

THE MARIUS CRISIS

Examination of crisis communication, reputation management, issue management and social media in the context case of Copenhagen Zoo.

MARIUS KRISEN

En undersøgelse af krisekommunikation, omdømme, issue management og sociale medier i forbindelse med København Zoo.

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Cand.merc.(kom.)
Master's thesis
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Hand-in date: June 1st, 2016
Supervisor: Magrethe Lyngs Mortensen
Number of pages: 79.9
Number of characters: 181.813
Copenhagen Business School 2016

Resumé

Formålet med denne afhandling er at undersøge betydningen af krisekommunikation i nutidens moderne samfund gennem en undersøgelse af Marius krisen. Den 5. februar 2014 offentliggjorde København Zoo en pressemeddelelse på deres hjemmeside, hvori de udtalte, at de ville aflive en ung hangiraf den 9. februar, grundet faren for indavl. Pressemeddelelsen udløste en stor opsigt både i Danmark og i udlandet. Trods mange protester og over 20.000 underskrifter for at redde giraffen Marius, besluttede København Zoo, at den skulle aflives. I forbindelse med aflivningen, ville København Zoo holde en åben obduktion, hvor offentligheden kunne observere og lytte til en dyrlæge forklare giraffens anatomi og fysiologi.

På kort tid spredte nyheden om aflivningen og den åbne obduktion sig til hele verden. Københavns Zoo blev beskyldt for dyremishandling, og medarbejderne modtog dødstrusler fra både danske og udenlandske statsborgere. Under hele krisen interagerede og forklarede København Zoo deres sag på både sociale og traditionelle medier. På trods af den negative omtale fortsatte de med at forsvare deres handling, som de mente var den rigtige beslutning i forhold til at opretholde en sund og intakt girafflok.

Baseret på Marius krisen, vil denne afhandling undersøge og sammenligne krisekommunikationen under krisen, på både traditionelle og online medier. Desuden undersøger den, om krisen havde en effekt på København Zoos omdømme, samt hvad der skal til, hvis de ønsker at identificere og kontrollere lignende situationer i fremtiden. Slutteligt undersøger den det, som offentligheden definerede som værende en krise, faktisk var planlagt af København Zoo. Afhandlingens empiriske del bygger på kvantitativ data i form af en spørgeskemaundersøgelse, samt sekundær kvalitativ data i form af to dybdegående TV interviews, diverse Facebook kommentarer og avisartikler. Afhandlingens teoretiske del er baseret på tre primære aspekter; krisekommunikation, omdømme og issue management.

Indenfor krisekommunikation anvendes Coombs SCCT teori, samt Johansen og Frandsens teori om Den Retoriske Arena. Endvidere anvendes Coombs' teori om kriseresponsstrategier, samt Benoit og Dorries' teori om overbevisende angreb. Ved hjælp af krisekommunikation analyseres de mange komplekse stemmer og aktører, som optræder i Marius krisen. Analysen viser at de mange forskellige aktører, der optræder i Marius krisen, opfatter krisen forskelligt. Især de udenlandske aktører anvender angrebsstrategier, hvorimod mange af de danske aktører forsvare Zoo ved hjælp af kriseresponsstrategier. Derudover analyser det, hvorledes København Zoo er konsi-

stente i deres krisekommunikation, både på de traditionelle og sociale medier. De nægter, at krisen eksisterer, og anvender i stedet logiske argumenter til at forklare, hvorfor Marius skulle aflives. Inden for omdømme anvendes Fombun og Van Riel's teori om et succesfuldt omdømme. Ved hjælp af denne teori analyseres det, hvorledes København Zoo anvender de fem omdømme principper, som er kerneingredienser for at opbygge et godt omdømme. Endvidere viser spørgeskemaresultaterne, at Marius krisen havde en positiv effekt på Københavns Zoo omdømme. Mange respondenter mener, at deres omdømme blev forbedret, fordi Københavns Zoo håndterede kritikken professionelt. Indenfor isse management anvendes Cornelissen's teori omhandlende issue management processen. Ved hjælp af denne teori analyseres det, hvorledes København Zoo kan identificere, samt kontrollere mulige issues i fremtiden med henblik på at undgå det udvikler sig til en mulig krise. Endvidere berører specialet også aspektet sociale medier. Herunder analyseres det, hvordan København Zoos brug af Facebook under krisen var det rigtige valg af medie.

Ud fra analysens resultater kan det konkluderes, at København Zoo vidste, at de ville modtage stærke reaktioner på aflivningen af Marius. De undskyldte ikke på noget tidspunkt for deres handling, men nægtede konsekvent eksistensen af krisen, og forsøgte i stedet at undervise offentligheden om dyrevelfærd. Det kan derfor konkluderes, at København Zoo valgte at offentliggøre aflivningen af Marius, velvidende om at offentligheden ville blive følelsesmæssigt berørt. København Zoo ønskede at undervise offentligheden om dyrevelfærd, samt demonstrere deres faglige ekspertise. På trods af at det udadtil virkede som om at København Zoo ikke havde kontrol over krisen, var de i hele forløbet meget bevidste om deres handlinger og mål med opretholde en sund og intakt dyrebestand.

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1. Introduction

On Saturday February 8, 2014, a two-page picture of the young male giraffe, Marius, took up the middle section of the Danish newspaper BT. Three days earlier Copenhagen Zoo had published a press release in which they informed the public that on February 9th they would be euthanizing a young male giraffe because there was no room in the European breeding program for the young male giraffe. Also, they explained, if the Copenhagen Zoo kept the giraffe for their own giraffe herd, it could affect the health of the herd negatively while creating a great risk of inbreeding. In order for the giraffe herd to be intact and healthy, Copenhagen Zoo had to make a sacrifice and euthanize the young male giraffe. In addition to the euthanizing of the giraffe, Copenhagen Zoo would have an open autopsy, where the public could observe and listen to a veterinarian explain the structure and characteristics of the animal. Furthermore, Copenhagen Zoo would use the giraffe meat to feed the lions to demonstrate lion behavior in a more natural environment.

Combined, the euthanizing, the open autopsy and the feeding of the lions created a great commotion in Denmark. Media worldwide was quick to publish the news of the euthanizing of a young, adorable and healthy male giraffe with the unofficial name 'Marius'. Marius was baptized by the zookeepers, despite a zoo policy. Baptizing the animals can result in people becoming emotionally attached to the animals. In no time the news of the euthanasia spread worldwide. Copenhagen Zoo was accused of animal cruelty. The employees received death threats from both Danish and foreign citizens. Copenhagen Zoo's Facebook became a communication channel where the public expressed their negativity and aggression towards Copenhagen Zoo and their decision. Facebook users described the decision as slaughter and murder, and called Copenhagen Zoo for "killers". Throughout the crisis Copenhagen Zoo interacted and explained their case on both social and traditional media. Despite the unwelcome publicity, Copenhagen Zoo continued to defend the actions, as they believed they made the right decision considering the health of the animals.

1.1 Problem statement

If euthanizing a young male giraffe was already a current part of the Copenhagen Zoo's business model, it is very thought provoking. People all over the world were outraged by Copenhagen Zoo's decision and subsequent actions regarding this giraffe. Why would they the Zoo publicize the event? Did they lack the perspective to have the foresight that this action would anger the public? Did Copenhagen Zoo expect and control the public uproar of anger that took place, or was it an unintended consequence that has haunted them since? When one looks at the case from the outside,

it might seem as though they were not in control publically, but if one looks closer the Zoo was actually in control professionally.

The purpose of this thesis is to investigate the importance of crisis management in today's modern society through examination of the Marius giraffe crisis. Copenhagen Zoo's crisis management, the effect of the crisis on Copenhagen Zoo's reputation, and Copenhagen Zoo's perception of the crisis will be examined. Moreover, the role of tnew media in today's society will be noted as well as suggestions on circumventing similar situations in the future. This leads to the problem statement of thesis:

Based on the Marius crisis, I will examine and compare the crisis communication during the crisis, in both traditional and online media. Furthermore I will investigate the effect the crisis had on their reputation, and what it takes if they want to proactively identify and control similar situations in the future. Finally, I will examine if what the public believed to be a crisis, actually was intentionally planned by Copenhagen Zoo.

1.2 Theoretical framework

The theoretical foundation of this thesis is primarily based on three different aspects: crisis communication theory, reputation management, and issue management. Furthermore, the thesis will also use aspects of corporate communication and social media. Within crisis communication theory, two main theories are used. The first theory is William Timothy Coombs' Situational Crisis Communication Theory (SCCT) (Coombs, 2012). Coomb's SCCT builds on William Benoit's theory of image restoration (Benoit, 1995). I found Coombs to be more relevant as he also addresses the receiver of the communication, where Benoit only focuses on the sender. In relation to SCCT I include Coomb's theory of crisis response strategies (Coombs, 2012) and Benoit and Dorries' theory about persuasive attacks (Benoit & Dorries, 1996). The second theory is Winni Johansen and Finn Frandsen's theory about The Rhetorical Arena (Johansen & Frandsen 2007). This theory captures the many complex voices and actors appearing in a crisis situation (ibid). Within reputation management I use Charles J. Fombrun and Cees B.M. Van Riel's theory about building successful reputations (Fombrun & Van Riel, 2004). This theory helps analyze what it takes to build a good reputation, and how a company can measure the success of its attempts to build a positive reputation in the market (ibid). The third aspect is issue management. Within this field Joep Cornelissen's theory about the issue management process (Cornelissen, 2011) is referenced. The issue management process is relevant as it suggests how to proactively identify and control issues in the future (ibid). Finally, looking at different influential social media groups will help

analyze whether or not Facebook was the right choice of medium during the crisis when communicating to the public.

1.3 Empirical study

The empirical study of the thesis is based on both quantitative and qualitative research methods. The primary data of the thesis will be based on a quantitative online questionnaire. This type of method is selected, as it is an efficient method to collect a large amount of data. With a significant amount of data, a representative view of the public's perception of Copenhagen Zoo as a company and the actual crisis can be constructed. This will help to examine whether the public found Copenhagen Zoo's actions right or wrong and if the events had an impact on Copenhagen Zoo's reputation. Furthermore, it can be helpful to gain insight into the public's perception of the use of social media during a crisis situation

The secondary data of the thesis will be based on two qualitative in-depth TV interviews with the scientific director, Bengt Holst, i.e. British Channel 4 News on February 9, 2014 and Danish TV2 Lorry on 14 February 2014. The interviews were chosen because they provide an adequate overview of the situation and relevant questions regarding the crisis. Moreover, status updates on Copenhagen Zoo's Facebook page will also be part of the empirical material. Copenhagen Zoo's Facebook page has, in addition to Copenhagen Zoo's website, been a main channel for all communication regarding the case of Marius, and has served as a spokes platform for Copenhagen Zoo. Facebook users from all around the world were able to comment on the updates, the main comments from each update have been chosen to identify users' responses to Copenhagen Zoo's decision. A main comment is a comment that has received the most 'likes' or comments and thus the most attention. Last, the Copenhagen Zoo press release and relevant newspaper articles will also be part of the empirical material. Together, this empirical study gives me the opportunity to analyze and identify how Copenhagen Zoo managed the crisis communication during the crisis, if the crisis had an impact on their reputation and if Copenhagen Zoo intentionally planned the crisis all along.

1.4 The Structure of the Thesis

The thesis is divided into 8 chapters. Chapter 1 is the thesis introduction in which the problem statement, choice of theory and empirical study is presented. Chapter 2 presents the case of the thesis to give an overview and understanding of the Marius crisis. Chapter 3 presents the philosophy of science, the research design and empirical data collection of the thesis. Chapter 4 is the theoretical chapter of the thesis. Here the concepts of corporate communication, crisis communica-

tion theory, social media, reputation management and issue management are presented and discussed. Chapter 5 presents the analysis model of the thesis, after which the actual analysis takes place in chapter 6. A discussion of the main points of the analysis is discussed in chapter 7. Finally, the thesis concludes in chapter 8.

2. The Case – Copenhagen Zoo

On February 5, 2014, Copenhagen Zoo published a press release on their website www.zoo.dk¹. In the press release Copenhagen Zoo stated they would euthanize a young male giraffe on February 9th because the giraffe could not be sent to another zoo without creating problems of inbreeding. Also the giraffe could not stay with Copenhagen Zoo's own giraffe herd as it could create health issues for the whole pack. The press release triggered a big stir in both Denmark and abroad, especially because several European zoos offered to take the young male giraffe. But according to the European Association of Zoos and Aquaria (EAZA), none of the zoo's offering to house the giraffe was suitable. EAZA has 347 members in Europe and they are working to preserve global biodiversity among animals and ensure the highest possible standards of care and breeding of animals in zoos (Steed & Rising, 2014). By being a member of EAZA Copenhagen Zoo decided to kill the young giraffe Marius to avoid inbreeding, with the support from EAZA: *"[...] the zoo, which now has seven giraffes left, followed the recommendation of the European Association of Zoos and Aquaria to put down Marius because there already were a lot of giraffes with similar genes in the organization's breeding program"* (Steed & Rising, 2014). Copenhagen Zoo made the decision in spite of many protests and petitions with over 20,000 signatures to save the giraffe Marius. The staff of the Copenhagen Zoo and especially Bengt Holst, who is the scientific director, received several death threats and over 32,000 emails criticizing their decision.

From February 9th to February 13th Copenhagen Zoo used Facebook to address the Marius case. Many Facebook users participated in the debate and reacted very strongly to the status updates from Copenhagen Zoo. Copenhagen Zoo published nine status updates in both English and Danish, which received more than 17,000 comments and around 50,000 likes. Meanwhile Copenhagen Zoo's rating fell from 4.8 stars (out of 5) to about 3.0 stars in no time: *"[...] so many have visited the Facebook page to rate it with just one star"* (Mørch, 2014).

¹ Please see appendix 1

In traditional media such as newspapers and TV, Copenhagen Zoo was also under pressure. The scientific director, Bengt Holst, participated in a British interview on Channel 4 News on February 9th, where the interviewer was very critical and against Copenhagen Zoo's decision. Furthermore, several TV stations around Denmark and foreign countries were also questioning their decision, while several newspapers in – and outside of Denmark – were all bringing different perspectives on the story about the giraffe Marius. On February 14th, Bengt Holst once again participated in a TV interview – this time with TV2 Lorry. In this interview he explained Copenhagen Zoo's decision. Throughout the whole period Copenhagen Zoo defended their decision about euthanizing Marius due to the danger of inbreeding and the risk associated with using contraception on animals. They also keep defending their decision about having an open autopsy with the argument that the world can learn more about the giraffe. The public also showed strong reactions about feeding the giraffe meat to the lions, but Copenhagen Zoo still believed they made the right decision.

3. Methodological approach

The first part of my methodological approach section will explain my philosophy of science and any considerations regarding this. Following this, the research design and empirical data collection of the thesis will be presented.

3.1 Philosophy of science

My aim is to obtain an understanding of the Copenhagen zoo events and the actual effect of the crisis. I have established that many people around the world felt strongly about the killing of Marius, and therefore reacted very negatively towards Copenhagen Zoo on different media platforms. Copenhagen Zoo was rather present both in traditional media and on social media. I want to examine the after-effects of this

Through an epistemological combination of the hermeneutics and social constructivism, I intend to study the formation of strong opinions that make the basis for the Marius crisis. Social constructivism represents my understanding of reality as a social construction, which also applies for crises, as they are understood and interpreted by the individual. The hermeneutics is used to analyze and interpret my collected data. First, I will present social constructivism followed by a presentation of the hermeneutics paradigm. Finally, the research design of the empirical collection will be presented.

3.2 Social constructivism

Within social constructivism it is believed that meaning is created in human interaction and there is not one objective truth. The truth is basically just what we have agreed on in a particular community. The knowledge one has is all based on the social, cultural and linguistic perspective you apply to reality. Knowledge is therefore an interpretation of the world, which is why objectivity is impossible (Darmer & Nygaard, 2012). Furthermore, the object of analysis within social constructionism varies and changes depending on the socially constructed reality and environment. One's interpretation of reality is made entirely through different social contexts and through interaction with other people. Thus, one's attitudes will change depending on the social context and interaction (Fuglsang & Olsen, 2007).

The social reality is constructed through human practice. If a group of people is of the opinion that a company e.g. is in a crisis and therefore act on the basis of this view, it will, according to social constructivism, be a crisis - no matter what the company itself might think. In light of this, I argue that crises are a social construction created by those who perceive - and act in accordance with them. Both Coombs and Johansen & Frandsen share this opinion: *"If stakeholders believe an organization is in crisis, a crisis does exist, and stakeholders will react to the organization as if it is in crisis."* (Coombs, 2012, s. 2) *"[...] a crisis is created mainly by the activities that crisis management and crisis communication include, insofar as these activities are also (results of) interpretations."* (Johansen & Frandsen; own translation, 2007, p. 106). Putting it differently, an organization's crisis is formed by stakeholders' perception of reality. This means it can be argued that the Marius crisis is real if and when the environment believes in it and therefore acts in accordance with it.

When it comes to my data collection of the thesis, concerning stakeholder perceptions, I am conducting an online questionnaire survey to get a better understanding of the public's perceptions and interpretations of the Marius crisis. As my empirical data collection of the thesis will be created based on my own formulation of questions and interpretations, it is not possible to exclude subjective influences. In relation to this, I am as a researcher, naturally involved in the production of meanings.

3.3 The hermeneutics

According to the hermeneutics, the goal is to understand and interpret the meaning of opinions, utterances and theory and then transform the interpretation into a universally understandable language (Fuglsang og Olsen, 2007). The hermeneutics can be described as the art of interpretation, and is used, as it allows a continuous interpretation throughout the process of investigation (Jacobsen, 2010). The hermeneutics has a subjective ontology, focusing on the inter-subjective, which is all the knowledge we establish together in the society. This means that it is not a purely subjective interpretation, since one will always have a pre-understanding from e.g. school, work or the family. New horizons of understandings are therefore constantly evolving (Fuglsang & Olsen, 2007). The epistemology is considered as being a critical reflection of the interpreter's pre-understandings. The goal is to broaden one's horizon of understanding and allow it to merge with perceptions of others (ibid).

3.3.1 The hermeneutic circle

Within the hermeneutics the hermeneutic circle is a central subject. Nygaard explains the hermeneutic circle as: "... the relationship between the parts and the whole, is what is meaning-creating; it is the relationship between the parts and the whole, which enable us to understand and interpret " (Nygaard; own translation, 2011 pp. 76-77). When one enters the hermeneutic circle one will automatically revise the pre-understanding, as new opinions continually arise. Using the new knowledge and understanding, new interpretations are made, and a new horizon of understanding will be gained (Fuglsang & Olsen, 2007).

