project initial interest for stakeholders can extend beyond 12 months.

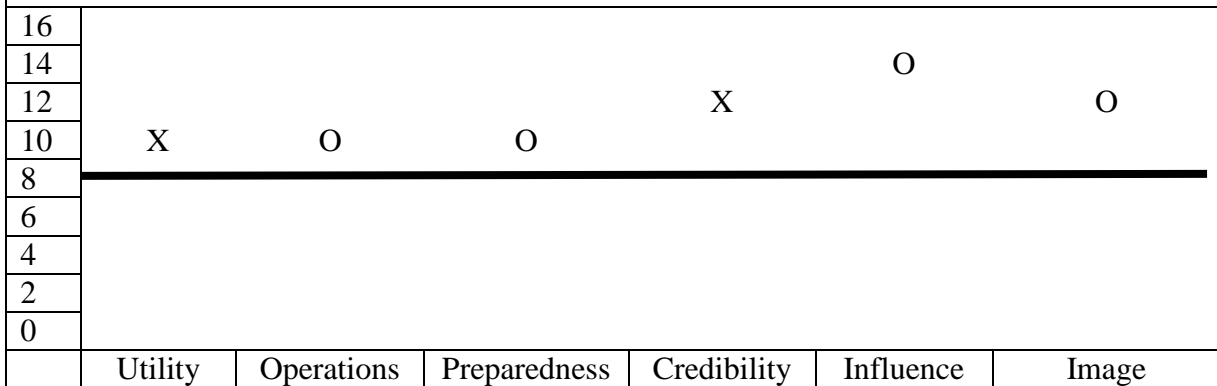
Figure 2
Importance of and Interest in the Event over time



The Brand Trauma Index™

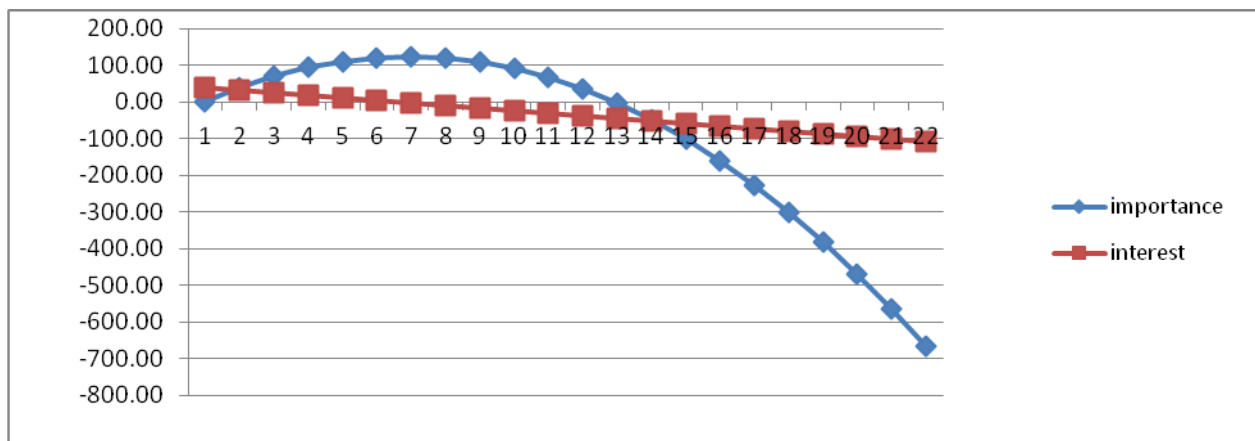
Figure 1
Sharapova Failed Drug Test

Introduction: Maria Sharapova announces she failed a drug test Meldonium, listed as a banned drug by the World Anti-Doping Agency. She said she had been taking the drug for ten years for various medical issues. Sharapova has been suspended by the International Tennis Federation will hold hearings on her case and determine on any long-term bans. Nike, Tiffany's Avon and Porsche are among the athlete's network of sponsors. Note: X's mark core factors associated with an organization's brand image, O's represent components defining the two core factors.



