



**EXPULSION AND CONTROVERSY! THE CRISIS MANAGEMENT OF
A REALITY PARTICIPANT**

**EXPULSÃO E POLÊMICA! A GESTÃO DE CRISE DE UMA PARTICIPANTE DE
REALITY**

**¡EXPULSIÓN Y CONTROVERSI! LA GESTIÓN DE CRISIS DE UN PARTICIPANTE DE
LA REALIDAD**

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ABSTRACT

Dilemma: The dilemma focuses on the strategies adopted to manage the crisis of a digital influencer participating in a reality show.

Educational objective: The case was designed to discuss the importance of how fast and effective actions, in the communication and analysis of data from social media, have an impact on detouring the image problem and stimulating billing and engagement after the reality show.

Context: This teaching case focuses on the story of a reality show participant, broadcast on Brazilian television, who went through a serious image crisis on the last day of the program.

Main topic: Crisis management in social media.

Audience: The use of the case is indicated for undergraduate courses in Administration and Marketing, Advertising and Public Relations, as well as specialization courses in different themes of marketing management and crisis management.

Originality/value: At the end of the discussion, the following learning objectives are expected to be achieved: (1) the relevance of using social networks to create reactive narratives in case of crises; (2) how quick reaction during the crisis impacted engagement; (3) how the actions taken during the program impacted the billing after the reality.

Keywords: Big Brother Brazil. Crisis management. Image management. Engagement. Digital influencers.

RESUMO

Dilema: O dilema se concentra nas estratégias adotadas para o gerenciamento da crise de uma influenciadora digital participante de um reality show.

Objetivo educacional: O caso foi elaborado para discutir a importância de como ações rápidas e efetivas, na comunicação e análise de dados das redes sociais, têm impacto para contornar o problema de imagem e estimular o faturamento e engajamento após o reality.

Contextualização: Este caso de ensino se concentra na história de uma participante de reality show, transmitido pela televisão brasileira que passou por uma grave crise de imagem no último dia do programa.

Tema principal: Gerenciamento de crise nas redes sociais.

Público: A utilização do caso é indicada para cursos de graduação em Administração e Marketing, Publicidade e Propaganda e Relações Públicas, e ainda, cursos de especialização nas diferentes temáticas de gestão de marketing e gestão de crise.

Originalidade/valor: Ao final da discussão, se espera alcançar os seguintes objetivos de aprendizagem: (1) a relevância do uso das redes sociais para criar narrativas reativas em caso de crises; (2) como a rápida reação durante a crise impactou no engajamento; (3) como as ações tomadas durante o decorrer do programa impactaram no faturamento após o reality.

Palavras-chave: Big Brother Brasil. Gestão de crise. Gestão de imagem. Engajamento; Influenciadores digitais.

RESUMEN

Dilema: El dilema se centra en las estrategias adoptadas para gestionar la crisis de un influyente digital que participa en un programa de telerrealidad.

Objetivo educativo: El caso fue diseñado para discutir la importancia de cómo las acciones rápidas y efectivas, en la comunicación y el análisis de datos de las redes sociales, inciden en sortear el problema de la imagen y estimular la facturación y el compromiso después del programa de telerrealidad.

Contexto: Este caso didáctico se centra en la historia de un participante de un programa de telerrealidad, transmitido por la televisión brasileña, que pasó por una grave crisis de imagen en el último día del programa.

Tema principal: Gestión de crisis en redes sociales.

Público: El uso del estuche está indicado para cursos de pregrado en Administración y Mercadeo, Publicidad y Relaciones Públicas, así como cursos de especialización en diferentes temas de gerencia de mercadeo y manejo de crisis.

Originalidad/valor: Al final de la discusión, se espera lograr los siguientes objetivos de aprendizaje: (1) la relevancia del uso de las redes sociales para crear narrativas reactivas en caso de crisis; (2) cómo la reacción rápida durante la crisis impactó el compromiso; (3) cómo las acciones tomadas durante el curso del programa impactaron la facturación después de la realidad.

Palabras llave: Gran Hermano Brasil. Gestión de crisis. Gestión de imágenes. Compromiso. Influencers digitales.

ENTERING THE REALITY SHOW

Participating in the reality show Big Brother Brazil (BBB) has played an essential role in launching subcelebrities on the market, attracting thousands of young people with the dream of becoming digital influencers, and of course, accelerating their careers in the entertainment industry. Fernanda, a twenty-one-year-old girl living in Senador Canedo in the State of Goiás, registered to become a contestant in Brazil's biggest reality TV show. She was one of those selected to take part in the program.