I as an interpreter enter into the hermeneutic circle, am characterized by my pre-understanding. I therefore enter the circle with a certain pre-understanding, which in this context, among others, is my knowledge about crisis communication, issue management and Copenhagen Zoo from both my studies and my own personal experience. From this pre-understanding I select my theoretical basis and make my choice of method. Based on the theoretical basis I implement my empirical study in which I engage in dialogue with questionnaire survey respondents. Through my empirical study I will gain new experiences. Using the results of the questionnaire dialogue, I will revise my interpretation and pre-understanding, whereby I will gain a new understanding. To sum up, the hermeneutics is used to analyze and interpret the results of my findings, and thereby gain a new and deeper understanding of the Marius crisis.

3.4 Mixed methods approach

As I have decided to combine two different scientific views, I use a mixed methods approach. I decided to combine social constructivism with the hermeneutics. With the social constructivist paradigm, it can be discussed if the Marius crisis is a socially constructed crisis, and with the hermeneutics I can gain a new and deeper understanding of the Marius crisis. When using a mixed methods approach I will draw on both quantitative and qualitative research methods to reach a deeper and more nuanced understanding of the Marius crisis. Furthermore, a mixed methods approach will also enable me to utilize strengths from both research methods and it will compensate for weaknesses. By this I mean being able to gain both width and depth in my results. In relation to this, I believe a quantitative research method is favorable when analyzing cause and effect, while a qualitative research method is beneficial for examination of specific actions or circumstances (Justesen & Mik-Meyer, 2010).

Based on this, I will conduct an online questionnaire and analyze two in-depth TV interviews with Bengt Holst. My main intention was to conduct an interview with Bengt Holst myself, but after being declined by Copenhagen Zoo several times, I had to determine another solution. This will be further elaborated later on. With the combination of both quantitative and qualitative research methods, I strive to gain a deeper examination of the Marius crisis.

3.5 Deductive approach

In my thesis I am using a deductive approach. A deductive approach is based on the collaboration between theory and empirical data (Ankersborg, 2009). Within a deductive approach the study design will often be based on hypotheses, several types of data collection methods are commonly used and the collaboration between theory and empirical data is evenly balanced. (ibid). With a deductive approach the purpose is to contribute both to the empirical area and to the theoretical knowledge within this area (ibid). When using a deductive approach, I have obtained hypotheses that I wish to confirm or disconfirm in the analysis of this thesis. In order to make this happen, I will balance the collected empirical data and my theory underlining a deductive approach.

3.6 Research design

Empirical data gathered from a combination of an online questionnaire survey and two different TV interviews with scientific director, Bengt Holst, and Facebook updates made by Copenhagen Zoo (including selected main comments from the public) form the basis of my research design. As I am using both quantitative and qualitative methods of data collection, my methodological approach is

mixed. When using a mixed methods approach, the data collection will cover more broadly which enables me to get a better examination of the Marius crisis, and thereby get a more in depth analysis. With the selected research design, I aim to assure that my results and documentation will contribute to answering the research question unambiguously.

Aliaga & Gunderson (2000) argue that: *“quantitative research is good at providing information in breadth, from a large number of units, but when we want to explore a problem or concept in depth, quantitative methods can be too shallow”* (Aliaga & Gunderson, 2000, p. 7). From this it is clear that even though quantitative research has some benefits, it lacks potential if I want to go deeper into one specific subject. nevertheless, I intend to apply a quantitative research method as part of the research design. With a quantitative research method, I can analyze the numerical change when it comes to the public's behavior towards Copenhagen Zoo before the crisis versus after the crisis. Furthermore, a quantitative research method is relevant when looking to clarify phenomena in terms of changes in the public's associations with the organization Copenhagen Zoo (Aliaga & Gunderson, 2000). Aliaga & Gunderson (2000) suggest quantitative data are analyzed mathematically using statistical calculations (Aliaga & Gunderson, 2000). In this thesis I do not intend to use statistical calculations of my data collected from quantitative research. Instead, I will look for patterns, which I will then explain qualitatively. In continuation of this, quantitative research can also be applied to test hypotheses, which will be further explained in the next section.

3.7 Setting up hypotheses

Rasmussen et al (2006) define a hypothesis as a *“[...] form of statement or assumption about relations between two or more variables [...]”* (Rasmussen et al, 2006, p. 122). A hypothesis can therefore be seen as claim, which I am not yet sure is true. All of my hypotheses are based on my own observations and assumptions. My online questionnaire survey can therefore be seen as a testing of whether my assumptions are consistent with my observations. The results of the online questionnaire survey can thus confirm or disconfirm my selected hypotheses.

The above-mentioned section leads me to the following hypotheses. I have aimed to represent each of my theoretical field in my hypotheses.

H₁: A crisis is existing if stakeholders believe an organization is in a crisis.

H₂: Social media leads to crises being intensified.

H₃: A crisis affects reputation negatively.

H₄: Issue management can lead to a stronger reputation.

3.8 Questionnaire

3.8.1 Design and participants

For my primary data of this thesis, I have created an online questionnaire, as this method is efficient to gather information from a large sample of the public while getting measurable results. The questionnaire gives me the opportunity to collect a large amount of data, which makes it possible to create a representative view of the public's perception of Copenhagen Zoo as a company and the actual crisis. The intended informant group should therefore be people with some kind of knowledge about Copenhagen Zoo. In my point of view, this is people who are familiar with Copenhagen Zoo as an organization and the Marius incident. That being said it was only possible to share the questionnaire it within my own network and my friend's network. This makes the data less representative, but it was the opportunity I had.

Furthermore, in order to make the survey more accessible, I decided to develop a web-based questionnaire. Moreover, as a crisis is often socially constructed, I decided to refer to the Marius crisis using the word 'situation' in the questionnaire. This was done attempting not to influence the respondents in a certain way, and to make the social context as neutral and objective as possible. As I wanted to reach as many respondents as possible, I used snowball sampling. Pattison et al (2013) describes this as when members of a network are asked to share a sample with their network partners (Pattison et al, 2013). I made use of snowball sampling as I encouraged respondents to share the questionnaire within their network. When using snowball sampling I made it possible to reach beyond my own network and thereby to get more respondents. Moreover, an advantage of using snowball sampling is being able to reach respondents that might not have been aware or participated in the questionnaire.

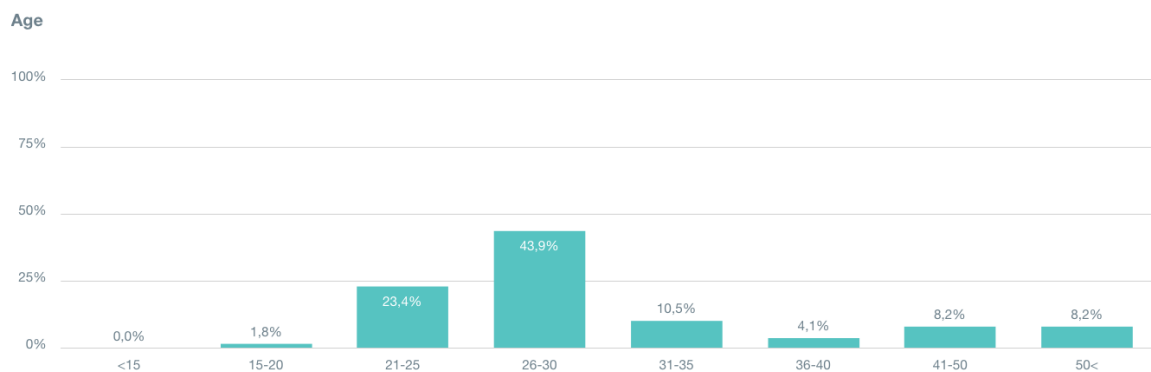
I shared the questionnaire on social media sites, including Facebook and LinkedIn. This made it possible to have a big amount of people within my own network to participate. Moreover, I linked to the questionnaire in relevant Facebook groups such as different study groups, Copenhagen Business School groups and on Copenhagen Zoo's own Facebook page. Finally, I emailed the questionnaire to family, friends and co-workers.

3.8.2 Demographic results

The demographic results of the questionnaire will now be presented. 382 people opened the questionnaire link in total. Out of the 382 people, 241 people started answering the questionnaire. That being said, only 171 (44.8%) respondents completed the questionnaire, where 70 (18.3%) respondents left the survey unfinished. This may be given the questionnaire was designed so any respondents unfamiliar with Copenhagen Zoo were redirected to the questionnaire ending. Based on this, the thesis analysis is based on the 171 completed responses.

When looking at gender, 75.4% of the respondents were women, 23.4% were men and 1.2% preferred not to specify.

Table 1. Age (Enalyzer Report, 2016)



The age division of the respondents is shown on the above table. From the table it shows no respondents under the age 15 participated in the questionnaire. The bar to the right is representing all respondents over the age 50. Respondents of age 26-30 are the most dominant age group with 43.9%. Together with the group 21-25 age 21-30 is representing more than fifty percent of the respondents (67.3%).

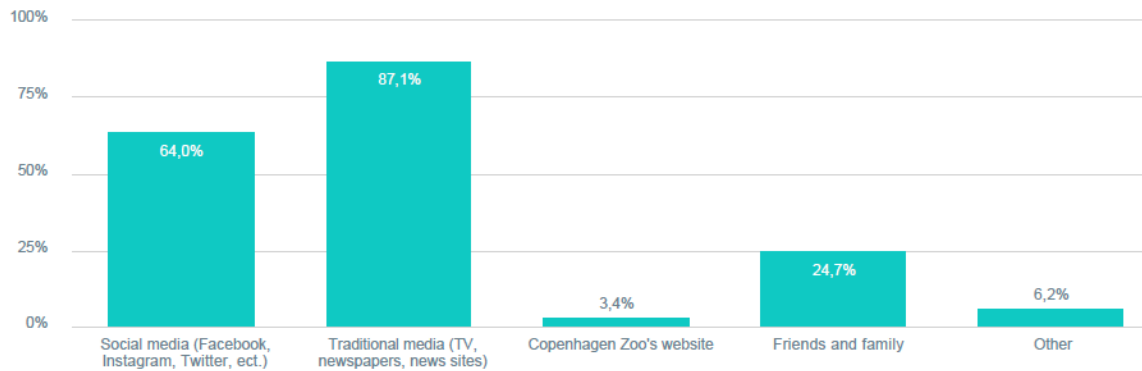
Under occupation 33.3% of the respondents were students, 9.3% were employed part-time, 48.1% were employed full-time, 2.3% were unemployed and the remaining 6.9% checked the 'other' box. In terms of country of residence, the main percentage of the respondents was from Denmark (92.8%). The remaining part of the respondents were from the US (1.9%), Germany (1.4%), Belgium (1.4%), the UK (1%), Sweden (0.5%), Australia (0.5%) and Thailand (0.5%). In terms of respondent's nationality, 94.7% of the respondents were Danish. The remaining parts of the respondents were American, Norwegian, German, Italian, French and Swedish.

It can be presumed the demographic results on gender, age, occupation, country of residence and nationality is the outcome from my snowball sampling, since the survey was mainly shared within my own network. As the Marius crisis took place worldwide the results would have been more representative had the demographic results been more varied. Even though my intention was to investigate the Marius crisis worldwide, it can be concluded my questionnaire results mainly consists of people living in Denmark. Since the questionnaire was mainly shared within my own network, the result is consistent with my expectations. I still believe the data is useable to give a reasonable insight in the public opinion about Copenhagen Zoo and the crisis.

As earlier specified, the questionnaire included one criterion the respondents needed to meet in order to finish and complete the questionnaire. The criterion was familiarity with Copenhagen Zoo. The purpose of the criteria was ensuring to reach respondents within the thesis target group, as this would make the data more applicable. The respondents were therefore asked if they were familiar with Copenhagen Zoo. 97.6% of the respondents were familiar with Copenhagen Zoo, while 2.4% of the respondents stated they did not know Copenhagen Zoo. The 2.4% of the respondents not familiar with Copenhagen Zoo were automatically rerouted to the questionnaire ending, whereas the remaining 97.6% of the respondents were able to carry on the questionnaire.

Moreover, I found it important to ask if the respondents were familiar with the actual crisis. I therefore asked the respondents if they were aware of the public backlash that arose after Copenhagen Zoo announced they would euthanize a young giraffe. 87.5% of the respondents were aware of the public backlash, whereas 9.2% had not heard about it, and 3.3% were unsure. In continuation of this, the respondents were asked to what degree they were aware of the situation. 33.3% of the respondents were very aware of the situation, 41.1% of the respondents were aware of the situation, 17.8% of the respondents were neutral, 2.8% of the respondents were somewhat aware and 5% of the respondents were not aware of the situation at all. From this, almost 75% (74.4%) of the respondents were either very aware or aware of the Marius crisis.

Table 2. Crisis awareness sources (Enalyzer Report, 2016)



The above table exemplify the sources of crisis awareness. The respondents could select from social media, traditional media, Copenhagen Zoo's website, friends and family or other. The respondents had the opportunity to select all the options that applied to them. 87.1% of the respondents had heard about the crisis from traditional media, whereas 64% of the respondents had heard about it on social media. Considering it was a worldwide topic it is not surprising the main group is traditional media, followed by social media.

3.8.3 Procedure

I created and published the questionnaire through a survey and report tool named Enalyzer. I developed the survey based on Kinnear & Taylor's (1996) questionnaire approach. They suggest a questionnaire consists of five different sections. The sections are *identification of data*, *request for cooperation*, *instructions*, *information sought* and *classification data* (Kinnear & Taylor, 1996). In the following I will briefly explain the five sections.

Identification of data is the first section, and it deals with asking respondents for name and place of residence. I wanted to create a safe environment for the respondents, and therefore decided to make the questionnaire anonymous and did not ask for the respondents' names. Nevertheless, the first section of the questionnaire involved questions about the respondents' demographics (Kinnear & Taylor, 1996).

Section two, *request for cooperation*, involves introducing the questionnaire (Kinnear & Taylor, 1996). In this section I explain the main purpose of the questionnaire in order to give the respondents a feeling about the estimated time for completing the survey. However, I find it naturally to get

introduced to the survey before asking any questions, and I therefore decided to have this section show before identification of data.

The third section is *instructions* and suggests adding instructions for the respondents about how to use the survey (Kinnear & Taylor, 1996). I did not use this section in depth, as I found it more relevant to explain different aspects of the survey that I wanted to ask the respondents about. Section four is *information sought* and is the main part of the questionnaire. This section involves what question types to use and the selection of question wording. When developing the questionnaire, I included different types of questions.

The first question type is the pre-coded, single question. In this type of question the respondent needs to check one box to give one answer. This question type was particularly relevant, when I asked about demographics. The second type of question is the open-ended question. This type is suitable if you want the respondent to give more in-depth answers. An example of this is when I asked the respondents if their opinion about Copenhagen Zoo has changed because of the situation. If they said yes, I asked them to elaborate by giving a free-response in a text box. Moreover, the open-ended questions are also more 'neutral' than other question types, as the respondents are not influenced to select a specific answer already presented (Kinnear & Taylor, 1996). However, when using open-ended questions there will always be the risk of respondents leaving the survey before finishing, as this question type simply is more time consuming than others (ibid). The third question type I used, was the Likert scale question. This type of question asks for e.g. level of agreement. I used this type of question in the form of a five level agreement scale, by asking the respondents to state their level of agreement. An example of this is the following question: *In what degree did you hear about the situation?* When using Likert scale questions it is important to have a consistent layout and answering method (ibid). I tried to create consistency by placing the answering options left-sided and vertical while using the same answering options in the different questions.

The fourth and final question type I used, is filter questions. I used the filter questions in the beginning of the questionnaire in order to exclude any respondents who are not familiar with Zoo Copenhagen. As earlier mentioned, my intended informant group is people with some kind of knowledge about Copenhagen Zoo. I used a filter questions in the beginning when asking if the respondent knows Copenhagen Zoo, giving them the answer option either 'yes or no' (a dichotomous question) (ibid). If the respondent selected the answer no, he/she would automatically be

redirected to the ending of questionnaire. With the filter question I was able to target the informant group of my study, which I believe could strengthen the validity of my research.

In connection to question types, it is important to keep in mind how to formulate the questions. I therefore paid attention to the fact that the way you ask questions, determines the answers you get. Based on this, I tried creating the questions as neutrally as possible, to avoid putting words in the mouths of the respondents. Furthermore, I focused on formulating the questions so they were easy to understand, and to adapt the vocabulary to suit the respondents. Finally, I also considered the importance of my questions in relation to my study. I therefore formulated questions focusing on crisis communication, reputation management and social media.

3.8.4 Dependents variables

3.8.5 Crisis awareness

The aspect of crisis communication is central to the questionnaire as it targets the Copenhagen Zoo and the crisis situation. Therefore, I asked the respondents if they were aware of the public backlash that arose after Copenhagen Zoo announced they would euthanize a young giraffe, to which the response options included yes/no/don't know. Following the respondents were asked to what degree they were aware of the situation where response options included: very aware, aware, neutral, somewhat aware, not aware. Then I asked the respondents where they had heard about the situation, where response options included: social media (Facebook, Twitter, Instagram), traditional media (news sites, newspapers, television), Copenhagen Zoo's website, friends and family or other. Next the respondents were asked to what degree have you read about the situation on Facebook and possible answers included: very much, some, not a lot, not at all. Finally, I asked the respondents if they thought what they had read about the situation was primarily positive or negative, where the response options included: positive, negative, neither, unsure.

3.8.6 Reputation

Prior to a short description of the Copenhagen Zoo situation I asked some questions about image and reputation. I asked the respondents what characteristics they associate with Copenhagen Zoo, and they could select as many as they wanted from the following options: trustworthy, untrustworthy, reasonably priced, fun, boring, good customer service, bad customer service, animal friendly, not animal friendly and other. Furthermore, before mentioning the crisis situation I asked if the respondents would consider visiting Copenhagen Zoo in the future where they could select from yes, no and unsure.

After introducing a short description of the Copenhagen Zoo situation, I asked the respondents about their opinion of Copenhagen Zoo before and after Marius was euthanized. The respondents could select an answer based on a Likert scale with the following options: very good, good, neutral, bad, very bad. Moreover, the respondents were asked if their opinion about Copenhagen Zoo changed because of the events surrounding Marius. The respondents could select from the options yes and no, and if they selected yes, they were asked to elaborate in a text box, if they selected no, they were automatically redirected to the following question. Finally, the respondents were asked if they consider the euthanasia of Marius to be a current factor in the public's perception of Copenhagen Zoo with the responses yes and no.