Discussion: To her credit Sharapova didn't wait to communicate the problem but her resulting scores illustrate the potential impact on her brand health as a tennis player is at risk at least for her professional stakeholders. Many of her backers withdrew their support and this directly impacts her credibility, influence and overall image. Cases like this are especially interesting. Sharapova's social network was defined by competitors, corporations offering her endorsements, the media and, tennis regulatory organizations. These are almost obligated to be involved in this event but not necessarily the general public. So, in Figure 2, the importance line doesn't break the 200 level, suggesting that this event doesn't command a great deal of public interest.

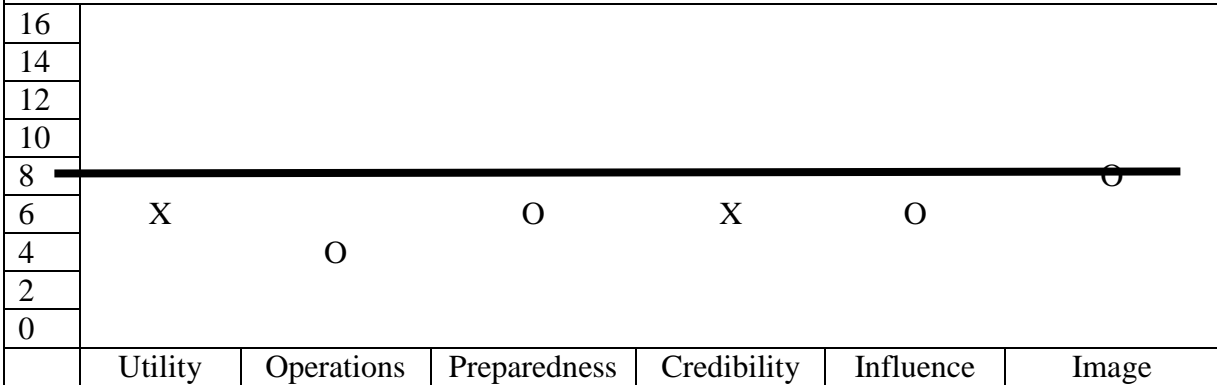
Figure 2
Importance of and Interest in the Sharapova Event over time