On June 12, 2018, the BBB selection process took place in the city of Goiânia. The premiere was scheduled to take place on January 15, 2019, and it ended up becoming the second longest-running edition in history, with the contestants being confined for up to eighty-eight days in the Big Brother Brazil house. Contestants usually have a presentation clip that advertises them on television and other media. Fernanda's tagline was "I'll make your dream come true". It was announced on January 11, 2019, and she had, at that time, about 105,000 followers on Instagram.

Fernanda's time in the Big Brother house was extremely tumultuous and was given as a contestant without content and highly introspective. It was expected that she would be eliminated within the first few weeks. However, she went through to the second week, in a narrative in which the other contestants had to choose three of their housemates that would, hypothetically, be eliminated from the house. Fernanda was chosen as one of the three, and as a result, she became part of a dynamic that was nicknamed by the program's production as "the Room of 7 Challenges".

The dynamic of the Room of 7 Challenges consisted of solving seven puzzles to unlock basic needs for the three contestants, such as water, food, use of the bathroom for basic needs, and bathing. The contestants were asked to solve each puzzle, and if they did not manage to do so, they would be penalized. They were not permitted to compete in the leader's race, which would have guaranteed immunity and ensured that they could stay in the program for another seven days. The fourth brought visibility to the three contestants because it was the central theme of the editing VTs displayed during the program on open TV. It was also the focus of pay-per-view subscribers, as the audience were intrigued by the puzzles. The dynamic gave visibility to the public of the BBB and the niche public, composed of the fan base, which generates the highest number votes for the contestants to stay in the house. It would also follow the contestant's progress, and even lead her to the fateful date of her expulsion; the day before the grand finale of the program, for which she had already qualified.

Fernanda's fan base on Instagram grew constantly, especially during the elimination period, when three contestants were submitted to popular vote to see which one would be eliminated. During this stage, the subcelebrities' exposure also increased. Therefore, the VTs of the program explored the contestants, summarizing them and creating narratives so that the audience could choose between the personalities and establish affective bonds. The dynamics of elimination, provided they did not result in the contestant's departure, were almost always beneficial; after all, they put the contestant in a prominent position for the program's primary audience.

STUDYING THE AUDIENCE

Knowing how to boost exposure on a TV station was essential for Fernanda to increase the number of her Instagram followers. To take advantage of the situation, a marketing team was assembled, consisting of four professionals, specialists in: UX design, graphic design, social network analysis, and marketing analysis. This team was responsible for the actions performed outside the program aimed at boosting the number of Instagram followers, and pragmatically taking advantage of the image exposure received. After all, Fernanda took part in the elimination dynamics five times during the program, so the multidisciplinary team adopted the strategy of creating a complementary narrative to that shown on television. The team developed a persona based on most of the show's viewing audience. Thus, it was possible to create a narrative for social networks that sought to generate empathy with the general public, raising new active followers and identifying with the contestant's personality. The persona was created based on the profile of Brazilian reality TV viewers.

In a survey conducted in 2020 by the British company Betway, which specializes in online sports betting, the following audience was identified for Brazilian reality shows:

"61% of the audience of this type of attraction is female. 52% are class C and only 5% are class A. 22% are aged between 10 and 17 years; 18% are aged between 18 and 24; 24% are aged between 25 and 34; 21% are aged between 35 and 49 years; and 15% are over 50".

The initial persona elaborated for the creation of the communication strategy was:



Ana, 19 years

An advertising student, she watches the program via pay per view and sees several scenes, from specialized pages, on Instagram. He actively participates in discussions about the program on social networks such as Twitter. She likes to talk about feminism, but understands it only superficially, watches TV for fun and talks with her friends about the programming on Instagram. She's always on top of the new memes that pop up. He likes to dress with current fashion items, but he does not have the financial resources to consume luxury brands. She is salaried, receives up to R\$ 2000 a month and dreams of having her own business. He reads very little and finds, on the internet, a refuge to talk about controversial subjects, which he cannot discuss at home, because his family is traditional, or does not open space for dialogue.

The initial persona elaborated for the communication strategy was as follows; during the BBB, Fernanda's team felt the need to create other personas to involve the other spectators who followed her on their social networks, and to adapt the complementary narrative given by the program. Thus, two additional personas were created: female, class C, with monthly income of up to two minimum wages, and under 34 years of age. Both were created through profile analyses of comments and replies to messages received by the contestant on her Instagram profile. Profiles of photos posted by new followers, errors of Portuguese, profile pictures, responses to the tones of posts, among other subjects, were also analyzed.