3.8.9 Independent variables

3.8.10 Social media

During the crisis Copenhagen Zoo's Facebook became a communication channel where the public expressed their negativity and aggression towards Copenhagen Zoo and their decision. Facebook users described the decision about euthanizing Marius as slaughtering and murder, and called Copenhagen Zoo for killers. As a lot of the negativity and aggression about the Marius crisis took place on their Facebook page, I started by asking the respondents if they follow or like Copenhagen Zoo on Facebook. I decided to only ask about Facebook, and not other social media platforms, as the crisis mainly evolved on Facebook. Next I asked to what degree they had read about the situation on Facebook. The answering options were based on a Likert scale, and the options were: very much, some, not a lot, not at all. Following I showed the respondents a Facebook post Copenhagen Zoo posted on their Facebook page four days after the first press release. After being shown the Facebook message, the respondents were asked what they thought about the content of the message. The answering options were the following: good, necessary, trustworthy, I don't have an opinion, untrustworthy, bad, mean, insensitive and other.

Moreover, the respondents were asked some general questions about social media in order to examine if they found the social media platforms credible and/or a better news source than traditional media. The respondents were therefore asked if they believe Facebook was an appropriate platform to use for an event like this. The answer options were yes or no. Following this, they were asked how credible they considered Facebook (social media) as a news source. The answering options were based on a Likert scale. The options were the following: highly credible, credible, neutral, somewhat credible, not credible. Moreover, the respondents were asked if they had participated actively in the debate about the Copenhagen Zoo situation on social media. The

possible answer options were yes or no. In connection to this, if the respondents answered yes they were asked how they participated in the debate on social media. They could select from the following options: liked, shared, commented, and other. If they respondents said no to participating in the debate on social media, they would automatically skip this question.

3.9 Secondary data

I have included secondary data in my empirical study. The need for secondary data arose as Copenhagen Zoo refused to participate in an interview. The secondary data consists of two qualitative in-depth interviews with the scientific director, Bengt Holst. The interviews took place on the British Channel 4 News on February 9, 2014 and Danish TV2 Lorry on February 14, 2014. I am aware of the fact that the interviews are not created from the perspective of my problem statement, which is why parts of the interviews might not be relevant for my collection of data. That being said, I still believe the data is representative as it presents a fair view of how Copenhagen Zoo managed the criticism during the crisis, and why they decided to publicize the euthanizing of Marius.

Moreover, my secondary data will consist of selected newspaper articles. The selected newspaper articles will be used to demonstrate and analyze all of the different senders and receivers participating in the crisis communication in traditional media. Finally, I will use status updates from Copenhagen Zoo's Facebook page, as it has worked as a communication channel during the crisis. I will use selected main comments from each Facebook update made by Copenhagen Zoo, to discover the different senders and receivers participating in the crisis communication on social media. As earlier mentioned, a main comment is selected based on most 'likes' or comments.

3.10 Critical reflections

When creating my questionnaire, I realized certain methodological weaknesses. Firstly, I realized I could never gain full representativeness with my questionnaire. This would entail reaching all ages, countries and nationalities, which was simply not realistic as the questionnaire was mainly shared within my own network. This makes my findings less representative, but still valid, as it was the opportunity I had.

Secondly, I noticed from my questionnaire results that a significant portion of respondents left the survey unfinished whenever text paragraphs were presented (i.e. when explaining the crisis

situation and showing the Facebook update from Copenhagen Zoo). I included the explaining paragraphs in order to make sure the respondents were correctly informed so that they could give as credible responses as possible. Since the explanatory paragraphs made respondents leave the questionnaire, it might have been more successful, had they been a little shorter.

To sum up, I have collected data from a questionnaire, two TV-interviews, newspaper articles and Facebook comments. By combining the data collection, and thereby combining quantitative and qualitative methods, I have sought to gain nuanced and generalizable results.

4. Theory

4.1 Corporate communication

Before explaining crisis communication theory, I find it relevant to shortly highlight the discipline corporate communication. I will follow this by placing crises and crisis communication theory within this discipline. The Dutch communication and organizational researcher Joep Cornelissen define corporate communication as follows: *"Corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent."* (Cornelissen, 2011, p. 5)

Corporate communication can therefore be seen as discipline where the purpose is conjoining all communications within the company to ensure the communication is as effective as possible. It means that all communication of the company is integrated and coordinated with a common goal in mind (Cornelissen, 2011). Corporate Communication is different from other communication disciplines, as it focuses on communicating with all stakeholder types, both internal and external. The purpose is, among others, to ensure good relations with the company's stakeholders (Frandsen & Johansen, 2014). A company has to communicate with its stakeholders in order to develop and protect its reputation. A stakeholder is a person who has a stake or a share in the company and is therefore influenced, when the company is doing something. Therefore, it is important that the company has a good relationship with its stakeholder, since their acceptance ensures legitimacy. A business therefore only thrives, if it ensures to handle its stakeholders in a reasonable way (Coombs, 2012).

4.2 Stakeholders

As mentioned above, the relations between a company and its stakeholders are central in corporate communication, as they might influence, or be influenced by the company (Coombs, 2012). Cornelissen divides the stakeholders based on how salient they are² (Cornelissen, 2011, p. 45).

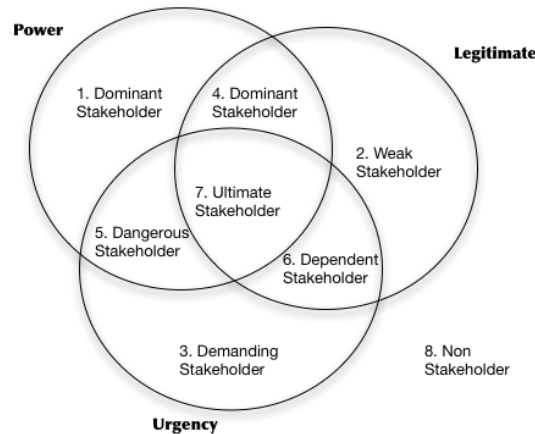


Figure 1, Cornelissen, 2011, p. 45.

The model identifies stakeholders based on how much of the three dimensions they possess. The three dimensions are power, (both physical and symbolic) legitimacy (social, organizational or individual legitimacy) and urgency (if stakeholder claims needs immediate action). The closer a stakeholder is toward the center of the model, the more salient they are. Stakeholders with great salience require more attention from the company (Cornelissen, 2011). Overall the three dimensions of the model shape seven stakeholder types: *dormant, discretionary, demanding, dominant, dangerous, dependent and definitive stakeholders* (Cornelissen, 2011). By dividing the stakeholders based on the dimension, the company can create an overview of when some stakeholders require urgent attention, while others can be downgraded. At the same time the model highlights the dynamics of the company's stakeholders (ibid). The stakeholder dynamics can change the continuously and they can have mutual relationships, conflicts ect., which can affect their relationship with the company. Based on this, stakeholders can be seen as social constructions because their salience constantly gets interpreted and negotiated. The person who interprets it therefore determines the salience of the stakeholders. Their salience can thus change over time (Johansen & Weckesser, 2013).

² Please see figure 1

In a crisis situation, it is important for a company to know their stakeholders and their salience. This is important as some stakeholders have the ability to harm or benefit the company, while others simply can affect or be affected (Coombs, 2012). Primary stakeholders, such as employees, can choose to stop working, which can destroy the business. Another primary stakeholder group, the customers, can also choose to boycott the company's products (ibid). In other words, in a crisis situation, it is important to be familiar with your stakeholders in order to target the crisis communication efforts to prevent reputation damage.

4.3 Crises and crisis communication strategy

Coombs begins his book 'Ongoing Crisis Communication' with the following statement: "*[...] no organization is immune to crisis.*" (Coombs, 2012, p. 1) This statement clearly indicates why crisis communication is so important in today's modern society. In the following section, I will take a closer look at what a crisis is, and why companies should seek to avoid them.

4.3.1 Definition of crises

Before analyzing the Marius crisis, it is important to have a definition and an understanding of what a crisis entails. A crisis as a phenomenon has many different definitions. Common for the majority of the definitions are, the crisis being perceived as a kind of discontinuity or interruption of the company's desired situation (Johansen & Frandsen, 2007). A newer definition of crises can be found in Coombs book 'Ongoing Crisis Communication: *Planning, managing and responding*' (2012 edition). In this book he defines a crisis as: "*[...] the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes*" (Coombs, 2012, p. 2). In other words, a crisis can be seen as an unforeseen event that may threaten the work of the company. Coombs also includes the stakeholders of the company and points out the events also will threaten the expectations they have about the company. It is actually the threat towards the stakeholder expectations, which may affect the company negatively, and not the actual event itself. According to Coombs, the crisis is therefore affecting a company's relationship with the stakeholders, which is why, I find this definition particularly relevant for this thesis (ibid).

Because a crisis can be seen as a legitimacy threat, it is important for companies to prevent or manage crises properly. Furthermore, Coombs points out an event only become a crisis when stakeholders have agreed that there is a crisis: "*A situation becomes a crisis when key stakeholders agree it is a crisis*" (Coombs, 2012, p. 115). According to Coombs, the stakeholders therefore take

part in defining the crisis. If they act from the opinion that the company is in a crisis, the event is being perceived as being a crisis - even if the company themselves is of another opinion. The crisis is therefore socially constructed through the actions of the stakeholders (ibid).

Since a crisis can be seen as perceptual and socially constructed, a company can be in a crisis without even being aware of it, according to Johansen and Frandsen: *"[...] the same people do not always see the same crisis – or realize that it actually is a crisis"* (Johansen & Frandsen; own translation, 2007, p. 105). In addition to the stakeholder impact on defining the crisis, the crisis management itself can also lead to a new crisis, according to Johansen and Frandsen. If the initial crisis is mishandled in relation to the expectations of the stakeholders, it can create a new crisis. The new crisis, also referred to as a double crisis, is a communication crisis simply because the company did not manage to handle the initial crisis correctly in relation the expectations of the stakeholders (Johansen & Frandsen, 2007).

Regarding my epistemological standpoint, I agree with Coombs' crisis definition. I do this primarily because of stakeholders' influence, whether a company is in a crisis or not. The influence of stakeholders is important in relation to communicating across media, and especially on the internet, where stakeholders today very easily can affect a company's reputation (see section 4.1). Furthermore, Coombs does not consider a crisis an event but as a constantly evolving process that develops depending on the crisis and the crisis participants. Finally, I also agree with Johansen and Frandsen's theory about the double crisis. I do this, as I agree a crisis can change character and evolve, depending on how the company is handling it, and how the stakeholders are perceiving the way it has been handled.

After having defined crisis communication, I will explain Benoit & Dorries' (1996) theory about persuasive attacks, as there often is some sort of attack prior to a crisis. This will be further explained in the following section.

4.4 Persuasive attacks

A company may face different forms of attacks in connection with a crisis. Prior to any type of crisis communication, some kind of attack has taken place, which the company should try to avoid or rectify. William Benoit has, in collaboration with the American communications researcher, Bruce Dorries, developed the theory about persuasive attacks (1996), which deals with the various forms of attacks, a company is exposed to in a crisis situation. Persuasive attacks consist of two key

elements: First and foremost a serious (and thus insulting) episode must take place, which has to be perceived as 'serious' by several of the salient stakeholders. If the stakeholders are not salient, the risk of reputational damage will be reduced. In addition, the accused has to be perceived as either wholly or partially responsible for the action. This responsibility may come in several forms; the action can be ordered, encouraged, provoked, proposed or allowed to perform (Benoit & Dorries, 1996).

With these two elements, Benoit and Dorries suggest four attack strategies to increase responsibility for an action: 1) *recurrent action* (the person responsible has done it before), 2) *planned action* (the action was done intentionally), 3) *the accused knew of its consequences* and 4) *the accused gets benefit from the action* (Benoit & Dorries, 1996). Furthermore, Benoit and Dorries establish six additional attack strategies that can enhance perceived seriousness of the action. The six additional attack strategies are 1) *the extent of the damage*, 2) *damage duration*, 3) *damage influence of stakeholders*, 4) *inconsistency*, 5) *innocent / helpless victims* and 6) *obligation to protect victims* (Benoit & Dorries, 1996). According to Benoit & Dorries, the strategies are not exhaustive, meaning, there might be several other strategies that can increase the severity and the perceived responsibility of an action (ibid). When an attack has taken place, the company can act and respond to it. Based on this, I will in the following explain different kinds of response strategies based on Coombs' SCCT.

4.5 Situational Crisis Communication Theory (SCCT)

SCCT is inspired by three different theories. The first theory is relationship management, where it is assumed, that companies build stakeholder relations over time, and the relations are affected both by prior reputation and (if any) earlier reputational damage. The second theory is attribution theory, where stakeholders assign responsibility for the negative and unexpected events. An example can be crises as an explanation of why something (negative) has happened. The third theory is impression management, which is about restoration of an organization's legitimacy and image (Frandsen & Johansen, 2011).

According to SCCT, it is possible to choose a crisis response strategy based on the crisis type and the stakeholder attribution of crisis responsibility (Coombs, 2012). As earlier mentioned, Coombs believes an event will become a crisis once the stakeholders believes that there is a crisis: "*If stakeholders believe an organization is in crisis, a crisis does exist, and stakeholders will react to the organization as if it is in crisis.*" (Coombs, 2012, p. 2) In light of this Coombs assumes the best

way to protect your reputation as a company, is by choosing the crisis response strategy that is the best matches the threat to the reputation (Frandsen & Johansen, 2011).

In order to assess this, a two-step process can be used. First the crisis type is identified, and then intensifying factors (including crisis history and prior reputation) is examined. Based on the two steps, Coombs created a set of normative guidelines in order to choose the best response strategy suitable for the given crisis. In the following paragraph the two steps will be further discussed.

4.5.1 Step 1: Crisis Type

According to Coombs stakeholders attribute crisis responsibility differently depending on the type of crisis. Coombs divide crises into three types depending on the degree of crisis responsibility that attributes to the company in a crisis³. Figure 2 shows various crises being given different degrees of crisis responsibility. In a victim crisis (victim cluster) the company is not to blame for the crisis, and therefore carries a low degree of responsibility. In an accident crisis (accidental cluster) the company has a greater degree of responsibility, as the company is to blame for the crisis, even though it is not proven. The preventable crisis (preventable cluster), the company has a high degree of crisis responsibility, because the company could have avoided the crisis (Coombs, 2012).

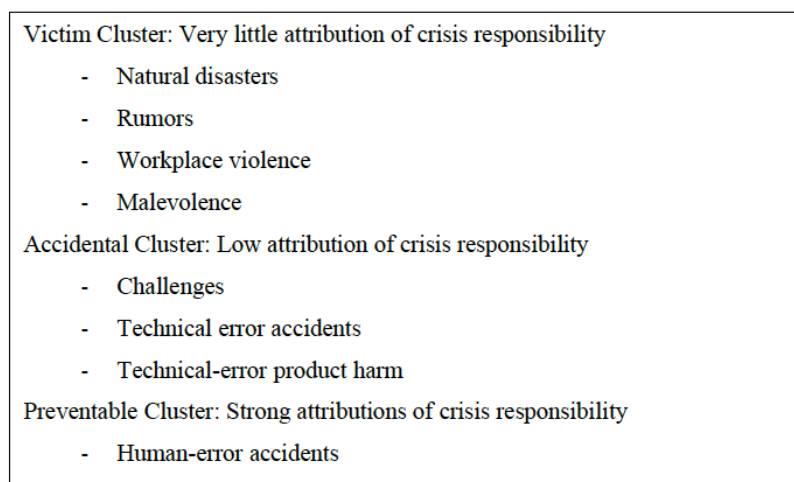


Figure 2, Coombs, 2012, p. 158.

4.5.2 Step 2: Intensifying factors

Once the company has identified the crisis type and to what extent the stakeholders hold the company responsible for the crisis, the company has to examine the intensifying factors. To do so,

³ Please see figure 2

the company has to take a look at the crisis history and their prior reputation. If a company has previously experienced one or several crises, a new crisis can be a far bigger threat to company reputation, than if the company had not experienced a crisis before. Coombs & Holladay call this type of situation for the Velcro effect; previous crises almost cling to the company and increase the damage of the new crisis (Coombs, 2012). Coombs & Holladay also mentions the opposite of the Velcro effect, which is called the halo effect. With the halo effect a company's good reputation can "rescue" the company when a crisis occurs. However, the halo effect is not happening very often, and most of the time, likable companies will also suffer from reputation damage in a crisis (Frandsen & Johansen, 2011) & (Coombs, 2012).

The company's prior reputation also affects the reputation threat from a new threat. If the company already has a bad reputation, the stakeholders' perception of the crisis type can change. An example could be if the crisis is a victim crisis, the stakeholders will most likely perceive the crisis as an accidental crisis and so on (Coombs, 2012).

Once the company has identified the type of crisis and the intensifying factors, they can select the most suitable response strategy for the crisis. However, in the case of a high attribution of responsibility in a crisis type, which creates a high threat to the company's reputation and a lot of anger, a company should, according to Coombs, use accommodating strategies - despite the company's actual responsibility in the situation (Frandsen & Johansen, 2011). If it appears the threat is constantly growing, while the crisis is happening, Coombs recommends slowly making the strategies more and more accommodating (Coombs, 2012).

4.6 Response Strategies

Coombs presents ten crisis response strategies, ranging from defensive to accommodating, depending on the type of crisis and level of responsibility. The strategies can be divided into four categories⁴ of which the first three are the primary response strategies. The three main strategies are denial strategies, diminishing strategies and rebuilding strategies. Furthermore, Coombs recommend using the last category, bolstering strategies, in combination with other strategies (Coombs, 2012).