The Brand Trauma Index™

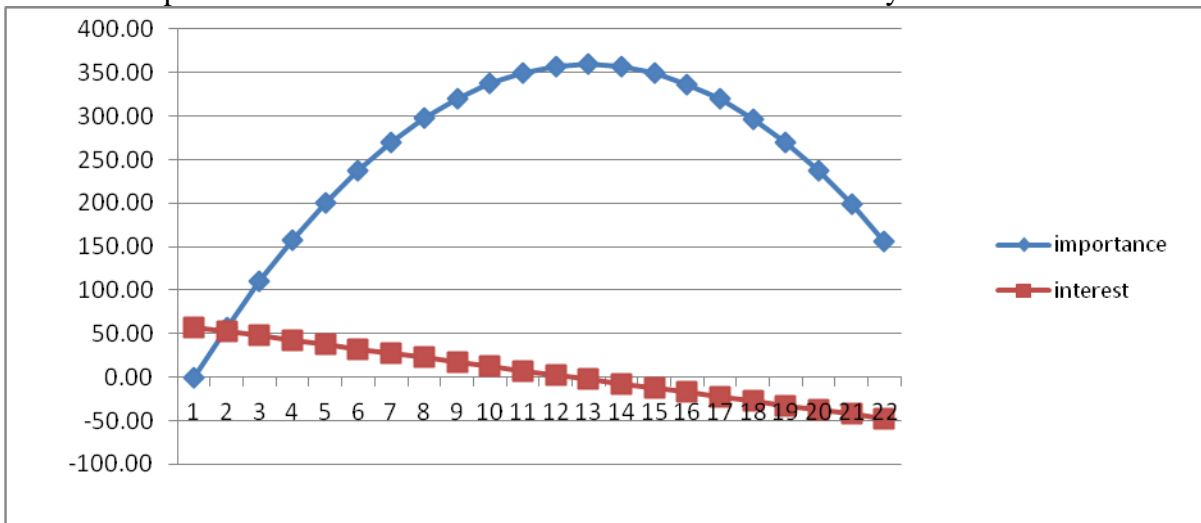
Hillary Clinton's Emails

Introduction: Different issues bear on Ms. Clinton's brand in this instance. One of the most important is the fact that she apparently used a separate, non-State Department server for emails she sent and received while Secretary of State. This has led critics to question if her behavior jeopardized national security or, at a minimum, was simply inappropriate for a person in her position. These can be problematic questions but what bears most heavily on her credibility is the way she has responded to and managed related emerging issues. Note: X's mark core factors associated with an organization's brand image, O's represent components defining the two core factors.



Discussion: Much has been made of this controversy. Claims that she's covering up or withholding information, that the emails contained secret and top secret information are used to impact her trustworthiness. However, no variable set breaks into the brand trauma zone. Most scores are close enough to keep questions regarding the matter from going away but this controversy has more tactical than strategic usefulness. Figure 2 illustrates that this type of controversy has nominal "staying power" but its "importance" on peaks at 350, suggesting it won't maintain general public interest as an event. What keeps an issue such as this alive is the action of certain stakeholders, such as Ms. Clinton's opponents/adversaries, who keep the issue in the media by holding various hearings or meetings related to it.