With the newly-created personas in hand, a communication strategy was designed, based on easy and visual humor, typical of characters such as the Brazilian comic performer Mazaroppi, leading the viewers to relate to the distinctive country style, accent and expressions of the people of Goiás. His shyness, his simple way of expressing himself, his winning smile, simple way of behaving, lack of eloquence with words, and strange way of dealing with superficial personal relationships, all give him the air of a lovable country bumpkin. The simplicity of the narrative created for the social networks was in line with the personality that Fernanda, herself from Goiana, presented in the program, due to its origins and experiences. This character was further evidenced due to her association with another contestant, another girl from a rural area who became Fernanda's inseparable companion in the program with interior characteristics and her, creating a relationship of affection and camaraderie between the two women. This strategy enabled Fernanda to survive the dynamics of elimination by popular vote, which led to her becoming a finalist; however, she was expelled just one day before the grand final.

IMAGE CRISIS AND THE BEGINNING OF EMOTIONAL CONFLICTS

Fernanda was involved in controversies during the reality TV show. Her best friend in the house made several racist comments, and became the subject of intense media scrutiny. The situation became even worse for Fernanda when she showed her ignorance of African religions, and uttered some comments about "feeling afraid of Macumba." These factors were hotly debated among viewers, particularly as it was the year after the election of President Jair Bolsonaro, a period when issues such as racism, misogyny, religious prejudice, and homophobia were rife in the social media, provoking the fury of thousands of people and supposedly generating rejection of the contestant.

So, shortly after Fernanda had made the comment, the team planned its action strategies. To prevent any backlash the remarks might generate, they took steps to try and preserve Fernanda's image, and enable her to build commercial partnerships after the reality show, which had always been her main goal. To remedy the image crisis that was rapidly developing, the team took the following steps:

- a) A note of apology was released to the press, clarifying Fernanda's lack of knowledge about religion. The family reiterated this lack of knowledge on the subject, and declared that they would try to learn more, and teach Fernanda about it.
- b) The theme was addressed on the social media in a lighthearted way, seeking to show that the contestant was also lacking in knowledge of other subjects, playing to the narrative of the country bumpkin, without knowledge of the ways of the city. Videos were gathered from her Instagram archive, to highlight the point under discussion and promote a dialogue with her target audience.

- c) A position of support was taken towards the contestants who had suffered from the supposed intolerance and militating on the subject. Personal letters of apology were issued to the teams and families of these contestants, reiterating the commitment to teach Fernanda more about the subject. The letters were well accepted, and prevented Fernanda's name from being used in the accusations.
- d) The negative comments posted on Fernanda's social media were responded to by a team taskforce, reiterating her lack of knowledge of the topic and her willingness to learn more about it.

Despite taking steps to deal with the image crisis, the negative opinion gathered strength outside the program, and the rejection of Fernanda's friend increased. This made the popular appeal of the case even more robust and could earn her the title of champion of the season. Who knew of the candidate to be eliminated in the first week, the contestant with a chance to win the program.

The steps taken by the team managed to maintain a steady growth in Fernanda's ratings and prevent loss of Instagram followers. The average daily gain was 15,340 new Instagram followers.

THE IMAGE CRISIS AND THE BEGINNING OF EMOTIONAL CONFLICTS

On April 11, during the early hours of the morning, an incident occurred at a party to celebrate Fernanda winning a place in the final. During an argument, Fernanda pushed her friend. The contractual agreements of the program make it clear that any type of physical aggression would be penalized with the elimination of the contestant. As it is a reality show with nationwide coverage, several media outlets featured the controversy as their main headline throughout the day.

Figure 1.

Internet report on the repercussions of the incident.



Source: Veja (2019).

The incident was prompted by an argument that had occurred around ten days earlier; Fernanda and her friend had been discussing some routine issues of the house, and Fernanda had disagreed with some things her friend had said, including some phrases with racist undertones, mocking situations and other contestants in the house. During the disagreement, Fernanda had remained silent, and had urged her friend to do likewise, so that their reputation would not be harmed. During the discussion in the early hours of the morning, Fernanda's posture was essential before the aggression. The marketing team took rapid and precise steps to remedy the situation and ensure her future ratings would not be harmed. During the argument, Fernanda made it clear that although she was fond of her friend, she would like to speak in private because she disagreed with what she was saying, and it could harm her in the future and impact on her reputation. But Fernanda's friend continued with her mocking tone, saying: *"I like her, but I don't know if I want a person like that in my life."*