⁴ Please see figure 3

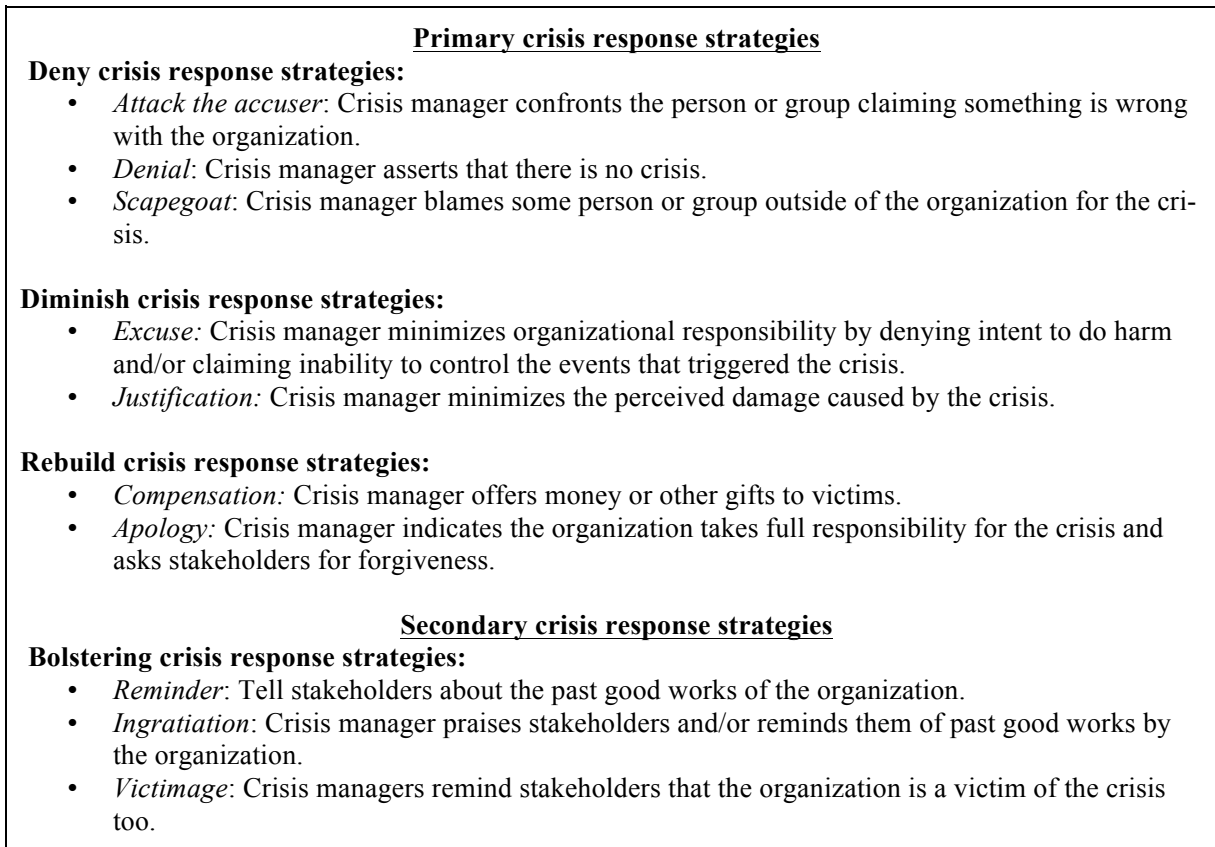


Figure 3, Coombs, 2007, p.170.

According to Coombs, a company can choose to provide instructional and corrective information, after which the response strategies will be taken into use (Coombs, 2012). When a company decides to communicate to the stakeholders, it is important the communication is correctly timed. If a company reports too quickly, there is a great risk they will convey incorrect information. On the other hand, being too slow can give the impression of not being in control of the crisis. Furthermore, silence can allow other actors to take control of the situation, and come up with false information, which will affect the company negatively (Coombs, 2012)

Besides the timing, it is also important that the company is consistent in their communication. This entails the company speaks with one voice; that all communications are coordinated so any company response will be consistent, no matter who answers questions (Coombs, 2012). At the same time it is also expected that the company is open in their communications throughout the crisis process. This means that the company must be available to the stakeholders and the press throughout the whole process. This can be done in terms of being available for the media and by being completely open regarding important information. At the same time it is also important that

the company is honest about the crisis and not lying. The above does not mean the company necessarily must tell everything about the case. The company can withhold information if it is likely to cause further damage to any (new) victims (Coombs, 2012).

4.7 Criticism of Coombs' SCCT

Although SCCT includes the contact of the crisis and highlights both receivers and senders in the communication process, opposite previous theories such as Benoit's image restoration, Coombs is being criticized by Johansen & Frandsen. They criticize Coombs' use of the attribution theory, because he does not take into account that different stakeholders can perceive and interpret crises differently (Johansen & Frandsen, 2007). Stakeholders are in other words perceived as one large homogeneous group. This means that a crisis can have many different interpretations and understandings, which is why the crisis responsibility can also be different from stakeholder to stakeholder. This means that the relationship between the crisis type and crisis responsibility is a bit mechanical and not leaving many options for interpretation. Furthermore, SCCT operates with the assumption that the communication takes place between one receiver and one sender. SCCT therefore leaves out the possibility that the stakeholders communicate with one another. Coombs therefore forgets the dynamics that takes place during a crisis as a result of its development. At the same time stakeholders' salience also change continuously during a crisis, which is not taken into account.

4.8 The Rhetorical Arena

The Rhetorical Arena (also referred to as RAT) is developed as a third step in crisis communication research to improve the existing crisis communication literature, as it is, according to Johansen & Frandsen, suffering from the earlier mentioned weak points. Crisis communication is rarely the subject of more detailed textual or semiotic analyses, where both verbal and visual aspects as well as choice of media are treated, which is something the RAT is confronting and taking into consideration (Frandsen & Johansen, 2010).

Instead of seeing crisis communication as the communication of one particular sender (often the suffering company's attempt to protect their image and reputation), crisis communication should be perceived as communications from multiple senders and receivers. The multiple senders and receivers include journalists accusing the company, angry employees who are creating rumors, and experts who mentions the crisis and thereby creates attention and put it on the agenda. Crisis

communication is, in other words, not only something that the suffering company participates in (Johansen & Frandsen, 2007).

RAT is based on two models; a macro and a micro model (Frandsen & Johansen, 2010). The macro model is the actual arena and tries to describe what is going on in the communicative processes between the multiple players in the RAT. The macro model purpose is to provide an understanding of the RATs complexity and dynamism (Frandsen & Johansen, 2011). The micro model attempts to describe the individual communication processes in RAT (Frandsen & Johansen, 2010b). In the following paragraphs the two model will be further described.

4.8.1 The macro model

When a crisis occurs or is triggered, a rhetorical arena opens up around the crisis, where the actors of the crisis communicate and act. This arena opens long before the crisis becomes a reality, which can be seen in the form of simmering crises - the danger signals that is often taking place before the crisis - and not necessarily closes in the exact moment, the crisis is over. The crisis is in other words, a process that starts before the actual event (Johansen & Frandsen, 2007).

RAT and its sub-arenas differs from the public sphere (Coombs & Holladay, 2014), although much of what is taking place in the arena, also takes place in the public. RAT stretches beyond the public because it also includes what happens in the semi-public in the form of networks (e.g. between the family and friends) and the private (e.g., the communications taking place within the company who is in a crisis) (Johansen & Frandsen, 2007).

Johansen and Frandsen lists a number of players that are often present in the RAT. The list includes the actual company, the media, politicians, activists, consumers, citizens and experts who are commenting on the crisis (Frandsen & Johansen, 2010). As mentioned the players communicate in several ways: they communicate to, with, against, past and about each other. Dialogue is just one form of communication, but not necessarily the most common. At the same time, given the many players, there is not just one sender and one receiver, but as mentioned earlier, multiple (ibid).

RAT expands the sender-receiver concept in crisis communication and makes all players in the arena to potential crisis communication practitioners (Johansen & Frandsen, 2007). All actors can act as both sender and receiver of a communication process. During a crisis, the actors' different voices in the arena enter different relations with each other (ibid). This underlines the model's multi

vocality; all stakeholders / actors can enter into relationships, which is why, there is only one sender or receiver of communication. At the same time, one actor can have more than one voice; a newspaper can have several journalists covering the subject, while a company can have several spokesmen and employees who is mentioning the case (ibid).

The relationship between the different actors is rarely equal. Some actors are often stronger in different parameters in terms of economics, political and symbolic capital. Additionally, the players' strategic position in the RAT and communication varies in relation to the public sphere and the semi-public networks involved in the Arena (Frandsen & Johansen, 2010).

RAT is commonly characterized by the communication processes forming specific patterns or chains when being combined. These are to some extent coded from the side of the senders, and decoded by the receivers in different ways. Johansen and Frandsen uses the press release as an example of this: A company in crisis sends out a press release to the media (which is also both an actor, a receiver and a sender), who interprets it and sends it out into the public sphere. It is then received by the readers / listeners / viewers, who will interpret the new message and forward it, when speaking about the crisis and / or the message. This communication process is called a discourse history (Frandsen & Johansen, 2010).

The meaning of the message can change many times from when the company is sending it out, to when the public sphere receives it, and on the way the different actors become both senders and receivers. There are also non-coded patterns or chains, which suddenly occurs in unexpected ways and surprise at least one of the players inside the arena (Frandsen & Johansen, 2010).

4.8.2 The micro model

Where the macro model serves as an overall framework in which an analytical overview of the arena actors is formed, the purpose of the micro model is to investigate the characteristics of each communicative process between senders and receivers (Frandsen & Johansen, 2010). The model contains three parameters which can be characterized as crisis communications, senders and receivers. The three parameters will be discussed in the following paragraph.

4.8.3 Crisis Communications

Communication is both a product in terms of a message, a picture or an action (but not limited to one of these) and the decoding process sender and receiver use to create meaning for themselves

and / or other actors. In this model where one partial element is crisis communication, the focus is on messages and decoding processes regarding crises (Frandsen & Johansen).

4.8.4 Senders and receivers

Senders and receivers include not only the company in a crisis and its primary stakeholders, but also other types of actors as previously mentioned. Common for them is that they all influence each other, and they have four different qualities or skills they act by: 1) They all have an interest or stake, which defines the individual sender / receiver as a member of either one or more primary and secondary stakeholder groups, 2) they all interpret the (crisis) situation, which is resulting in a certain perception of the crisis e.g. how it started, how it ends, if it will provoke any consequences and who is responsible for the crisis 3) all actors have a strategy for their communicative behavior which involves their ability to plan what brings them closer to their strategic goals and 4) their communicative behavior can both be verbal and non-verbal through words, images, actions and behavior (Johansen & Frandsen, 2007).

The crisis communication that takes place in the RAT is always mediated. This is the process where the communicative process is being formed. According to Johansen and Frandsen crisis communication in the RAT is being formed by four parameters; context, media, genre and text (see figure 4). This means, according to Johansen and Frandsen that each communication process is determined by specific choices made by the actors within the four parameters. These choices will be important for the crisis communication and work as a format for the creation and receiving of a crisis message (Frandsen & Johansen, 2010, p. 435). The four parameters will be further discussed in the next paragraph.

4.8.5 Context

The context is the frame for the actual communication and setting for the communication and includes both external (sociological) and internal (psychological) factors affecting the communication. The external, sociological factors are seen as three different types; sociocultural, organizational and situational context. The sociocultural is referring to e.g. national culture, political and social culture, the organizational deals with e.g. private or public organizations, while the situational context is about who says what, when, where and how to whom (Johansen & Frandsen, 2007).

The internal, psychological factors are seen as the cognitive systems that affect the crisis expectations of the actors, their views on the cause and the outcome, and their interpretation of the crisis.

Together they frame each communication process (Frandsen & Johansen, 2010). This means that a crisis type is not just taking place in the outside world, but it will also create a learning system and frame how the various actors in the RAT interpret a crisis. The crisis type creates, in other words, a framework for the interpretation of the crisis (Frandsen & Johansen, 2010).

4.8.6 Media

Media refers to the characteristics of each type of medium in relation to the communication. At the same time, it refers to its ability to fulfill certain expectations of the senders' stakeholders. The choice of medium affects the framework for the production and reception of a crisis communications message (Frandsen & Johansen, 2011).

The medium can be the Internet, electronic media, but is not limited to be one of those. Johansen and Frandsen do not refer to actors as journalists or specific organizations, but to the actual speaker of the message (Frandsen & Johansen, 2010). The choice of media type has a great influence on how, where, when and why a crisis message is being produced and how the actors in the arena perceive it, as each media type has its own characteristics: a medium has some communicative characteristics (ability to create for instance attention or interaction). A medium is connected to different sets of attitude variables, e.g. how reliability a medium is. Furthermore, each media type is a part of specific behavioral patterns with the actors, which is based on the situation and the characteristics of the sender (ibid).

4.8.7 Genre

Genre refers to a collection of texts that have some common characteristics in connection to structure, content and rhetorical strategies and serves the same purpose: “[...]a recognizable communicative event characterized by a set of communicative purpose(s) identified and mutually understood by the members of the discours community(s) in which it regularly occurs.” (Frandsen & Johansen, 2010, p. 436) Genres can for an example be press releases, press conferences, news articles and internal company meetings, intranet and so on (Frandsen & Johansen, 2010). The collections are based on some conventions of the genres, which ensure the communication to be as efficient as possible. You can also try and break with the conventions to see if it creates an effect with the receiver - for an example by singing an entire press conference instead of responding normally (Johansen & Frandsen, 2007). Genre conventions are also helping to create genre identification and a mutual understanding among senders and receivers of the text (Frandsen & Johansen, 2010).

4.8.8 Text

The last parameter in the RAT is text (or textualization). This is the micro level of crisis communications, and is the discursive and textual tactics, the sender consciously or unconsciously use to express themselves. A text only becomes a fully finished text when: “[...]it has been communicated in a specific situation and has been interpreted by receivers activating their cognitive schemes and their contextual knowledge, i.e. their stakes, interpretations, strategies, and communicative behavior.” (Frandsen & Johansen, 2010, p. 437).

4.9 Summing up

As is explained in this chapter, a company's relationship with its stakeholders is of great importance. Crisis communication is therefore important in times of a crisis, as the stakeholders' perception of the crisis is crucial for whether a company is in a crisis or not. The crisis may evolve over time and is viewed as a dynamic process rather than a single event. The crisis communication field has moved from being text oriented to context-oriented and with Johansen and Frandsen's contribution in the form of The Rhetorical Arena, it now has a third multi-vocal approach. The Rhetorical Arena captures the crisis dynamics and complexity and recognizes that there are multiple receivers and senders of communications during a crisis, underlining the multi-vocal approach. Coombs' SCCT provides companies with concrete proposals on how a company should respond to a crisis based on crisis type and attribution of responsibility, but he suffers from the perception that stakeholders is one homogeneous group. As long as taking the dynamics of the crisis into account among the receivers and senders, that all can participate in crisis communication, SCCT can advantageously be used to analyze the communication processes.

This above mentioned theory part leads me to the following hypothesis:

H₁: A crisis is existing if stakeholders believe an organization is in a crisis.

4.10 Social Media

On the Internet information spread extremely fast, and a local problem can easily become a global crisis in minutes. The audience is also far more fragmented than before, which is something companies need to be aware of, when they choose to communicate on the Internet (González-Herrero and Smith, 2008). The Internet, and especially social media act, according to González-Herrero and Smith, both as a facilitator and a trigger to crises. As a facilitator, the Internet is just an agent, where stakeholders can discuss a crisis in order to spread the news of the given situation:

“[...]the Internet becomes just an additional channel for discussion of events that already occur in the real world” (González-Herrero & Smith, 2008, p. 145). The Internet can also act as a trigger for an event. Companies should therefore be careful when operating on the Internet and social media, as other rules are applicable than in traditional media. If you choose to be present on social media, certain expectations about being present exists, as the company otherwise will appear closed and non-transparent (Coombs, 2012) Furthermore, today it is seen that more and more stakeholders are helping to trigger crises, and here the Internet plays a major role (ibid). The Internet provides the stakeholders opportunities to express their dissatisfaction and/or positive feelings about the company through blogs, websites, forums and social media (Luoma-aho, 2010). Since the Internet can play a big role in a crisis situation, the next paragraph will explain the social-mediated crisis communication (SMCC) model (Liu et al., 2011).

4.10.1 The SMCC-model

The SMCC model⁵ helps navigate the rapidly evolving social media landscape in order to understand how individuals use social media to communicate information in the event of an organizational crisis (Liu et al., 2011). This model is focusing on three main social media user groups. The three groups can be characterized as the following: *influential social media creators*, *social media followers* and *social media inactives* (ibid). The first social media user group is influential social media creators. This group is characterized by individuals or organizations, who create crisis communication for other users to consume. The second social media user group is social media followers and is characterized by individuals consuming the crisis information the creators produce. Finally, the third social media user group is the social media inactives. This group might consume some of the influential social media creators’ crisis information, but only indirectly. If they consume crisis information indirectly, it can be through offline word-of-mouth communication with other social media followers, or through traditional media who are following influential social media creators. (ibid). By identifying a company’s social media user groups, it can be analyzed if the use of social media has been effective during a crisis.

This above mentioned theory part leads me to the following hypothesis:

H₂: Social media leads to crises being intensified.

⁵ Please see figure 4

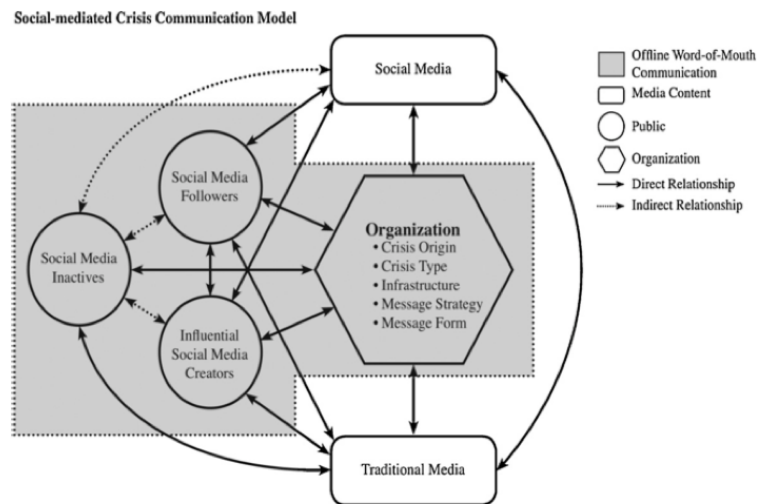


Figure 4, Liu et al., 2011, p. 347.

4.11 Reputation management

Fombrun & Van Riel begins their book *'Fame & Fortune - How Successful Companies Build Winning Reputations'* with the following statement: *"Anyone who follows the news knows that reputations matter."* (Fombrun & Van Riel, 2004, p. 1). It can be complex to explain how to build and measure reputation, and why it matters. In the following section, I will take a closer look on what reputation is and how you can build a high reputation.

4.11.1 Definition of reputation

This thesis will analyze aspects regarding reputation management and how to build and measure a good reputation. It is therefore necessary to understand and define what the concept reputation is. Fombrun defines organizational reputation as *"The sum of the images of the various constituencies have of an organization"* (Doorley, 2011). This is taken into further understanding by Doorley and Garcia who defines reputation as *"Reputation = Sum of Images = (Performance and Behavior) + Communication"* (Doorley & Garcia, 2011).

From Doorley and Garcia's reputation definition, it is clear that a company's performance, behavior and communication all together are critical components of their reputation. As the three components can be very extensive, Fombrun and Van Riel takes this definition a step further and present five specific principles that can be used as key ingredients for building a strong reputation. They explain the five principles as: *"[...] key ingredients for building star-quality reputations."*

(Fombrun & Van Riel, 2004, p. 86). This thesis will look further into the five principles in order to measure the reputation of Copenhagen Zoo. By this it will be clear if Copenhagen Zoo have weaknesses within reputation management, and if their reputation is suffering after the crisis.