Figure 2
Importance of and Interest in the Clinton Email Controversy over time



The Brand Trauma Index™

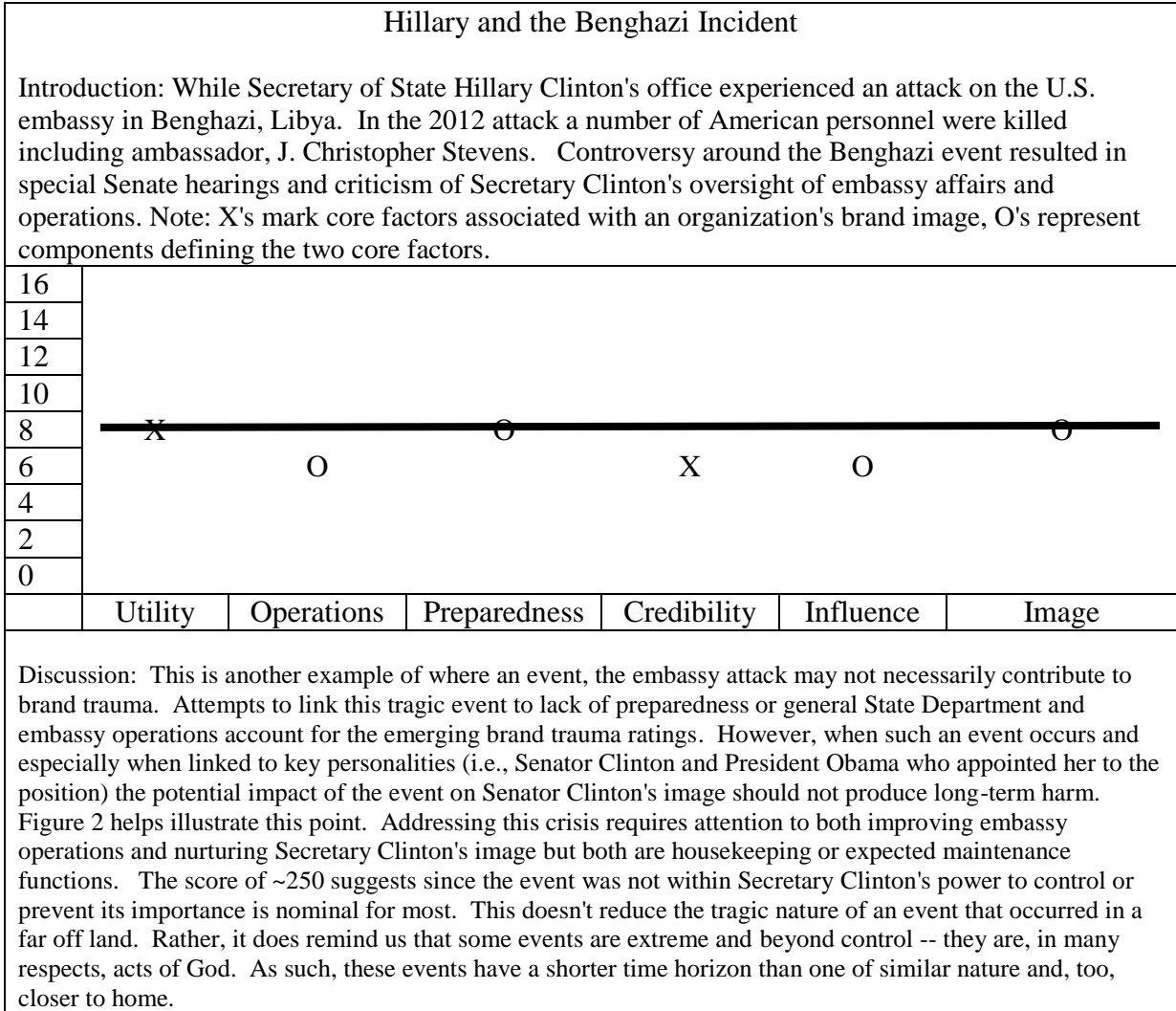
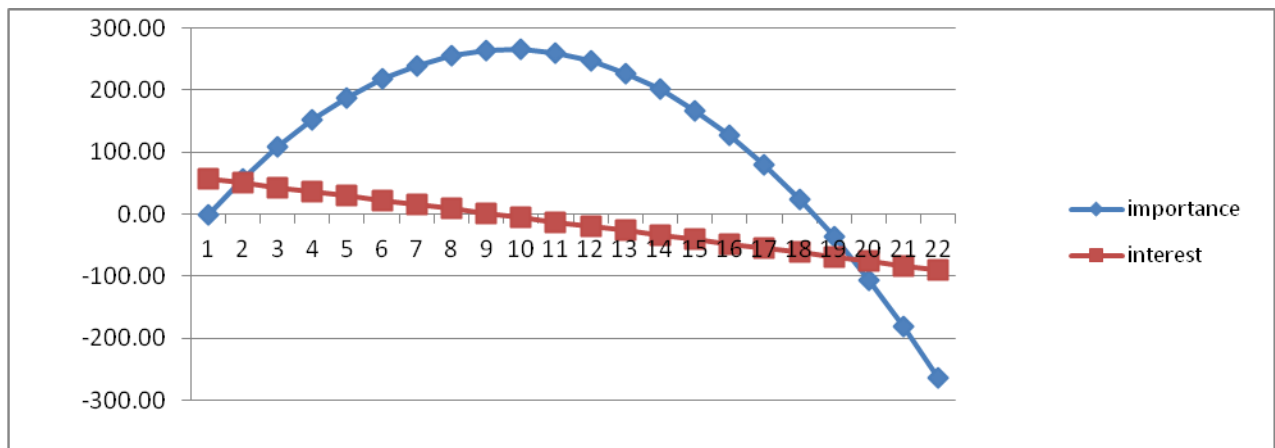


Figure 2
Importance of and Interest in the Clinton/Benghazi Embassy Event over time