The scene of the assault was broadcast on prime time TV and during three other time slots throughout the day, until the time of the elimination was announced. Each time the assault was aired, the context of the conversation was also shown. It was possible to follow news on various portals throughout the day, highlighting that *"Expulsion of Fernanda gives melancholy air to the end of "BBB."*

By monitoring opinions on Instagram, the marketing team realized that public opinion thought that this phrase meant that Fernanda disagreed with the racist terms spoken during the program by her friend, and that alcohol, and disagreements on the subject, were the triggers for the fight. It was noticed that the narrative, when accentuating, led to Fernanda sympathizing with those who had criticized her because she had not wanted to expose her friend's mistake and, of course, to make it clear that she disagreed with the comments. A note was released by the marketing team admitting the error, asking for the forgiveness of assaulted contestant's family, and of fering support so that the contestant could learn

and better understand the issues that had motivated the aggression. Silence was maintained in all the social networks, creating an air of expectation and curiosity as to what the contestant herself would say on the subject. This strategy generated high levels of interest among the public, significantly increasing the numbers of followers; everybody wanted to know what she had to say; whether she would support her friend in the final, ask her fans to vote for her, or adopt a more spiteful stance. Some news reports that appeared in the press were:

"Outside of BBB19, Fernanda freaks out when she discovers the number of followers on Instagram."

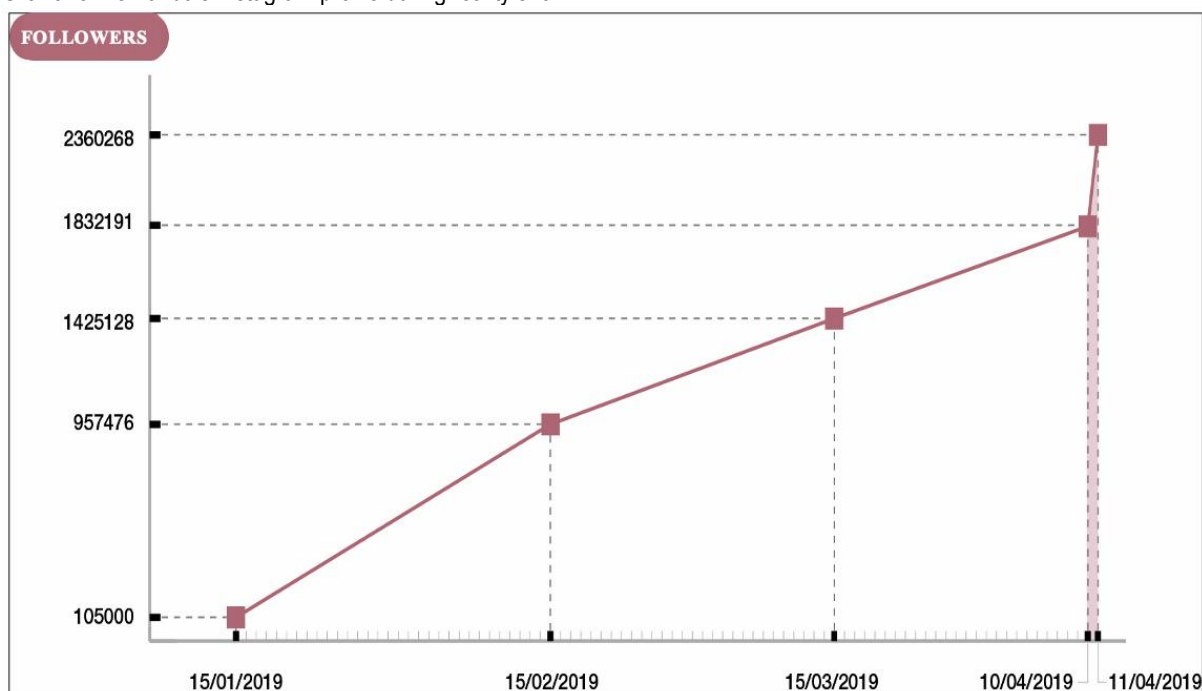
"BBB 19: Fernanda speaks for the first time after expulsion."

"After troubled expulsion, Fernanda conquers inconceivable mark out of BB19."

Some figures show the increase in followers on the day Fernanda was expected to speak out on the subject:

Figure 2.

Growth of Fernanda's Instagram profile during reality show.



Source: Elaborated by the authors.

At the start of the show, Fernanda had 105,000 followers. As the show progressed, she added over 1,727,191 million new followers, reaching a total, up to the time of the assault, of 1,832,191 Instagram followers. Having averaged 15,340 new followers a day, the figures suddenly leapt to 558,039 followers in one day, generating a 32% increase in the total number of new followers since the start of the program. By the end of April 11, the day of the assault, Fernanda had a total of 2,360,268 Instagram followers.