4.11.2 How to build a good reputation

As mentioned above, Fombrun and Van Riel present five principles that can be used as key ingredients for building a good reputation⁶.

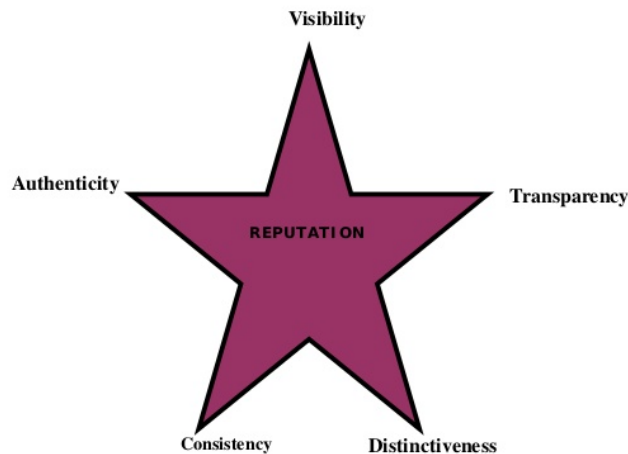


Figure 5, Fombrun & Van Riel, 2004, p. 86.

4.11.3 Principle 1: Be Visible

In order to create a high reputation a company must be visible. Without visibility there is no real reputation. Fombrun and Van Riel argues that familiarity with a company, most of the time, will positively influence their reputation with the public. Companies with a strong reputation are therefore expected to be more visible across all media (Fombrun & Van Riel, 2004). That being said, it is important to mention the benefits of visibility is heavily depending on the type of exposure the company achieves. E.g. visibility tends to hurt the reputation of tobacco companies as they naturally become visible for all of the wrong reasons. Visibility can therefore both be leveraged to achieve enhanced reputation, but it can also have negative effects on reputation. In a modern digitalized world developing a high negative visibility can happen overnight. Fombrun and Van Riel argues that only positive visibility can result in a strong reputation, where negative visibility has no reputational benefits at all (ibid).

⁶ Please see figure 5

4.11.4 Principle 2: Be Distinctive

In order to create a high reputation a company must be distinctive. This means the company has to stand out in order to reduce the efforts an investor or consumer has to make in order to build a sophisticated understanding of the company (Fombrun & Van Riel, 2004).

4.11.5 Principle 3: Be Authentic

In order to create a high reputation a company must be authentic. The public values authenticity, and if you want to be considered as the real thing, you cannot fake it for very long. Authenticity can trigger emotion, and it is hard to build a reputation without any emotional appeal. Fombrun and Van Riel argue the primary driver of reputation across the world is the emotional appeal companies have to the consumers. Authenticity is therefore a main driver for reputation. If a company is authentic they are being perceived as real, genuine, trustworthy and reliable. Being authentic can be defined as narrowing the gap between claims and action - in other words, who you are as a company and what you say and do. This is hard to achieve, and in order to do so, the authenticity must come from within (Fombrun & Van Riel, 2004).

4.11.6 Principle 4: Be Transparent

Another principle is being transparent. If companies want to build a strong corporate reputation, it is important to be transparent in their communication and actions. Transparency can help build, maintain and defend a company's reputation by making more and better information available about themselves. When being more transparent the public will perceive them as more credible and accountable (Fombrun & Van Riel, 2004). A transparent company will allow stakeholders to gain access to all relevant information they need, in order to evaluate the current operations and future prospects of the company (ibid).

4.11.7 Principle 5: Be Consistent

The final principle is to be consistent. This means in order to create a high reputation, companies must be consistent in their actions and communication - not just to some, but to everyone. Consumers daily witness numerous messages broadcasted to them by companies and by the media. As it is impossible to take in all of the messages, consumers both consciously and subconsciously select the messages that are relevant to them, and the rest is screened out. It is therefore important companies are being consistent across all stakeholder groups and throughout all communication and initiatives. Some of the tools companies can use to build consistency are using a common logo, adopting logical brand architecture and creating a communication plan (Fombrun & Van Riel, 2004).

4.11.8 Expressiveness

To sum up, Fombrun and Van Riel states a strong reputation appears if companies build emotional appeal. To do so it requires companies *expressing* themselves both convincingly, sincerely, authentically and credibly to their stakeholders. Fombrun and Van Riel explains expressiveness as: “By *expressiveness*, we mean a willingness by companies to put themselves out there, to convey who they are, what they do, and what they stand for.” (Fombrun & Van Riel, 2004, p. 95). Companies can vary notably in the degree to which they achieve being visible, distinctive, authentic, transparent and consistent in their self-presentations. A great example of a company that has high expressiveness is Coca-Cola. They express themselves, and the public can therefore identify with them. Figure 6 explains the five core dimensions of expressiveness. From the figure⁷ you can score companies on the degree to which they express themselves effectively to their stakeholders through targeted communications and initiatives. The greater a company’s expressiveness is, the more likely they are to be emotionally appealing to their stakeholders (Fombrun & Van Riel, 2004).



Figure 6, Fombrun & Van Riel, 2004, p. 96.

Expressiveness can contribute to a strong reputation in two different ways. The first way expressiveness contribute to reputation building is by helping consumers to make critical decisions by reducing the amount of information processing they have to go through. E.g. by being more *visible*, information about the company is widely available and consumers therefore do not need to search in order to gain insights about the company. By being more *authentic* a company is more likeable

⁷ Please see figure 6

and trustworthy, and is therefore more likely to attract new consumers, investors and employees. By being *transparent* a company is more credible, and it will automatically reduce the need to verify their actions. By being *distinctive* a company will stand out and it will therefore be easier for consumers and investors to understand the company from the rest. Finally, by being *consistent* the width of a company's activities is clarified and interpretable (Fombrun & Van Riel, 2004). By being expressive companies therefore hand out selected information about themselves in attractive packages for stakeholders. Expressiveness is in other words a way to simplify information and hereby make it easier for stakeholders to understand the company, and reduce the need for additional time consuming research (ibid). The second way expressiveness contribute to reputation building is by promoting a shared understanding of the company among both employees, investors and consumers. By being *visible, distinctive and transparent* a company's core purpose, values and beliefs are being revealed. At the same time, being *consistent* in messages and initiatives, shapes the shared values of both internal employees and external stakeholders (ibid). To sum up, the better a company's expressiveness is, the more likely they are to be emotionally appealing to their stakeholders and thereby more likely to build a stronger reputation.

This above mentioned theory part leads me to the following hypothesis:

H₃: A crisis affects reputation negatively.

4.12 Issue Management

When discussing reputation building it is also relevant to look at issue management. An issue may damage or negatively affect a company's reputation (Cornelissen, 2011, pp. 180-183). Issues have different levels and can either be latent, active, intense or a crisis. Once an issue has become active, it can go from being intense to become an actual crisis (ibid). Cornelissen defines an issue as: “(1) *a public concern about the organization's decision and operations, which may or may not also involve (2) a point of conflict in opinions and judgements regarding those decisions and operations.*” (Cornelissen, 2011, p. 180). Another definition is the issue management expert, Howard Chase's, explanation: “*an unsettled matter which is ready for a decision.*” (ibid).

Companies can follow specific guidelines in order to prevent latent/active issues to morph into intense issues or a crisis. This process is called the issue management process and is the proactive attempt to recognize and manage issues in order to prevent or limit damage to the organization's reputation (Cornelissen, 2011). The issue management process consists of four different stages:

environmental scanning, issue identification and analysis, issue-specific response strategies and evaluation (ibid). In the following section the four stages will be further explained.

4.12.1 Environmental scanning

By scanning the environment, companies can identify trends and discover any potential issues in relation to the company operations and important stakeholder groups. In order to scan the environment a company can use the analytical tool called a SWOT analysis. A SWOT analysis will help investigate a company's strengths, weaknesses, opportunities and threats (Cornelissen, 2011). Strengths and weaknesses clarifies position in the market, advantages, capabilities, operations, stakeholders, competitor actions, company resources and environmental trends (ibid). Opportunities and threats identify possible chances and warnings within the environment. Examples could be opportunities within the market, shareholder activism or political regulation (ibid).

4.12.2 Issue identification and analysis

From the environmental scanning companies will identify potential and emerging issues they need to keep in the loop. Some of the emerging issues might become active, and once they do, they need to be further analyzed (Cornelissen, 2011). The purpose of issue analysis is to find out how intense the issue is in the public domain. Examples of this can be how likely the issue is to impact opinion of the public, if key stakeholders are involved with the issue, if there is a change of the issue to continue growing and if the issue might trigger government action (ibid). The position-importance matrix⁸ (Figure 7) is a useful tool in order to analyze stakeholder and public opinions on an issue.

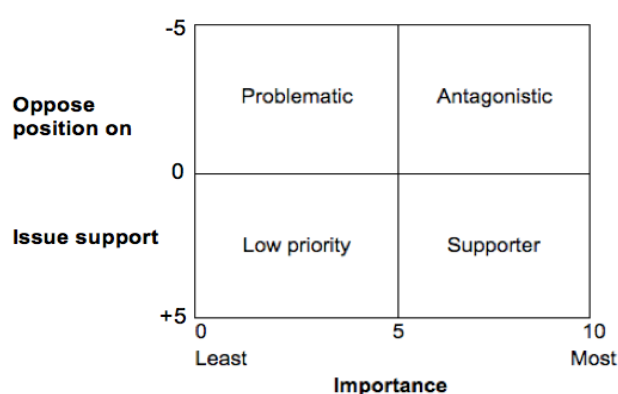


Figure 7, Cornelissen, 2011, p. 184.

⁸ Please see figure 7

The position-importance matrix is focused on the position of a stakeholder or public in relation to the issue. Stakeholders and publics will be categorized based on their position on the issue and their importance to the company. First, important stakeholders and publics will be placed on the vertical axis based on whether they oppose or support the issue. Second, the importance of the stakeholders and publics is placed on the horizontal axis - it varies from least to most important. When discussing importance it means importance to the company and towards an efficient solution of the issue. Third, the location of the stakeholders and publics can be plotted in the matrix (Cornelissen, 2011). Four different stakeholder/public categories will result from the position-importance matrix analysis. Category one is *problematic stakeholders/publics*. Stakeholders and publics placed in this category are likely to oppose or be unpleasant towards the company. The group is not of great importance to the company and therefore it has little power to put pressure on the company (ibid). The second category is *Antagonistic stakeholders/publics*. Stakeholders and publics placed in this category are likely to oppose or be hostile towards the company, and are of great importance in relation to power and influence (ibid). The third category is *low priority stakeholders/publics*. Stakeholders and publics placed in this category are likely to support the company, but are relatively unimportant in relation to power and influence (ibid). The fourth and last category is *supporter stakeholders/publics*. Stakeholders and publics placed in this category are likely to be supportive of the company and are of great importance in relation to power and influence (ibid). Based on the position-importance matrix analysis the company have the opportunity to deal with each stakeholder/public in the best appropriately way. Once the stakeholder/public analysis is done it is also relevant to identify the current stage of the issue, in order to know if the issue is active, intense or a crisis (ibid).

4.12.3 Issue-specific response strategies

Once the issue has been analyzed, the company has the basis to identify an appropriate response. The company can select from three different issue-response strategies (Cornelissen, 2011). The first strategy is called the *buffering* strategy. This strategy entails trying to stonewall the issue and trying to make the development delayed. This is usually done by remaining silent and trying to keep the issue from the stakeholders and the public (ibid). The second strategy is called the *bridging* strategy. With this strategy the company tries to remain open to change and to recognize the issue. They will try and adapt to external expectations of important stakeholders and the public (ibid). The third strategy is called the *advocacy* strategy. With this strategy the company will try and change stakeholder expectations and opinions about the issue (ibid).

4.12.4 Evaluation

The last stage of the issue management process is the evaluation. When evaluating the overall process, it is firstly important for the company to understand what stage the issue is now at. Furthermore the company needs to evaluate if stakeholder and public opinions and expectations has changed in the process, and if the selected response strategy has helped the situation successfully (Cornelissen, 2011).

This above mentioned theory part leads me to the following hypothesis:

H₄: Issue management can lead to a stronger reputation.

Chapter 5 presents the analysis model of the thesis, after which the actual analysis will take place in chapter 6. A discussion of the main points of the analysis will be discussed in chapter 7. Finally the thesis will be rounded off with a conclusion in chapter 8.

5. Analysis model

In the following section I will explain the analysis model and analytical method of the thesis. The analysis is based, as mentioned earlier, on empirical data in the form a quantitative online questionnaire survey, two in-depth TV interviews with the scientific director, Bengt Holst, Facebook updates made by Copenhagen Zoo - including selected main comments, Copenhagen Zoo's press release about the euthanizing of the giraffe Marius and newspaper articles. The two TV interviews are transcribed. The quotations will therefore be reproduced, as they were said with reference to the interview itself in the appendices. Moreover, quotes from Facebook are available in full length in appendix 21-25 and will be reproduced as they were written on the Copenhagen Zoo Facebook page. This includes mis-spelling and capitalization.

The crisis communication analysis will address two sub arenas in the rhetorical arena that opened in connection with the Marius case: traditional media (1) and social media (Facebook) (2). It can be argued splitting the traditional media arena in two sub arenas in terms of traditional media in Denmark and foreign countries, but these will be treated as one sub arena in the analysis. Many different voices and actors entered the sub arenas between February 5th to February 28th, which is what the analysis will focus on. Moreover, the analysis will address if the use of social media during the crisis has been effective by identifying Copenhagen Zoo's social media user groups. In addition to this, the analysis will address the reputation of Copenhagen Zoo after the crisis, to see if

the crisis had an effect on their reputation. Finally, the analysis will also address what specific guidelines Copenhagen Zoo should follow, if they want to proactively identify and control similar situations in the future. The analysis is divided into six steps, which will be now be further explained.

5.1 Step one: Analysis of voices in the sub arena 1 (traditional media) and 2 (Facebook)

Step one consists of reading and coding the empirical data and pointing out the different voices in the sub arenas. In the coding, which is shown on the right side of the appendices, it will be specified if the voices are journalists associated with a specific newspaper/news station, a professional individual or an expert. Moreover, step one will specify the attack and crisis response strategy used by the different voices. Additionally, use of rhetorical devices in terms of appeal forms and terminology will be specified. Step one will furthermore indicate if a voice is from Denmark or abroad.

5.2 Step two: Analysis of applied crisis communication strategies

The second step is an analysis of the communicative processes that took place in the sub arenas. This part of the analysis is divided into three parts: the traditional media and social media (Facebook), followed by Copenhagen Zoo's handling of the case both in traditional media and on social media. Based on the analysis of the sub arenas and applied crisis communication strategies, step two will also analyze, what type of crisis the Marius crisis is.

5.3 Step three: Analysis of social media user groups

In the third step, the social media user groups present on Copenhagen Zoo's Facebook page will be analyzed. Moreover, the analysis will examine if Facebook was a good media choice and an effective communication channel during the Marius crisis.

5.4 Step four: Reputation analysis

The fourth step is the reputational effect of the Marius crisis. The reputation analysis will examine if the Marius crisis had an effect on Copenhagen Zoo's reputation. Furthermore, the analysis will investigate if Copenhagen Zoo possess the five reputation principles that are used as key ingredients for building a good reputation.

5.5 Step five: Issue management analysis

The fifth step will analyze how Copenhagen Zoo proactively can identify and control similar situations in the future, by using the issue management process. The analysis will investigate how Copenhagen Zoo can use the issue management process, and if they can benefit from using it.

5.6 Step six: Discussion and conclusion

The final step is a discussion and conclusion of the results of the analysis. The goal is to sum up and compare the crisis communication during the crisis, in both traditional and online media. Furthermore, it should be clear, what effect the crisis had on Copenhagen Zoo's reputation and how they can proactively identify and control similar situations in the future. Finally, it should be discussed and concluded if what the public believed to be a crisis, actually was intentionally planned by Copenhagen Zoo.

The analysis steps will all take place in chapter 6, whereas the discussion and conclusion of the thesis will take place in chapter 7 and 8. The total analysis model can be seen from the following figure⁹.

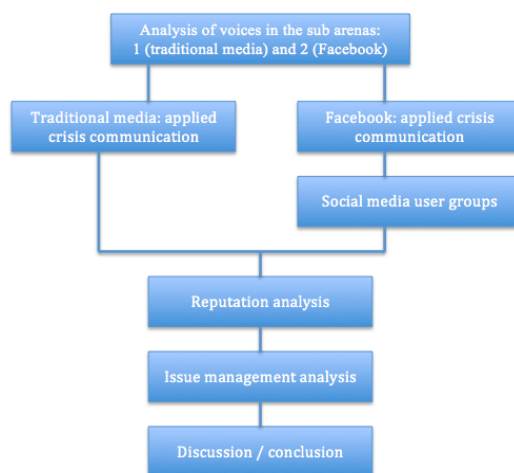


Figure 8: Analysis model

6. Analysis

6.1 Crisis communication theory

Based on the analysis model¹⁰ I will analyze parts of the collected empirical data in the following chapter. In the following section, **H₁** will be tested. To test **H₁** I will explain the rhetorical arena,

⁹ Please see figure 8

that has appeared in connection with the Marius case. After presenting the different actors and voices and their communication, the two sub arenas will be analyzed. Moreover I will compare the crisis communication in both traditional and social media and analyze what type of crisis the Marius crisis is.

6.1.1 The Marius crisis

The rhetorical arena of the Marius case opens up when the Copenhagen Zoo press release is published on February 5, 2014. Four days later, on February 9, Copenhagen Zoo releases a status update regarding the Marius case on their Facebook page and participates in the Channel 4 News interview. These actions trigger new actors and voices to join the rhetorical arena. I will now look further into the communication, taking place on micro level in the mentioned sub arenas.

6.1.2 Traditional media

The empirical data that form the traditional media is two TV interviews with the scientific director, Bengt Holst, on respectively Channel 4 News from February 9th and TV2 Lorry from February 14th. Furthermore, the empirical data includes articles from Berlingske Jyllands-Posten, Politiken, The Guardian, The Daily Mail and The Telegraph from the period February 10th to February 15th, 2014. The coding of the collected data will specify the actors and voices present in the traditional media¹¹. As shown, there are several actors with more than one voice. The many voices can mean that one actor represent the Marius case from several angles or create massive awareness about one certain negative or positive aspects of the case. This could affect the exposition of the case in the media.