The Brand Trauma Index™

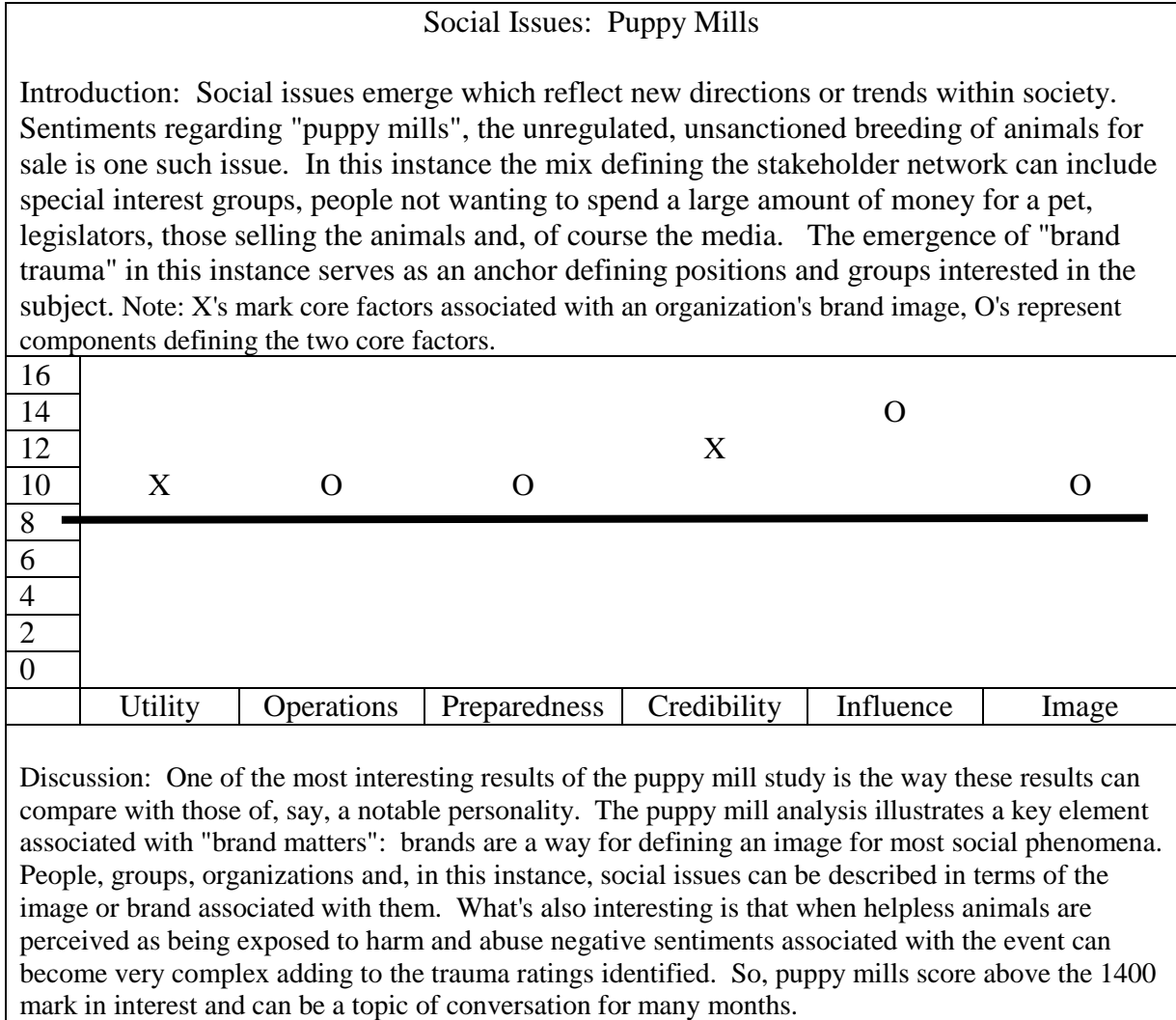
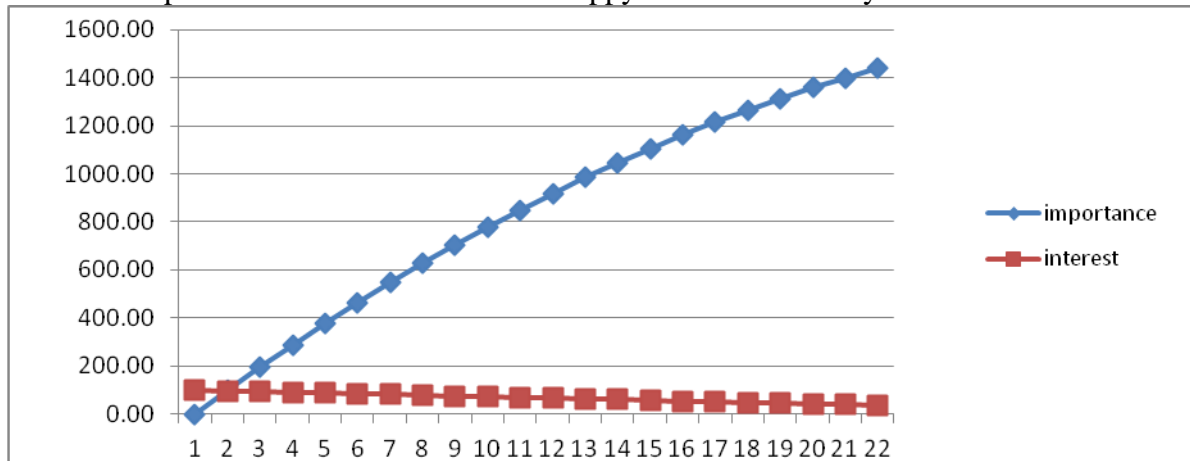