The first post after the expulsion occurred at 9:42 p.m. on April 11. This time was selected because it was the time of Fernanda's peak audience and preceded the edition of the program, which aired at around 10:30 p.m. This was a calculated move, aimed at containing the spread of information and buzz about the incident. The video was produced in a homemade manner, without fancy production, highlighting Fernanda's humility and admitting that she had made a mistake and did not blame anyone but herself for her actions, and declaring that the TV station had made the right decision, and that she should indeed suffer the consequences of her actions. She made it clear to her loyal followers that they should not vote against her friend, and that her friend deserved to win. The video ended with Fernanda saying that that she would be ok, and that life had already given her many opportunities; and that she would work hard to make her family proud, as they had always supported her. The video reached an audience of 3,136,565 million views, and was shown on major media outlets, such as Folha de São Paulo, Estadão, and Globo.com. Fernanda's family was advised not to make any statement, in order to prevent any distortion of the message that should be passed to the hearing. Their silence was an

efficient catalyst to prompt those curious to know more to go to Fernanda's Instagram and follow the saga to the end, boosting her numbers.

Another measure adopted was the rapid launch of a comical campaign that asked Fernanda's fans, friends, and well-wishers to send in videos giving the reasons why they were supporting her. Hundreds of videos were sent in, and those from the most significant influencers were selected, to boost the campaign. The thinking was that they would then repost the videos on their own social media. The videos of the anonymous supporters selected focused on aspects such as the Fernanda's cheerfulness in the mornings, how she thrilled her fans, and videos replaying her best and funniest moments in the house, emphasizing the narrative created in the first week of the show, when the persona was outlined. The whole strategy was designed to create a stir, permeate people's minds with positive imagery, and decrease the images of aggression in people's minds.

The communication, the material produced, the guidance given to the family, the video campaign, and the monitoring and response to followers' comments were planned and executed over a period of two days. The contestant resumed her Instagram with the first posts. The initial posts showed scenes from the final, in which Fernanda was surrounded by members of the audience outside the house, with very emotional scenes, as she interacted with the many fans surrounding her.

IN THE END, WAS HER IMAGE TARNISHED? WAS IT ALL A JUST A FIGMENT OF THE IMAGINATION?

The contestant's goal was to catapult her image by appearing on the reality show and reap the fruits of her high audience ratings. This segment can be the making of a celebrity, or it can cause their ratings to drop drastically. Fernanda had reported earnings of up to R\$7000 a month as a digital influencer before her appearance on BBB. Following her exposure on the program, and the good crisis management of her marketing team, her income increased by 3131%, settling at around 1428% of the initial value. The peak value reached in 2019 was 3848% higher than her earnings had been before she entered the show.

The effective image management led to new contracts, and no news published about her after the crisis mentioned aggression, racism, or religious intolerance. The subject was quickly forgotten about, and the marketing team created post-show content focusing on fashion, wellness, and beauty editorials, as these were seen as potential segments for sales and engagement among her new audience. These themes were chosen based on searches on Fernanda's Instagram profile, and were identified as the areas with the most loyal fan base. This alignment between segment and target audience reversed the increase in ratings and engagement in the profile.

During the reality show, which took place between January 15 and April 12, Fernanda's Instagram figures were as follows:

- 896.6 million impressions.
- 86.2 million new users.
- 1.4 million images per post.
- 883.3 new followers per post.

At the end of reality show, and after the controversies involving the contestant, it was expected that these numbers would decrease; however, the figures, thirty days later, were as follows:

- 1.2 billion impressions on the account.
- 88.2 million users reached.
- 5.3 million images per post.
- 3.1 million new followers per post.

The good crisis management during the reality TV show, which managed to turn around a potentially severe image crisis and use it to increase her followers, helped boost Fernanda's sales activities, and her revenue. But has experience enabled us to create a failsafe strategy that can be used during reality show crises of this type? Can this results of this case be repeated in other situations?

NEXT STEPS

One of the challenges marketing professionals face in crisis management is identifying the source and type of the crisis, identifying the factors or persons responsible, formulating the appropriate response, finding out what the viewers feel about the subject, and planning actions to preserve the company's image. Another major challenge is measuring the financial results of movements and campaigns. In the case outlined here, the incident that took place during the reality show, which was related to racism and religious intolerance, and the fact that the contestant was expelled for aggression, could have had a devastating effect on Fernanda's ratings and subsequent career. But the swift actions taken were able to transform a severe image crisis into a moment of high gain and positive reverberation for the contestant's image. The figures presented demonstrate that the actions of planning, creating personas, storytelling applied to digital media, monitoring the responses to each post, and measuring the results, were able to turn the image crisis around and turn it into a positive.