Actors/voices:	Voices in terms of:
Politiken	Nikolaj Heltoft, Fatima Sabir, Charlotte Holm Pedersen
Jyllands-Posten	Signe Haahr Lindegaard, Jette Elbæk Maressa
Berlingske	Kristoffer Zøllner, Steen A. Jørgenssen, Pernille Dreyer, Karoline Spenner Kjeldberg
The Guardian	Ben Fogle, Lars Eriksen, Maev Kennedy
The Daily Mail	James Tozer, Mark Shand
The Telegraph	Colin Freeman, Agence France-Presse (AFP)
Experts	Peter Sandøe (professor of animal ethics at the University of Copenhagen), EAZA (The European Association of Zoos and Aquaria)
TV2 Lorry	Nanna Holst (interviewer), speaker
Channel 4 News	Matt Frei (interviewer)
Copenhagen Zoo	Bengt Holst (scientific director)
Professional individuals	Rikke Wang (founder of the Facebook group "Imod aflivning af giraffen fra Zoo i København"), Claus Hjelmbak (promoter), Stine Jensen (Organization Against the Suffering of Animals), Kristian Madsen (Politiken)

Table 1: Actors in traditional media

¹⁰ Please see chapter 5

¹¹ Please see table 1

After having identified the actors and voices present in traditional media, I will analyze their use of crisis communication strategies. This is done by analyzing crisis communication strategies and rhetorical devices based on selected quotes and comments from traditional media¹². First I will analyze the attackers of the Marius crisis, based on Benoit and Dorries' four attack strategies¹³. Following the defenders of the Marius crisis will be analyzed, based on Coombs' crisis response strategies¹⁴. Finally, I will analyze how Copenhagen Zoo managed the crisis communication in traditional media.

6.1.3 Attack strategies

When looking at the critics of Copenhagen Zoo within Denmark, they are very moderate in their attacks. However, the voices are still attacking Copenhagen Zoo in different ways. When looking at the critics of Copenhagen Zoo outside of Denmark (mainly in the UK), many of the voices are using a rougher and emotional language especially marked by pathos appeal. Especially two types of attack strategies are being used both in and outside of Denmark. The attack strategies are planned action and innocent / helpless victim. The use of the planned action attack strategy is demonstrated in the following examples: *"But forgive me; the whole thing is cruel. I mean the dismemberment of this animal and then seeing the lions feasting on it."* (Frei, 2014)¹⁵. *"Danish zookeepers kill healthy baby giraffe with a bolt gun because he was 'surplus to requirements' then feed him to the LIONS."* (Tozer, 2014)¹⁶. *"In the chilly dawn of Sunday morning a healthy young giraffe in a Danish zoo was given its favourite meal of rye bread by a keeper – and then shot in the head by a vet."* (Eriksen & Kennedy, 2014)¹⁷. *"[...]the zoo's scientific director, Bengt Holst, defended the execution, claiming that Marius had been 'surplus to requirements'."* (Shand, 2014)¹⁸.

From the above examples it can be analyzed that Copenhagen Zoo planned the euthanizing of Marius. When journalists write that Copenhagen Zoo killed, dismembered and shot Marius, they indirectly say that it was a premeditated murder and a planned action and Copenhagen Zoo thereby have high attribution of responsibility. Killing and dismembering an animal is a serious action, while a euthanization often has a cause. By referring to the euthanization as 'killing' and emphasiz-

¹² Please see appendix 6-20

¹³ Please see section 4.4

¹⁴ Please see section 4.6

¹⁵ Please see appendix 4

¹⁶ Please see appendix 16

¹⁷ Please see appendix 18

¹⁸ Please see appendix 20

ing that Marius was 'shot in the head', the different actors are saying that it is intentional murder. Statements like these are repeated in many of the Danish and foreign articles. The voices all agreed that the Copenhagen Zoo's action has been scheduled and planned. This strategy can influence other stakeholders in the case, which can intensify the crisis threat to Copenhagen Zoo's reputation.

In addition to the use of planned action attack strategy, the critics also used the innocent / helpless victim strategy. The use of the innocent / helpless victim strategies are demonstrated in the following examples: "[...]poor 18 months old Marius who was dismembered in front of the audience." (Zøllner; own translation, 2014)¹⁹. "The giraffe Marius was murdered, while the polar bear Knut was bottle feeding." (Maressa; own translation, 2014)²⁰. "Danish zookeepers kill healthy baby giraffe with a bolt gun because he was 'surplus to requirements' then feed him to the LIONS." (Tozer, 2014)²¹.

By emphasizing that Marius is 'poor', it indicates that the victim is innocent. Marius is constantly referred to as a baby, which can be seen as a human quality. Moreover, the age of Marius (18 months) is highlighted, which means that the animal is very young. This can intensify the case seriously, because the stakeholders can equate the age of Marius with the age of a baby. At the same time, the critics point out that Marius is healthy, which helps to emphasize that killing is meaningless, in the eye of the critics.

Not only voices in the form of journalists used the innocent / helpless victim attack strategy. Virginia Morell from National Geographic expressed the following to Jyllands-Posten: "Based on this, she finds it particularly degrading that the zookeeper lured Marius in his death by using his favorite food." (Morell; own translation, 2014)²². Virginia Morell points out that Marius was lured to eat food with anesthesia in it, which later resulted in Marius being killed. She therefore believes the zookeeper took advantage of Marius' trust and subsequently killed him. In other words, she says that Marius was an innocent victim who did not deserved to die, just because he trusted the zookeepers.

The attack strategies are not used alone, but supported by some rhetorical devices. The traditional media seems to primarily use two types of rhetorical tools, which is value-loaded wording and

¹⁹ Please see appendix 6

²⁰ Please see appendix 14

²¹ Please see appendix 16

²² Please see appendix 14

appeal forms. This will be further elaborated on in the following section.

6.1.4 Rhetorical devices

In both Berlingske and Jyllands-Posten journalist uses pathos in an attempt to appeal to the emotions of the reader. Two examples of this can be seen in the following: "[...]poor 18 months old Marius who was dismembered in front of the audience." (Zøllner ;own translation, 2014)²³. "The giraffe Marius was murdered, while the polar bear Knut was bottle feeding." (Maressa; own translation, 2014)²⁴.

Dismembered, poor and murdered are all value-loaded words used to intensify the episode significantly. The actors are trying to play on the reader's' emotions by using words to create images in the mind of the reader. At the same time the words are directed to ethically wrong actions, and does not indicate that Zoo had a reason for euthanizing Marius. Moreover, a lot of the foreign actors are using a rough and emotional language and a lot of pathos appeal. Examples of this can be seen in the following: "His carcass was then skinned and chopped up while visitors crowded around and the meat was fed to the lion population." (Tozer, 2014)²⁵. "But as the two-year-old giraffe learned to his cost yesterday, there is no fellow creature so ruthless as the Danish zookeeper." (Freeman, 2014)²⁶. "The death of Marius, an 18-month-old giraffe considered useless for breeding because his genes were too common." (Eriksen & Kennedy, 2014)²⁷.

Especially the vocabulary is appealing to the emotions of the readers. Expressions such as carcass, skinned and chopped up are extremely violent and descriptive. Using value-loaded words like these might evoke (negative) emotions to the reader and give negative associations. The employees of the Zoo are described as ruthless, suggesting that they are cold without any empathy for the young giraffe they are killing.

6.1.5 Response strategies

As mentioned in the section about the use of attack strategies in traditional media, the Danish actors were in general very moderate in their attack of Copenhagen Zoo. In addition to this, it is analyzed that several of the attacking Danish actors also defend Copenhagen Zoo. Two response strategies are mainly used: justification, which means the actor is trying to minimize the perceived damage,

²³ Please see appendix 6

²⁴ Please see appendix 14

²⁵ Please see appendix 16

²⁶ Please see appendix 17

²⁷ Please see appendix 18

and denial, meaning the actors asserts that there is no crisis. Two examples of this can be seen in the following: *“So there was no real alternative but euthanizing the animal, the alternative would have been far worse both for the other existing and future giraffes. It was therefore justifiable that Zoo euthanized the giraffe.”* (Sabir; own translation, 2014)²⁸. *“Copenhagen Zoo is part of a European breeding program for giraffes and other animals, which will help set the framework. Therefore, it is sometimes necessary to kill a healthy animal in order to maintain a healthy population.”* (Lindegaard; own translation, 2014)²⁹.

Moreover, mainly Danish actors were defending Copenhagen Zoo in traditional media. In fact, EAZA and Peter Sandøe (professor of animal ethics at the University of Copenhagen) were some of the only actors defending Copenhagen Zoo outside of Denmark. Examples of EAZA and Peter Sandøe’s defense can be seen in the following: *“Copenhagen is highly involved in these programmes and took a transparent decision that the young animal in question could not contribute to the future of its species further, and given the restraints of space and resources to hold an unlimited number of animals within our network and programme, should therefore be humanely euthanised.”*³⁰ (EAZA, 2014) *“Arguing that “one of the most fundamental aspects of animals’ conditions in the wild is that only a fraction of them survive,” Sandoee lashed out at what he called the “Disneyfication” of zoos.”*³¹ (Sandøe, 2014). The case of Marius is not referred to as a crisis but instead argued to be the right decision. Sandøe and EAZA are therefore using a denial strategy, as they deny the existence of the crisis. Sandøe and EAZA suggests that Copenhagen Zoo have made a beneficial decision that is best for the giraffe herd.

6.1.6 Rhetorical devices

In the defense of Copenhagen Zoo, the logos appeal is frequently used. This appeal form appeals to the common sense of the reader. In the following is an example of the use of logos: *“The truth is that it is far from the first time that a zoo euthanize an animal because the animal does not fit into the breeding program. It is actually quite normal, and is done to avoid inbreeding and overpopulation among the animals.”* (Kjeldberg; own translation, 2014)³². In the above quote, Karoline Spenner Kjeldberg (Berlingske) appeal to readers’ common sense by providing facts and factual arguments about the decision made by Copenhagen Zoo. Marius could not stay in the herd, without

²⁸ Please see appendix 10

²⁹ Please see appendix 7

³⁰ Please see appendix 18

³¹ Please see appendix 18

³² Please see appendix 13

the risk of inbreeding and overpopulation, which is why he was euthanized.

6.1.7 Copenhagen Zoo

In the following I will analyze how Copenhagen Zoo managed the crisis communication in traditional media. In the traditional media, Copenhagen Zoo have been an active voice and tried to handle the matter in good faith. Copenhagen Zoo's primary defense strategy has been the denial strategy. They have denied the existence of the crisis by emphasizing, that the euthanizing of Marius has been a normal procedure and is not a crisis. Moreover, Copenhagen Zoo used the reminder strategy, to try and convince stakeholder about why their decision benefit the overall giraffe population in Europe. An example of this can be seen in the following: *"Zoo giraffes are part of an international breeding program that constantly ensures that there is a healthy population of giraffes in European zoos. This is done by constantly ensuring that only unrelated giraffes are breeding, to avoid inbreeding, and it is done by sorting out other giraffes that are already well represented in the population."*³³ (Zoo; own translation, 2014).

Copenhagen Zoo are not at any time admitting there is a crisis, but deny its existence. Instead, they use the reminder strategy when speaking about the crisis. Each time the euthanizing or feeding of the lions is mentioned, Copenhagen Zoo explains it is a standard procedure benefitting x and y. Another example of this can be seen in the following: *"After the euthanizing we will perform an autopsy, as we do with all animals dying in the Zoo. In this way, we gather important knowledge about giraffes in general, this knowledge may benefit other giraffes in the future."* (Zoo; own translation, 2014)³⁴. An autopsy provides important knowledge about the giraffe, feeding on carcasses is healthy for the lions and there is limited space available. Euthanizing Marius therefore serves a good purpose, which is to ensure a healthy animal population in Copenhagen Zoo. They find it a necessity to follow the rules of EAZA's breeding program. Copenhagen Zoo therefore try to defend themselves in all newspaper articles and the TV interviews, with the purpose to convince their stakeholders they are doing the right thing. They never state that they have done something wrong, but instead focus on how the other animals can benefit from their actions.

6.1.8 Rhetorical devices

Overall, Copenhagen Zoo use logos appeal in their argumentation, attempting to appeal to the readers' common sense. Copenhagen Zoo also states directly that they cannot take critics, guided by

³³ Please see appendix 1

³⁴ Please see appendix 1

their feelings, into consideration: *"We have been very steadfast because we know we've made this decision on a factual and proper basis. We can't all of a sudden change to something we know is worse because of some emotional events happening around us."*³⁵ (Holst, 2014). The above is a good example of Copenhagen Zoo's argumentation. It is factual and objective and supports their defense. Moreover, Copenhagen Zoo's choice of words is mainly neutral and factual. The logos appeal is recurrent used throughout Copenhagen Zoo's defense in traditional media.

6.1.9 Facebook

As mentioned earlier, Copenhagen Zoo have been very active on Facebook throughout the Marius crisis. They have posted several status updates on the topic of Marius, which Facebook users have been able to 'like' and comment. The empirical data that form the Facebook analysis is five status updates made Copenhagen Zoo in the period from February 9 to February 11, 2014³⁶ as this is when they addressed the crisis on Facebook. The updates are in English, but were also written in Danish. Furthermore, the empirical data also includes 5 main comments from each update made by Danish and foreign Facebook users. A main comment is a comment that has received the most 'likes' or comments and thus the most attention.

Actors/voices:	Voices in terms of:
Danish actors	Danish Facebook users
Foreign actors	Foreign Facebook users
Copenhagen Zoo	Copenhagen Zoo Facebook page administrator

Table 1: Actors on social media (Facebook)

Based on the coding of the five status updates and related main user comments, Facebook has three different actors³⁷. The three different actors can be categorized as Copenhagen Zoo, the Danish actors and the foreign actors. The Danish and foreign actors have many voices, while Copenhagen Zoo speak with one voice. Copenhagen Zoo also chose not to respond to user comments, but only make status updates. On the Facebook page of Copenhagen Zoo, which it targeting both Danish and foreign users, thousands of individuals comment on their status updates. They are all voices in the case. It has not been possible to collect information on whether an operator is connected to a specific organization, as the majority of users have a closed profile, which means that the information is hidden. If an actor belongs to a certain organization, it will be indicated.

³⁵ Please see appendix 18

³⁶ Please see appendix 21-25

³⁷ Please see table 2

6.1.10 Attack strategies

Based on the coding of selected Facebook comments, I will analyze the actor's' use of attack strategies. When looking at the different actors present on Facebook, the majority of the critics are foreigners. Overall, only few Danes attacked Copenhagen Zoo, but when they did, they mainly used two types of attack strategies. Innocent / helpless victim and planned action. The same applies for the foreign critics. Examples of the use of innocent / helpless victim can be seen in the following: *"The truth is you fucked up big time and murdered an innocent animal for NO GOOD REASON!"* (Davies, 2014)³⁸. *"Just slaughtering a baby and then feeding it to your lions etc: is unacceptable."* (Wilson, 2014)³⁹.

The actors directly indicate Marius was an innocent and helpless victim who did not deserve to be euthanized. Moreover, the critical actors on Facebook used the attack strategy, planned action, which is demonstrated in the following quotes: *"Your reasons for "MURDERING" this beautiful young Giraffe, is bullshit and inexcusable."* (Kirby, 2014)⁴⁰. *"It beggars belief that you have murdered a perfectly healthy animal."* (Gardiner, 2014)⁴¹. Common for a lot of the critics is, that they all agree a murder took place. A murder is a serious and markedly different action than a euthanization. When using words like 'murder', it indicates the actors believe Copenhagen Zoo planned the action, which increases the degree of Copenhagen Zoo's responsibility. The accusations are very rhetorical violent and tough, which will be discussed in the following section.

6.1.11 Rhetorical devices

The attacking actors on Facebook are mainly using the pathos appeal, which means a lot of the arguments are appealing to the emotions of the reader. Moreover, a lot of the foreign actors are using a hard and emotional rhetoric with many value-loaded words. An example of this could be: *"You know that HITLER murdered millions of people for the exact same reason you gave in the interview as to why you are killing this baby! "* (Petch--Pollard, 2014)⁴². The use of words such as murder and killing are both referring to terrible actions and can thereby intensify the negative perception of Copenhagen Zoo. Furthermore, the euthanization is also compared to Hitler's

³⁸ Please see appendix 21

³⁹ Please see appendix 21

⁴⁰ Please see appendix 22

⁴¹ Please see appendix 22

⁴² Please see appendix 21

extermination of the Jews, which is a violent and serious accusation of inhuman and terrible actions.

6.1.12 Response strategies

The majority of the Copenhagen Zoo's defenders are found among the Danish actors. They primarily used the denial response strategy combined with the reminder response strategy. Moreover, use of the response strategy attack the accuser is frequently used. The use of the denial response strategy, is among others, reflected in the following image:

Thank you Zoologisk Have in Copenhagen

I just want to state that I fully trust how you treat the animals in Copenhagen Zoo and that you do what is best for the single animal - that is more than you can say about several other Zoos around the world and animal parks such as Sea World etc.

Thank you, because:

- 1) You put breeding programmes before feelings
- 2) You treat the animals like animals - and not like human
- 3) You take the consequence of too many animals at the same spot
- 4) You allow the animals in zoo to breed naturally, which stimulate their natural instincts
- 5) You stimulate other animals by letting them eat other animals
- 6) You operate with serious organizations as EAZA
- 7) You teach Danish kids what life ALSO can be and don't hide the reality
- 8) You contribute to science by giving parts of animals you put down to research
- 9) You make us remember, that animals are NOT Disney cartoon characters
- 10) You take your responsibility serious and make a great and professional job!



(Appendix 23 & 25)

The picture was used as a comment by several of the actors, both Danish and foreign. The picture was used in response to Copenhagen Zoo's status updates, whereby they express it is not a crisis, but an act that serves a greater purpose. Users deny the existence of the crisis and presents ten different arguments on why Copenhagen Zoo has done something good (reminder strategy) and not carried out an offensive action.

The use of the attack the accuser response strategy is reflected in the following examples: *"Look to your own country! befor you point your finger off other countries!! In the U.S. they hunted the wolf so must, so it cam on the list of endangered species! In 24 U.S. states you can still hunt the black bear! Many of disse states the allow hunting practices deemed cruel and "unsporting," including spring hunts, baiting, hounding, and the selling and trade of bear parts."* (Tøt, 2014)⁴³. *"Zoo did*

⁴³ Please see appendix 23

the right thing here. People cannot see it has a serious problem with reality. An innocent giraffe. Frankly” (Pedersen; own translation, 2014)⁴⁴. When attacking the accuser, it can help reduce the original prosecutor's credibility. Users point out that the critics are inconsistent in their arguments and hypocritical.

6.1.13 Rhetorical devices

The actors defending Copenhagen Zoo are mainly using the logos appeal. The logos appeal is used to highlight facts to emphasize that the euthanization was justified and reasonable. This was especially used on the picture in the above section, where ten arguments were presented.