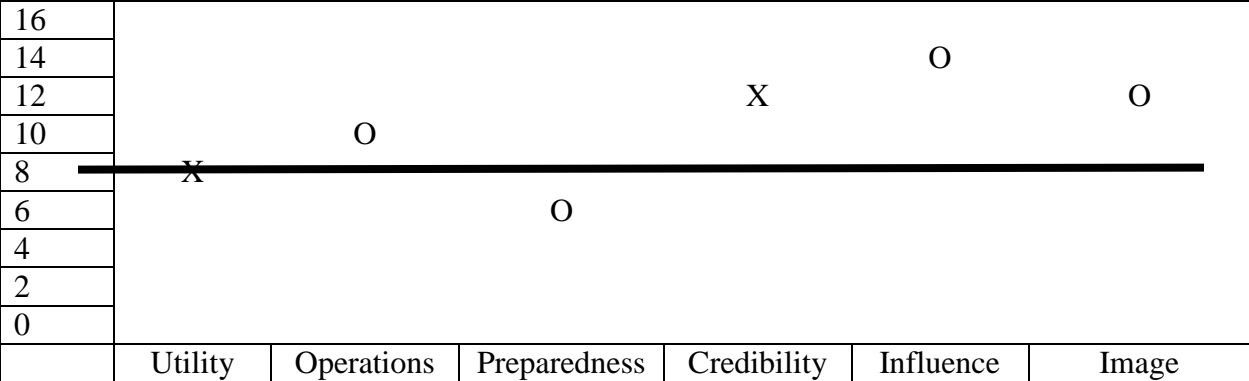
Figure 2
Importance of and Interest in the Puppy Mills Controversy over time