The crisis management adopted by Fernanda's team raises some questions: Is there a formula for getting to the final of a reality TV show? Can crisis management strategies work in different contexts? Are there ways to adapt the planned storytelling to the controversies during the programs? Can commercial revenue be preserved during an image crises? What is the weight of an image crisis for commercial capture? Would the new narratives experienced by Fernanda have a positive or a negative impact on her image? Would her target audience earned be modified into a new program? Would contractors be willing to deal with these changes in audience and appearance? Would Fernanda still fit into the online niche of fashion and beauty in which she worked? Would the strategy adopted in the first reality show work a second time round?

TEACHING NOTES

Educational Objectives and Application of Recommendations

This case is designed to encourage discussion on the importance of quick and effective actions in the communication and analysis of data from social media, and their impact on circumventing the image problem and increasing ratings and public engagement after the reality show. Its teaching objectives are: (1) the importance of social media to create reactive narratives in cases of image crises; (2) how acting quickly during an image crisis impacted on engagement; and (3) how the actions taken during the program impacted on ratings after the reality show. This case is suitable for use in undergraduate courses in Business Administration and Marketing, Advertising and Public Relations, and specialization courses in different areas of Marketing management and crisis management. It is recommended for use in the disciplines of Communication and marketing, as it encourages discussion about image crisis management, engagement and digital strategies, and the digital influencer as a brand.

It is suggested the case be applied in the following way: (a) prior reading and individual analysis of the case by the student; (b) discussion in small groups (between 3 and 5 students) to debate on the topic and air their opinions; (c) presentation of other examples of digital influencers involved in controversies (both national and international) and the repercussions; and (d) evaluation of the strategies adopted by Fernanda's marketing team. Finally, it is hoped that the teacher will also use this teaching case to cover aspects such as:

- Crisis management strategies in brands and digital influencers.
- Measurement and monitoring commercial strategies in different environments, such as television and social media.
- Mapping and analysis of image crises.
- Proposal of metrics to measure the returns on commercial actions of digital influencers.
- Process of building the brand of the digital influencer from a reality show.

Questions for discussion of the case

To prepare for the class, the teacher may use the following questions, in order to build rapport with students and encourage discussion on critical points of the case:

1. What are the biggest challenges of career management and crisis in social media in the case of digital influencers?
2. If you were a member of Fernanda's marketing team, what would you have done differently to contain the constant image crises? Would you adopt the same narrative and crisis containment actions in another reality show?
3. How can we measure the outcomes of the actions of digital influencers in cases of crisis management?