6.1.14 Copenhagen Zoo

In the following I will analyze how Copenhagen Zoo managed the crisis communication on social media. Facebook has been Copenhagen Zoo's primary communication channel during the Marius crisis, in addition to the press release and their website. Copenhagen Zoo's communication on Facebook consisted of five status updates in the period February 9 to February 11, 2014⁴⁵. Their primary crisis response strategy on Facebook has been the denial strategy, combined with the reminder strategy. Copenhagen Zoo did not comment or reply to any specific user comments, during the crisis. When analyzing the five different status updates from Copenhagen Zoo, they start using the denial response strategy when they send out the second status update on February 9, 2014. In this update Copenhagen Zoo argued why euthanizing the giraffe is not cruelty: “[...]we do not consider it cruelty to animals to first euthanize a giraffe and then feed it to the lions.” (Zoo, 2014)⁴⁶. Moreover, they recognize that people are upset, but are not apologizing, which indicates they denial of being in a crisis.

On February 10, 2014, Copenhagen Zoo releases the third Facebook update, in which they explain why they used the giraffe to feed the lions, but not why they killed it. They are therefore not defending the actual euthanizing, but the feeding of the lions. In other words, they are referring to the aspects of the case but without mentioning Marius. In this way they are still denying the existence of the crisis. Moreover, they also use the reminder strategy to justify their actions: “*It may seem macabre to feed the lions with a piece of the giraffe – this is why we do it: There are two reasons why we feed our carnivores with carcasses. Firstly for animal welfare reasons; secondly to*

⁴⁴ Please see appendix 22

⁴⁵ Please see appendix 21-25

⁴⁶ Please see appendix 22

ensure that our animals use as much of their natural behaviours as possible. Carcass feeding has an improved behavioural effect on carnivores which is why we fed them with carcasses.” (Zoo, 2014)⁴⁷

Copenhagen Zoo are continuously using a denial response strategy, by not mentioning the concrete crisis. They combine it with the use of the reminder response strategy, by explaining Facebook users the beneficial outcome from their decision. This is achieved by informing the users how it is completely normal to e.g. to remove giraffes from their mother at a young age, that predators feed on meat and how birth control is not a healthy solution for animals.

6.1.15 Rhetorical devices

Copenhagen Zoo's handling of the case on Facebook is characterized by an objective and formal rhetoric. They use the logo appeal and communicate factually and objectively about the case. Furthermore, they support their arguments with the involvement of expert sources and statements.

6.1.16 Summing up

When summing up it is clear that the Marius crisis has been interpreted differently among all of the actors present in the rhetorical arena. First and foremost, mainly all foreign actors used attack strategies such as planned action and innocent / helpless victim, both in traditional media and on Facebook. The foreign actors also used a much more aggressive and tough language in their attacks of Copenhagen Zoo, and their primary appeal form was pathos appeal, in terms of value-loaded wording, which intensified the perception of the crisis. Furthermore, the primary defenders of Copenhagen Zoo during the crisis were Danish actors. The primary defense strategies used were the denial and reminder strategy, denying a crisis took place while highlighting the positive in the euthanizing of Marius. They mainly used the logos appeal, by using logical arguments. What is noticeable is that the majority of the Danish actors defending Copenhagen Zoo in traditional media also used attack strategies towards Copenhagen Zoo. This supports the RAT expanded sender-receiver concept in crisis communication, where one actor can have more than one voice. Finally, Copenhagen Zoo denied the existence of the crisis both in traditional media and on Facebook by using the denial response strategy.

⁴⁷ Please see appendix 23

6.1.17 Crisis type

Based on the different actors and voices in both traditional and social media, I will clarify the crisis type and examine the stakeholders' attribution of responsibility in the matter.

It is clear that the Marius crisis has been interpreted differently. Internally Copenhagen Zoo interpreted the crisis as a standard case involving an animal that is no longer useful to the zoo, and instead will damage the overall giraffe population across Europe. Based on this, the crisis can be seen as an unjustified challenge crisis. The stakeholders, on the other hand, are divided. For the critics, there are several alternatives to the euthanization e.g. rehousing the giraffe in another zoo or castrate the giraffe / use birth control. They therefore interpret the euthanization as murder that could have been avoided, and Copenhagen Zoo's actions are thus seen as inconsistent; it is Copenhagen Zoo's responsibility to take care of animals, not kill them. For others, they see a case of an innocent victim, who should have been spared. They show strong feelings for the giraffe, which shows in their arguments. These stakeholders therefore perceive the crisis as a preventable human-error accident. They believe Copenhagen Zoo has a high degree of crisis responsibility, because they could have avoided the crisis by not euthanizing Marius.

Opposite are the stakeholders who defended Copenhagen Zoo. They deny the existence of the crisis and they are bringing on Copenhagen Zoo's arguments. They support the decision with arguments saying it was the right resolution, even though they had to euthanize the giraffe. Copenhagen Zoo are welcomed for using the opportunity to show the audience how animals in the wild eat, and how a giraffe looks on the inside. These stakeholders relate to the Marius crisis objectively with the idea that animals are euthanized to provide food for other animals (or people), opposed to the critical stakeholders who increasingly seem to be influenced by emotion. The defenders therefore share the perception of the crisis as an unjustified challenge crisis.

Moreover, when looking at Copenhagen Zoo's stakeholders it is important to mention that usually in a situation like the Marius crisis, there will always be an organization targeting the suffering company. Usually in crises regarding animal health and nature, a big organization like e.g. Greenpeace will try and hijack the case. What is remarkable in the Marius crisis is that no big organization got involved. The negative publicity and uproar mainly came from different journalists or private people on Facebook.

Based on my crisis communication analysis of Copenhagen Zoo, H_1 saying a crisis is existing if stakeholders believe an organization is in a crisis, can be confirmed.

6.2 Social media

In the following section, H_2 will be tested. To test H_2 I will, based on my data collection, analyze if Facebook was a good media choice and an effective communication channel during the Marius crisis.

When living in a society where social media is a more and more frequently used medium by both the public and organizations, it seems relatively logic to communicate through Facebook, even in a crisis situation like the Marius crisis. Facebook is an easy medium to communicate through, and the organization can talk directly to the public, but at the same time, communicating through social media can act both as a facilitator and a trigger to crises. After having analyzed how Copenhagen Zoo managed the crisis communication on Facebook⁴⁸, I will now examine if the public believed Copenhagen Zoo managed the crisis communication well. In the following I will present my questionnaire results regarding the use of social media.

First and foremost, the respondents were asked if they follow or like Copenhagen Zoo on Facebook. 15.1% of my respondents said yes, whereas the remaining 84.9% said no. In relation to this, the respondents had to answer to what degree they had read about the situation on Facebook. 15.9% selected 'very much', 50% selected 'some', 9.1% selected 'neutral', 18.8% selected 'not a lot' and 6.3% selected 'not at all'. Moreover, only 3.5% of the respondents participated in the debate on Facebook. Out of the participating respondents, 50% participated by 'liking', 33.3% participated by sharing, 66.7% participated by commenting and 16.7% selected other. Even though only 15.1% follow or 'like' Copenhagen Zoo on Facebook and only 3.5% participated in the online debate, more than half of my respondents (65.9%) either read very much or some about the situation on Facebook. This indicates, that even though a lot of people might not follow or 'like' Copenhagen Zoo on Facebook, the crisis was rarely present on social media, and in the eye of the public - which also shows how powerful social media can be.

In order to examine what the public thought about Copenhagen Zoo's presence on Facebook, I showed my respondents the first Facebook status update about the Marius situation. Based on my

⁴⁸ Please see section 6.1

findings, the respondents found the content of the status update good, necessary and trustworthy. In fact, 58.5% found the content of the message good, 55.6% found it necessary and 45% found it trustworthy. Only 1.8% found the content of the message untrustworthy, 4.1% found it bad, 1.8% found it mean, 4.7% found it insensitive and 5.3% selected 'other'. This clearly indicates, the majority of the respondents believe Copenhagen Zoo are handling the crisis well on Facebook. Furthermore, the respondents were asked if they believe Facebook is an appropriate medium to use in a situation like the Marius crisis. 80.7% said yes, and 19.3% said no. When it comes to credibility as a news source, 3.5% of my respondents find Facebook highly credible, 29.8% find it credible, 26.9% are neutral, 29.8% find it somewhat credible and 9.9% do not find it credible at all.

From my questionnaire results it can be discussed that the majority of the respondents (65.9%) were aware of the situation happening on Facebook during the Marius crisis, even though only 15.1% follow or 'like' the Facebook page of Copenhagen Zoo. Moreover, the respondents believe the voice of Copenhagen Zoo on Facebook was good, necessary and trustworthy. Finally, the majority of the respondents (80.7%) believed Facebook was an appropriate medium to use as a communication platform in the given situation, and a third of the respondents (33.3%) find it either highly credible or credible.

6.2.1 SMCC-model

In the following section I will identify the social media user groups present on Copenhagen Zoo's Facebook page. Based on gathering a lot of main comments from Copenhagen Zoo's Facebook page, many posts indicate that they have a lot of influential social media creators. This is shown by several main comments showing either aggression/negativity or support towards Copenhagen Zoo and their decision. An example of a post from an influential social media creator can be seen in the following: *"Euthanizing? Please consider your cognitive capacities. We had a zoo director here on Dutch television who claimed the giraffe was welcome in his zoo. It seems you're too stupid to use the right word: killing. And I heard it was in front of public? Even children? This is not about an animal dying (look at all the meat in the shops here), this is about your brains!"* (Stienstra, 2014)⁴⁹. Furthermore, the social media users present on the Facebook page interact with each other, by either agreeing or contradicting with one another: *"sometimes I love people! Look to your own country! before you point your finger off other countries!! In the U.S. they hunted the wolf so must, so it came on the list of endangered species! In 24 U.S. states you can still hunt the black bear! Many of these states allow hunting practices deemed cruel and "unsporting," including spring*

⁴⁹ Please see appendix 24

hunts, baiting, hounding, and the selling and trade of bear parts. And you can still hunt mountain lion and bison, But thats OK, it's just for fun! ... In Australia you can still hunt wild buffalo and wild boar! And we are the killers! and the monsters!?! right;--)" (Tøt, 2014)⁵⁰. From my secondary data, it can therefore be analyzed that the majority of the Facebook users are influential social media creators. They create a lot of crisis communication, and consume the information from one another.

When looking at Copenhagen Zoo's crisis communication on Facebook, they did target the influential social media creators. Based on the crisis communication produced by the influential social media creators, Copenhagen Zoo responded to all of the social media creators at once. They did this through their five different status updates. From the second status update, Copenhagen Zoo expressed they have read all of the different comments on their Facebook page, by saying: *"We know that many are angry about the euthanization of a giraffe in Copenhagen Zoo today [...]"* (Zoo, 2014)⁵¹. At the same time, Copenhagen Zoo decided not to reply to any Facebook comments, but only communicate through their own status updates. Companies can act very different in a crisis situation on social media, in fact some companies choose to either be completely quiet, with the fear of making it worse, where others answer every single one of the comments. Copenhagen Zoo decided to act in between these two options by only posting status updates.

This can be seen as the appropriate solution given the majority of the Facebook users are influential social media creators. By not replying to any comments, Copenhagen Zoo might have avoided even more Facebook activity to be produced. If they had replied to the user comments, it could have given the influential social media creators reason to produce more information, which could have intensified the situation even more. Moreover, as analyzed in section 6.1 a lot of the Facebook users attacking Copenhagen Zoo, did not relate to the Marius crisis objectively, as they seemed to be influenced by their emotions. From this it can be discussed, it would have been hard for Copenhagen Zoo to make them listen more than they already did, had they responded to every comment. Finally, it would have been massive work for Copenhagen Zoo to respond to all of the comments, given the volume of Facebook activity during the crisis.

Even though, a lot of influential social media creators have been expressing their dissatisfaction about the Marius situation, it can be analyzed from my questionnaire results, that communicating

⁵⁰ Please see appendix 23

⁵¹ Please see appendix 22

through Facebook during the crisis was the right choice of medium and an effective communication channel. The majority of the respondents (80.7%) find Facebook to be an appropriate medium in a crisis situation and 33.3% stated they find Facebook either highly credible or credible as a news source. Moreover, Copenhagen Zoo managed to target their Facebook crisis communication to the influential social media creators.

Based on my social media analysis of Copenhagen Zoo, H_2 saying social media leads to crises being intensified, can be disconfirmed.

6.3 Reputation

In the following section, H_3 will be tested. To test H_3 , I will analyze the collected data to examine the reputational effect of the Marius crisis. The reputation analysis will be based on my questionnaire results. Moreover, the analysis will investigate if Copenhagen Zoo possess the five reputation principles that are used as key ingredients for building a good reputation.

Before mentioning the Marius crisis in the questionnaire, the respondents had to answer if they had ever visited Copenhagen Zoo. 89.1% of the respondents said yes, and 10.9% said no. Following this, the respondents were asked if they would consider visiting Copenhagen Zoo in the future. Here 83.7% said yes, 8.9% said no and the remaining 7.4% were unsure. From this it can be analyzed that the no-percentage actually lowered by 1%,. This shows that 91.1% of the respondents would consider visiting Copenhagen Zoo in the future.

In order to understand what the respondents think when they hear the name Copenhagen Zoo, they were asked what characteristics they associate them with. The respondents were allowed to select as many as they liked. 63.7 % of the respondents selected fun, 60.1% selected animal friendly, 53.4% selected trustworthy, 20.7% selected good customer service, 10.9% selected reasonably priced, 8.3% selected not animal friendly, 4.1% selected boring, 2.6% selected untrustworthy, 0.5% selected bad customer service and 14% selected other. From this it can be analyzed that the majority of the respondents associate Copenhagen Zoo with something positive. In fact, more than half of the respondents all associate Copenhagen Zoo with fun, animal friendly and trustworthy.

To get on a deeper level and gain insight about how the respondents actually perceive Copenhagen Zoo as a company, they were asked about their opinion of Copenhagen Zoo before and after Marius was euthanized. When looking at the results before Marius was euthanized, 38.4% believed their

reputation was very good, 39% found it good, 19.9% were neutral, 2.3% found it bad and 0.6% found it very bad. Comparing it to the results after Marius was euthanized, 32.4% find their reputation very good, 35.2% find it good, 17.6% are neutral, 11.9% find it bad and 2.8% find it very bad. From this it can be analyzed that the respondents believed Copenhagen Zoo's reputation to be either bad or very bad increased by 11.8%. That being said, more than half of the respondents (67.7%) still find Copenhagen Zoo's reputation either very good or good after Marius was euthanized.

In relation to this, the respondents were asked if their opinion about Copenhagen Zoo changed because of the events surrounding Marius. 15.9% of the respondents said yes and 84.1% said no. The 15.9% selected yes were asked to elaborate on how their opinion changed. To get a better overview of the different free text answers I have listed them in two different tables below. Table 1 is showing all of the positive free text answers, and table 2 is showing all of the negative free text answers.

Table 1: Positive answers

1.	My opinion has improved. I feel that the zoo is more credible and honest
2.	Only to a more positive view - i likes the CEOs public statement.
3.	I believe it was good press, and cph zoo came out stronger in the end.
4.	They handled the situation very professionally, not giving in to the downright stupid reactions, mostly coming from the US.
5.	To more positive. Think it was a great experiment for kids and other people.
6.	A strong defense of science and rational beliefs is always favourable. Copenhagen Zoo did just that by braving the storm that is public opinion. Hysteria and bigotry should not dictate what a zoo can and cannot do. Nature is not a tea party.
7.	*Bengt Holst was super sharp, convincing and super cool, when he was interviewed by a foreign media. I have great respect for him after that interview.
8.	To more positive, a role model for other institutions.
9.	I Think they did a good job. They educate about Nature and how it works.
10..	The Director of CPH Zoo did an amazing job explaining why the giraffe was euthanized. Brilliant piece of work from his side. anthropomorphization is a growing problem with the un-educated people of facebook and he explained why it was necessary so even a 5 year old could understand it.

***my own translation.**

Table 2: Negative answers

1.	Animal cruelty!
2.	it was bad enough they sacrificed a young giraffe to this lion. but it did not need to be advertised. the videos are ridiculous and the public should not have been invited to witness such horror especially children it was shown on facebook crazy amount of times. just disheartening and utterly gruesome and most uncalled for. It may be the way in the wild but shouldn't have been aired since lions don't do selfies.
3.	I have become even more convinced that animals belong in nature and not in captivity. I have decided not to visit any zoos. Neither now nor when I have children.

In the following section I will discuss some of the answers listed in the above tables. Out of thirteen answers, ten are positive. What is common for the positive answers is, that they all changed their opinion about Copenhagen Zoo to the better, because of the crisis. They respondents believe: *“They educate about Nature and how it works.”* and *“The Director of CPH Zoo did an amazing job explaining why the giraffe was euthanized. Brilliant piece of work from his side. anthropomorphization is a growing problem with the un-educated people of facebook and he explained why it was necessary so even a 5 year old could understand it.”* From the answers it can therefore be analyzed that the Marius crisis gave Copenhagen Zoo an opportunity to educate the public and show them their professional expertise within their field, which they all believe to be a positive outcome. Moreover, one of the respondents also claim Copenhagen Zoo is a *role model* for other institutions.

When looking at the negative comments, the first one states that euthanizing Marius was animal cruelty. Second, one of the respondents believe the worst part of the Marius situation was Copenhagen Zoo allowing children to watch the autopsy. The third comment states he/she will boycott all zoos from now on, as animals should not be in captivity. When comparing the negative comments, they all show anger and frustration. Keeping in mind only three respondents wrote something negative about Copenhagen Zoo, out of 171 respondents. This clearly indicates the respondents had more positive comments about the Marius crisis, than negative. Finally, the respondents were asked if they consider the euthanasia of Marius a current factor in the public’s perception of Copenhagen Zoo. 58.8% of the respondents said yes, and 41.2% said no. Based on the above section, it can be discussed that more than half of the respondents believe the perception of Copenhagen Zoo has changed to the better as of the euthanizing of Marius.

Based on my questionnaire results it can be discussed that the Marius crisis had a positive effect on Copenhagen Zoo's reputation. First and foremost, 91.1% of the respondents would still consider visiting Copenhagen Zoo. The majority of the respondents associate Copenhagen Zoo with positive words such as fun, animal friendly and trustworthy. Even though 14.7% of the respondents find Copenhagen Zoo's reputation bad or very bad after the crisis, more than half of the respondents (67.7%) still believe it is either very good or good. Moreover, the respondents who changed opinion about Copenhagen Zoo after the crisis, mainly all changed it to the better. In fact, many of them believed Copenhagen Zoo became e.g. a role model for other institutions as of the crisis.