The Brand Trauma Index™

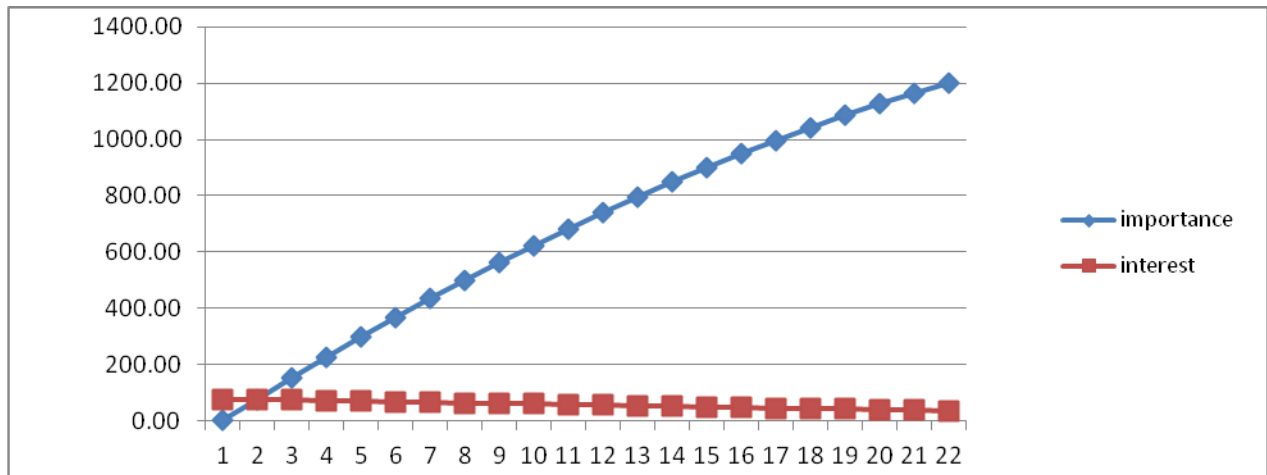
Chris Christie's "Bridgewater"

Introduction: If events like the Benghazi tragedy's significance may be mitigated by distance from the United States the Fort Lee, New Jersey illustrates how proximity can have multiple levels of impact. In this instance, "bridgewater" is proving to be a troublesome issue for Chris Christie, a controversial governor with aspirations for national politics. In this instance, it's said that lane closures creating major traffic jams at the entrance to main toll plaza for the upper levels of the George Washington Bridge into New York we constructed in retaliation against Fort Lee's Mayor Mark Sokolich for not endorsing Christie in the 2013 gubernatorial election. Here brand trauma has less impact on matters related to operations than on matters related to the governor's credibility, capacity to be influential and overall image. Note: X's mark core factors associated with an organization's brand image, O's represent components defining the two core factors.



Discussion: Bridgegate illustrates how a negative given event can bond with an already outspoken, controversial personality to maximize traumatic brand effects. Data mapped in Figure 2 illustrate that this is a controversy that is not fading anytime soon, particularly after the governor sought to participate in the current Republican Primary Election debates. During the debates bridgegate was resurrected to explore Christie's involvement in the incident and to question his capacity to lead if he can't to hire honorable people for his staff. The 1200 point score suggests the incident can be of interest for many months.

Figure 2
Importance of and Interest in "Bridgewater" over time



Rate of occurrence: How often does it happen within the network? What patterns?

What's the history behind this event? Why did it happen? Has it happened before?

If not, is there a likelihood it could happen?

Total # of stakeholders invested <including their nets>/ by the potential scope of the overall stakeholder net <including their nets> X 1000

Spread and Reach: Who's affected? (Vulnerable?) When? Where? Why (vulnerabilities)?

Distance analysis.

Character Profile: How are those affected different from those who aren't? Whose most resilient? Using models similar to those used to study disease is one way.

	Exposed to the Event Yes	Exposed to the Event No		
Stakeholders Highly invested in the organization	A = 5	B = 4	A + B = 9	
Stakeholders with Low investment in the organization	C = 3	D = 4	C + D = 7	
	A + C = 8	B + D = 8	N	

Risk Ratio: $A + B / C + D$ MEANS the numbers in the network(s) invested in the organization/ divided by the numbers in the networks with no or little investment. $9/7 = 1.29$

Odds Ratio: $A * D / C * B$ MEANS the that the greater the number the more likely those contributing to the trauma were greatly invested to the organization. So if the Odds Ratio is 10, those with the exposure are 10x's more likely to be contributing to the emergence of brand trauma that those without investment. $20/12 = 1.67$