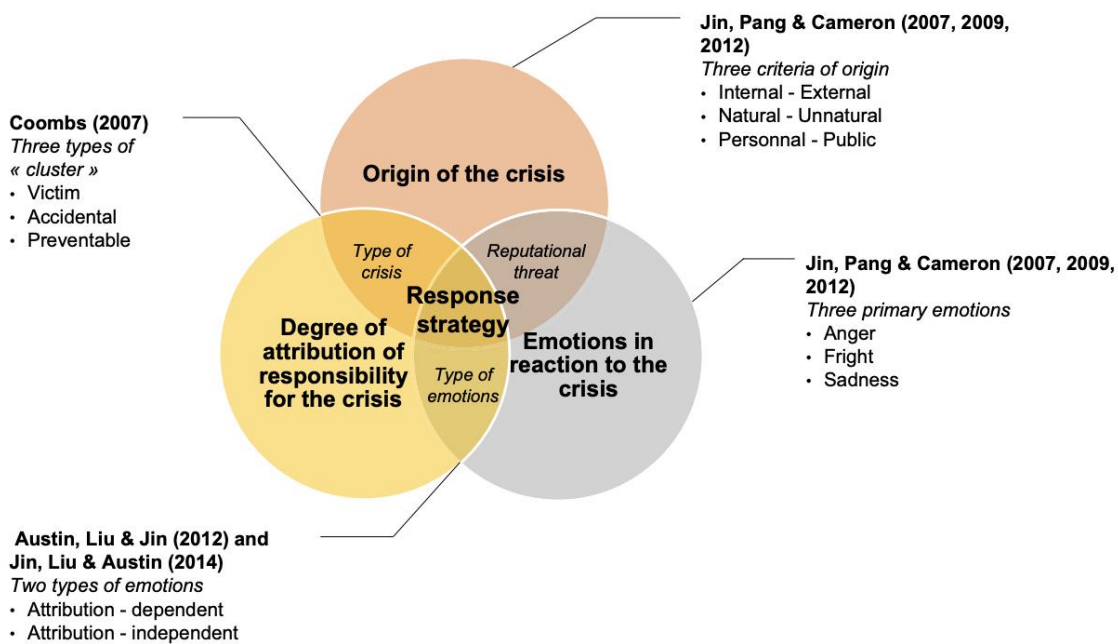
SUGGESTED TEACHING PLAN

To make the most of the theme in marketing management and image crisis management in digital influencers, it is recommended that the class discussion be organized in four parts. The first part, lasting 40 minutes, should focus on an image crisis and the basic steps to mitigate it. The teacher should address the following:

1. What is a problem?
2. Discuss what an image crisis is and how to treat it. For a more explicit discussion, we recommend reading the articles by Falkheimer and Heide (2006), Gruber, Smerek, Thomas-Hunt, and James (2015), Ji, Liu, and Austin (2014), and Zhu, Anagondahalli, and Zhang (2017). The studies will help the teacher prepare and report other crisis management experiences in social media.
3. It is recommended that the teacher asks the students to read the case, and then discuss, in groups of three to five, the initial strategies for the construction of Fernanda's image and how crisis management was useful in conflicts related to "religious intolerance" and Fernanda's expulsion from the first reality show.
4. How to avoid and treat crises? Present the diagram in Figure 3 and identify the problem and response strategy.

Figure 3.

Structure: Definition of the Response Strategy



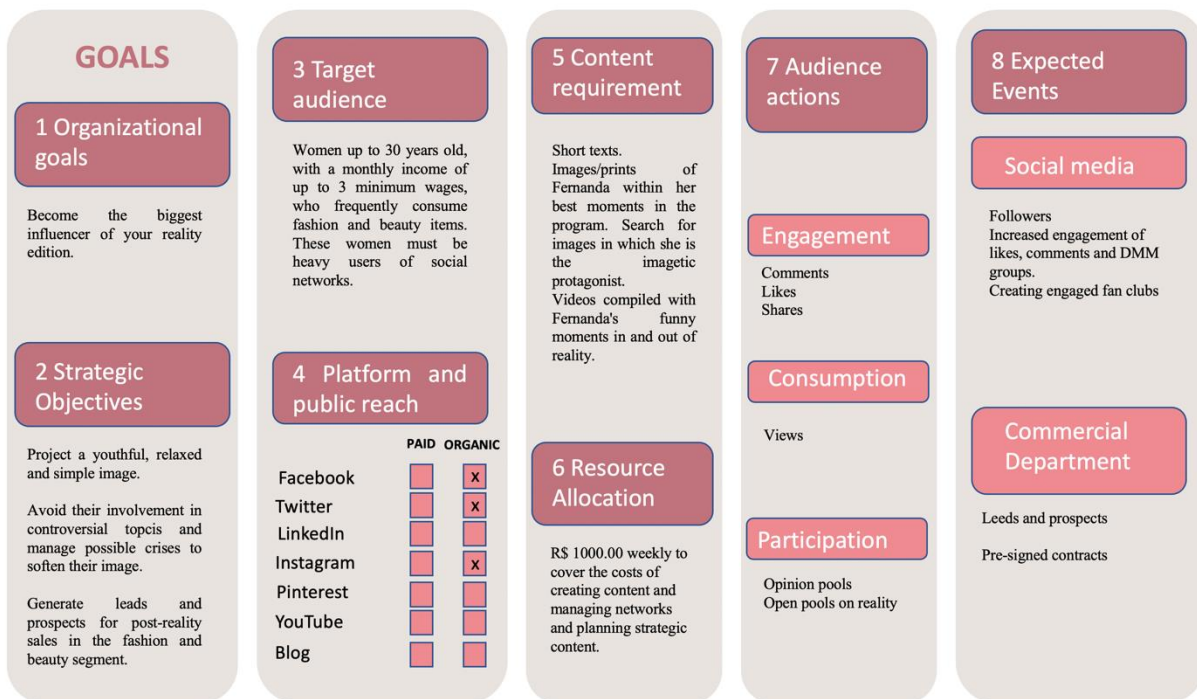
Source: Adapted from Vignal Lambret and Barki (2017).

5. Discuss monitoring as a form of prevention and how crucial it is to identify followers' profiles, social media, and what they consume from online content. Thus, to perceive the movements and social media, that should be monitored according to the profile of the influencer's followers. Explore the use of control tools cite practical examples of monitoring such as Keyhole, Sprout Social, and Social Bakers applications.
6. Show how quickly recognizing potential image problems, lack of empathy between personas and target audience, and maintaining an open channel of communication with your client/viewer can turn crises into opportunities. It is essential to cite some up-to-date examples that will give the students some context.
7. Finally, ask whether the strategies adopted in Fernanda's first reality show could work for a second show. Ask the students to reflect, individually, on whether a similar strategy could be used.

In the second part of the class, lasting 20 minutes, the students are asked discuss, in groups, the crisis management strategies adopted in the case presented case. The response strategy definition diagram should be used to highlight the problem and identify the type of crisis, its nature, and the public reaction. This discussion should serve to prepare the groups for the third stage of the class, when they will be asked to think of alternatives to the strategies used by Fernanda's marketing team.

In this third stage, having read and discussed the teaching case, the students will now be aware of the factors that motivated Fernanda's image crisis, and how her marketing team resolved the situation and boosted her ratings, turning around the potential problem to rebuild her image with her target audience. The students will be asked to use the Social Media Canvas tool to create alternative ways of resolving Fernanda's image crisis. A completed example of a Canvas will be handed out to the students (Figure 4), presenting the main facts of Fernanda's case. This will enable the students to see, in a practical way, how they should fill out the fields and think of alternative solutions to resolve the crisis. The Social Media Canvas will guide teachers and students in discussing the main aspects of the case and, of course, contribute to the debate so that students can come up with their own ideas for strategies that could be followed. Figure 5 shows a blank version of Social Media Canvas.

Figure 4.
Social Media Canvas filled with information about the caseE



Source: Prepared by the authors

Figure 5.

Social Media Canvas for use by students.

**Source:** Elaborated by the authors

This stage will last 50 minutes, giving the students enough time to design the Social Media Canvas and discuss, within the group, possible new ways of resolving the image crisis. The focus should be on:

- Mitigating the narrative of aggression to make it more palpable to Fernanda's audience.
- Disconnecting Fernanda's image with the aggression.
- Preparing her image as an influencer, for future actions in fashion and beauty.
- Developing content strategies to increase and boost Fernanda's revenue based on the marketing objectives.

The Social Media Canvas will be filled out in the class, with guidance from the teacher, who will provide practical examples of the celebrity or influencer discussed in class, drawing parallels with Fernanda's situation. The groups will exchange information and hypotheses to promote discussion, and make the drawing up of the Canvas more dynamic.

The fourth and final stage will be to complete the Canvas. This stage should be done at home, allowing the students to further explore their ideas to resolve the image crisis. The groups should present their Social Media Canvas and their recommendations in the next class. Each group will have around 25 minutes to present their group's proposal; it is recommended that this time be adjusted based on the number of groups that will present their work. At the end of the presentations, the teacher should ask students about any difficulties they encountered when thinking about the possible outcomes of their proposed actions, and how these might impact on audience ratings.

Alternatives to Case Analysis/Theoretical Analysis

Obtaining data for the teaching case

The data gathered for Fernanda's profile was based on her participation in reality TV up to the middle of 2020e. In addition to the data collected on Instagram, searches were conducted with samples of her followers, to help construct strategies.

The team devised the initial strategies, together with a family member, seeking to find out about about Fernanda's behavior and personality, and create the persona for use on the social media. As the program progressed, new actions were taken to adapt the initial strategies to the narratives that were developing. The last stage was an interview and alignment of the plan for Fernanda's post-reality together.

Outcomes of the Case

After Fernanda's expulsion from the show, the team continued to seek indicators to maintain her growth and the loyalty of her fan base. Contracts were negotiated, focusing on sales through advertising on her Instagram account, generating better results for contractors and positively impacting the conversion into sales in Fernanda's profile. By optimizing the contractors' sales, the marketing team limited the commercial team and the possible contractors to have a profile analyzed before closing partnerships. With this criterion, the match between Fernanda's audience and the companies that hired her became more assertive.

After her expulsion from the show, Fernanda discussed with her team possible niches that would best fit her content profile. One of those highlighted by the group was beauty and fashion, so they decided to go down this route, producing content for this segment. The choice of these segments was aimed at increasing profits, as there was a greater demand for partnerships by companies in these segments. Another factor was the fact that Fernanda identified with, and already had a loyal fan base in these market niches.

Regular searches are performed on Fernanda's Instagram profile, to ensure that the content produced is appropriate to the characteristics of her target audience, and sales information is constantly gathered by contractors, to measure the effectiveness of her content, besides the number of views and likes on her Instagram page.

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