After getting a better understanding of how the public perceives the reputation of Copenhagen Zoo, the following section will analyze if Copenhagen Zoo possess the five reputation principles that are used as key ingredients for building a good reputation. When analyzing if Copenhagen Zoo possess the five reputation principles, the analysis is mainly based on Copenhagen Zoo's actions and communication during the crisis.

6.3.1 Visibility

The first principle is being visible. Based on my secondary data collection it is clear that Copenhagen Zoo were visible across all media during the crisis. They were both visible in newspaper articles, on national TV and social media. As mentioned in section 4.11.3, Fombrun and Van Riel argues that only positive visibility can result in a strong reputation, where negative visibility has no reputational benefits at all. Based on my questionnaire results, I disagree with this statement. Even though Copenhagen Zoo was exposed in both newspapers, TV and on social media for negative reasons, it can be argued they managed to gain reputational benefits from the visibility.

6.3.2 Distinctiveness

The second principle is being distinctive. Based on my questionnaire results, 97.6% of the respondents had heard about Copenhagen Zoo. When looking at the zoo industry, one can argue Copenhagen Zoo has managed to stand out from the rest. The reason for standing out might be due to the Marius crisis. This provided Copenhagen Zoo with publicity worldwide and a lot of user activity on their Facebook page. At the given time when the crisis was at its highest, the publicity was mainly negative. This can also be seen from my questionnaire results, where the respondents were asked if what they read about the situation was primarily positive or negative. 66.3% of the respondents

selected negative, 12.6% selected positive, 16.6% selected neither, and the remaining 4.6% were unsure.

6.3.3 Authenticity

The third principle is being authentic. When looking at the two TV interviews, Bengt Holst, is being very authentic when explaining about the euthanizing of Marius: *“We don’t say ‘we are nature’. We are as close to nature as we can get under these circumstances. But we try to show the public, what animal is and what animal wonders are and in all its aspects. Not a Disney World, not a Bambi world but the real life. And in the real life lions eat meat and meat comes from, among others, from giraffes”* (Holst, 2014). Instead of apologizing for their actions, Copenhagen Zoo are narrowing the gap between claim and action when they explain the natural reason for euthanizing Marius. They are not trying to be more likeable in the public eye, but try to be as authentic and honest about their actions as possible.

6.3.4 Transparency

The fourth principle is being transparent. Copenhagen Zoo has been very transparent in their actions regarding the euthanizing of Marius. First and foremost, they decided to send out a press release to the public about the events, instead of keeping quiet about it. They did not try to hide anything about euthanizing Marius, and has subsequently spoken openly about it to the press. During the interview with TV2 Lorry, Bengt Holst expressed the following: *“But we knew, or could well imagine, that of course we would get some reactions, but not a lot or so. We knew at the time that it was the way we had to manage our animal population, so there was no doubt in our minds in any way, otherwise you can not maintain any healthy animal population the future.”* (Holst; own translation, 2014). This indicates, that even though they might have foreseen some strong reactions about the press release, they decided to be transparent simply because they wanted to be open about the case and what they do in Copenhagen Zoo.

6.3.5 Consistency

The fifth and final principle is being consistent. When comparing the two TV interviews⁵², it is very clear that Bengt Holst is consistent in his communication. He continuously defends the euthanizing of Marius from a professional point of view, explaining it is not cruelty, but completely natural. Moreover, Bengt Holst was asked the following in the Channel 4 News interview: *“So can we*

⁵² Please see appendix 4-5

*expect to see more killings like this and public dismemberment of other animals that are surplus to requirements in your zoo?”*⁵³ (Frei, 2014). Bengt Holst replied: “*Yes, we’ll continue this way of managing our animal population, because that’s the only right way to do it if we want to have a healthy population or to fifty years from now or a hundred years from now so we’ll continue that of course*”⁵⁴ (Holst, 2014). This clearly indicates consistency not only in their communication, but also in their actions. The euthanizing of Marius was a professional decision, thinking about animal welfare, and if they have to make a similar decision in the future, they will.

6.3.6 Expressiveness

After analyzing the five principles, it is relevant to look at Copenhagen Zoo’s expressiveness. The better their expressiveness is, the more likely they are to be emotionally appealing to their stakeholders and thereby more likely to build a strong reputation. When looking at Copenhagen Zoo’s expressiveness, it is their willingness to put themselves out there, to express who they are as a company and what they stand for. Based on the expressiveness figure⁵⁵, I will score Copenhagen Zoo on the degree to which they express themselves effectively to their stakeholders through their communications and initiatives during the crisis.

Within *visibility* Copenhagen Zoo managed to communicate appropriately with everyone (newspapers, TV and social media). They also carried out visible stakeholder initiatives such as their relationship with EAZA, who are working to preserve global biodiversity among animals and ensure the highest possible standards of care and breeding of animals in zoos. Within *distinctiveness* Copenhagen Zoo communicate a distinctive promise which is to maintain animal health: “*So sometimes you have to do something not so nice in order to achieve something which is very nice, which is a healthy population. Without a healthy population forget about keeping animals, forget about having animals in the wild as well.*”⁵⁶ (Holst, 2014). Within *consistency* Copenhagen Zoo manage to be easily identified in their communication. They keep communicating the same intention, which is to maintain a healthy animal population. Next is *transparency* where Copenhagen Zoo induce to state their beliefs openly. They wish to be open and honest about the Marius case, which is why they publicly released it. Finally, within *authenticity* Copenhagen Zoo manage to be credible and sincere in their communication. E.g. Bengt Holst is asked in the Channel for news if

⁵³ Please see appendix 4

⁵⁴ Please see appendix 4

⁵⁵ Please see section 4.11.8

⁵⁶ Please see appendix 4

he actually likes animals. Bengt Holst replies: “*Yes I do very much. And that’s why I want to save them. I want to make sure that you have a healthy population.*”⁵⁷ (Holst, 2014).

From the above section I can be analyzed that Copenhagen Zoo is willing to put themselves out there, and express who they are and what they stand for as a company. Even though euthanizing a young and healthy giraffe might create some strong reactions, Copenhagen Zoo is making it visible by being transparent and authentic about their actions. To sum up, it can be analyzed their expressiveness is pretty high during the crisis, which can result in a stronger reputation.

Summing up, the questionnaire results indicate that the Marius crisis had a positive effect on the reputation of Copenhagen Zoo. Moreover, it can be discussed that Copenhagen Zoo were visible, distinctive, authentic, transparent and consistent during the crisis and thereby gained a stronger reputation. They managed to be visible across all media, distinct from other zoos, be authentic when explaining about the euthanizing of Marius and be both transparent and consistent when communicating to the public. Finally, Copenhagen Zoo were expressive in their actions and communication, which can lead to a stronger reputation.

Based on my reputation analysis of Copenhagen Zoo **H₃** saying a crisis affects reputation negatively, can be disconfirmed.

6.4 Issue management

In the following section, **H₄** will be tested. To test **H₄** I will analyze if Copenhagen Zoo can benefit from using the issue management process, and how they should use it. If Copenhagen Zoo wish to prevent any latent/active issues to morph into an intense issues or a crisis in the future, they can use the issue management process. By using the issue management process, they might be able to prevent or limit damage to their reputation. In the following section, I will analyze how they can use the four different stages in the issue management process.

6.4.1 Environmental scanning

The first stage is the environmental scanning. By scanning the environment, I can identify trends and any potential issues in relation to the Copenhagen Zoo’s operations. In order to do so I will

⁵⁷ Please see appendix 4

create a SWOT analysis, where I identify Copenhagen Zoo's strengths, weaknesses, opportunities and threats.

6.4.2 Strengths

Some of Copenhagen Zoo's strengths are being one of Europe's oldest zoos with around 1.2 million visitors annually (København Zoo, 2016). This shows they are a well-established zoo with a lot of visitors. They have more than double the visitors compared to Odense Zoo, which has around 400,000 visitors annually (Odense Zoo, 2016). Furthermore, Copenhagen Zoo are well-known worldwide. They have more than 100,000 followers on Facebook, which is a lot compared to e.g. Berlin Zoo (around 32,000 followers) and Odense Zoo (around 30,000 followers). Also, Copenhagen Zoo is part of EAZA who has 347 members in Europe and is known for working to preserve global biodiversity among animals and ensure the highest possible standards of care and breeding of animals in zoos (EAZA, 2016). Finally, one of Copenhagen Zoo's strengths is being very well educated and professional when it comes to animals and their welfare. This was well proven when both TV2 Lorry and Channel 4 News interviewed Bengt Holst⁵⁸.

6.4.3 Weaknesses

When it comes to weaknesses a lot of people are not pleased with the way Copenhagen Zoo are communicating about subjects like the euthanizing of Marius. They find it insensitive and cruel. E.g. Matt Frei expressed the following during the Channel 4 News interview: *"Look I know that nature can be a cruel thing and scientists are supposed to be you know, to stand away from it all but I find your language in this all rather clinical and cold"*⁵⁹ (Frei, 2014). Moreover, another weakness might be the fact that Copenhagen Zoo is known worldwide for euthanizing a healthy giraffe.

6.4.4 Opportunities

Within opportunities Copenhagen Zoo have the chance to send out a message and teach the public about animal welfare. Moreover, Copenhagen Zoo have the opportunity to get more visitors in the future, and thereby make more money, based on the worldwide publicity. Even though a lot of the publicity was negative, it also gave Copenhagen some opportunities, as it made it possible to send out a message about animal welfare and to teach the public about the giraffe and animals in general. E.g. Bengt Holst expressed the following in his interview with Channel 4 News: *"As you know the*

⁵⁸ Please see appendix 4-5

⁵⁹ Please see appendix 4

*giraffes are part of a European breeding program. And such a breeding program has a purpose of ensuring a healthy population to the future. And that is done by matching the gene pool, I mean the genetic composition of the various animals with the available space. And only when this fits together you can actually make sure that you get a proper, erh, a good population in the future.”*⁶⁰ (Bengt, 2014).

6.4.5 Threats

When it comes to threats, Copenhagen Zoo could be facing some potential external threats in future. First and foremost, the euthanizing of Marius created a lot of negative activity on social media. This has resulted in several ‘Boycott Copenhagen Zoo’ Facebook groups. In fact, more than 12 different groups who want to boycott Copenhagen Zoo are to be found on Facebook. One of the groups is called *Boycott Copenhagen Zoo* and has almost 8000 members (Boycott Copenhagen Zoo, 2016). The group is regularly active and is often posting messages remembering Marius the giraffe. On February 9, 2016, the group posted the following: *“Remembering Marius today, 2 years since he was murdered. we will never forget, we will never forgive. We will always be disgusted by the actions of this barbaric zoo.”* (ibid). All of the Facebook groups can be seen as a possible threat to Copenhagen Zoo, as they regularly spread negativity and hate about Copenhagen Zoo. This can result in the risk of losing potential visitors for Copenhagen Zoo. Furthermore, Copenhagen Zoo are not hiding that they might euthanize more animals in the future, if they find it necessary. Bengt Holst expressed this in the interview with Channel 4 News: *“Yes, we’ll continue this way of managing our animal population, because that’s the only right way to do it if we want to have a healthy population or to fifty years from now or a hundred years from now so we’ll continue that of course”*⁶¹ (Holst, 2014). This creates a threat of more strong reactions and negativity towards Copenhagen Zoo in the future. Finally, animal rights organizations and other zoos can also be seen as a threat to Copenhagen Zoo. After Copenhagen Zoo euthanized Marius the director for Dublin Zoo called the events *“cold, calculated, cynical and callous”* (Oosterweghel, 2014). Moreover, OASA (Denmark's Organization Against the Suffering of Animals) also reacted to the euthanizing of Marius by stating the following: *“This situation should not have occurred at all. It just shows that the zoo is in fact not the ethical institution that it wants to portray itself as being, because here you have a waste product – that being Marius. Here we have a zoo which thinks that putting this giraffe down instead of thinking of alternatives is the best option”* (OASA, 2016).

⁶⁰ Please see appendix 4

⁶¹ Please see appendix 4

From the strengths and weaknesses, it can be analyzed that Copenhagen Zoo has a steady position within the market with a lot of annual visitors, and a lot of followers on Facebook. That being said, they do have some internal weaknesses they need to consider in the future, such as how they communicate about sensitive topics, like the euthanizing of Marius. From the opportunities and threats it can be identified that they have a great chance of sending out a message about animal welfare, while growing economically. At the same time, Copenhagen Zoo has some warnings to consider, as lot of people and organizations are against animals in captivity and find it hard to understand why Copenhagen Zoo would euthanize healthy animals. Furthermore, there is a great chance they might euthanize healthy animals in the future, if they find it a necessity, which can create a lot of negativity and aggressive publicity about Copenhagen Zoo.

6.4.6 Issue identification and analysis

In the second stage, issue identification and analysis, I will identify potential and emerging issues Copenhagen Zoo need to keep in the loop, based on the environmental scanning. From the SWOT analysis it can be analyzed that some of the threats might be potential issues. People and organizations that are against animals in captivity are a threat, but also a topic that has existed for a long time. It is therefore not identified as an issue that will have an impact on public opinion or key stakeholders. Euthanizing healthy animals in the future on the other hand, might be an issue that in the long run, can damage their reputation. The Marius crisis is a great example, and Copenhagen Zoo cannot be sure if the public will react as strongly about again, if they decide to euthanize another healthy animal. It can therefore be identified and analyzed as a potential issue, which might have an impact on public opinion or key stakeholders and maybe damage their reputation. In order to analyze stakeholder and public opinions on the issue, I will use the position-importance matrix⁶².

First, I will categorize some of stakeholders and publics based on their position on the issue about euthanizing healthy animals because there is no room in the European breeding program. Within supporters of the issues, employees of Copenhagen Zoo can be found. As seen from the two TV interviews, they believe it is necessary to euthanize an animal if there is no room in the breeding program, in order to maintain a healthy animal population. Moreover, the stakeholder EAZA supports Copenhagen Zoo as they seek to preserve global biodiversity among animals and ensure the highest possible standards of care and breeding of animals in zoos. I also believe a lot of potential customers can be found in this group. Within the opposing of the issue, animal rights

⁶²Please see section 4.12.2

organizations, like OASA can be found. Also other zoos, like the Dublin zoo is opposing the issue. Furthermore, Facebook groups boycotting Copenhagen Zoo can be found in this category. Potentially, people within this field can be potential customers to Copenhagen Zoo. I therefore also add potential customers to the opposing category.

Second, I will place the stakeholders and publics in the position-importance matrix⁶³ based on their importance. I will start by placing the supporting stakeholders and publics in the matrix, followed by the opposing. In an issue like this, employees are of great importance to Copenhagen Zoo and are therefore placed in the supporter category. This means they are likely to be supportive of Copenhagen Zoo and are of great importance in relation to power and influence. EAZA is a collaborator with Copenhagen Zoo and is also of great importance. They can therefore also be found in the supporter category, as they are likely to be supportive of Copenhagen Zoo. Finally, potential customers are also very important to Copenhagen Zoo, as they keep the business alive. Potential customers can therefore also be found in the supporter category.

When it comes to the opposing stakeholders and publics, potential customers are, as mentioned above, very important to Copenhagen Zoo. Potential customers will therefore be placed in the antagonistic category. This means they are likely to oppose or be hostile towards Copenhagen Zoo, but are still of great importance in relation to power and influence. Animals rights organizations, like OASA and Facebook groups can be seen as less important and will therefore be placed in the problematic category. This means they are likely to oppose or be unpleasant towards Copenhagen Zoo - like we also saw during the Marius crisis. However, they are not of great importance to Copenhagen Zoo, and they therefore have little power to put pressure on them.

From the position-importance matrix analysis Copenhagen Zoo can deal with each group in the best appropriate way. Furthermore, it is also relevant to identify the current stage of the issue. Based on the environmental scanning and issue identification it can be analyzed that the stage of the issue is latent. This means, the issue exists but yet not developed, as Copenhagen Zoo know and have communicated to the public, that similar situations will happen in the future.

⁶³Please see section 4.12.2

6.4.7 Issue-specific response strategies

After having analyzed the potential issue, it can be identified how Copenhagen Zoo can respond appropriately to their surroundings. The issue-response strategies are selected from the three strategies, the buffering, bridging and advocacy strategy. In the case of Copenhagen Zoo, the bridging strategy would be the appropriate choice. As Copenhagen Zoo believe euthanizing healthy animals when there is no room the European breeding program is creating animal welfare and a healthy animal population, they need to try and change stakeholder expectations and opinions about the issue. By using the bridging strategy, Copenhagen Zoo can prepare the public about future euthanization, and thereby change their expectations and opinions on the subject. Especially, potential customers should be of high priority to Copenhagen Zoo. Moreover, when using the bridging strategy, Copenhagen Zoo should also keep some of their internal weaknesses in mind. First and foremost, the fact that they are already known for euthanizing a healthy animal, and that some people are already perceiving them as insensitive and cold, is an important factor.

6.4.8 Evaluation

Within the last stage is evaluation. In this stage Copenhagen Zoo should evaluate the overall process. First and foremost, it is relevant to understand what stage the issue is now at. As mentioned in the issue identification analysis the stage of the issue is latent, meaning it is existing but yet not developed. Moreover, Copenhagen Zoo needs to evaluate if stakeholder and public opinions and expectations has changed in the process, and if the bridging strategy has helped the situation successfully. They can do this by researching if the public and potential customers are showing an understanding towards maintaining a healthy animal population.

From the issue management analysis, it can be discussed that Copenhagen Zoo proactively can identify potential issues and target their communication to relevant stakeholders and publics in order to solve the issue before it develops into a crisis. By doing so, Copenhagen Zoo can operate proactive and try to limit future potential damage and hereby make sure to maintain a strong reputation.

Based on my issue management analysis in the context of Copenhagen Zoo, H₄ saying issue management can lead to a stronger reputation can be confirmed.

7. Discussion

In the following section, I will discuss the results of my different analyzes. Based on the crisis communication analysis, it can be argued that the rhetorical arena of the Marius case opened up when the Copenhagen Zoo published a press release on February 5, 2014. Many actors and voices were present in the rhetorical arena, which created two sub-arenas. A traditional media arena and a social media arena. When analyzing the two sub-arenas on a micro level, it became clear that the Marius crisis has been interpreted differently among all of the actors. Especially the foreign actors attacked Copenhagen Zoo both in traditional media and on Facebook, using the strategies planned action and innocent / helpless victim. They used a tough and aggressive language, and were mainly acting based on their emotions. They all felt sorry for Marius and often used the term 'baby', when referring to him. In relation to this, it is relevant to mention that many people associate the giraffe with kids and childhood. The giraffe is used in many different children contexts. An example is the American toy retailer Toys "R" Us. They use a giraffe as part of their brand identity and logo. Moreover, the toy store FAO Schwartz always has a giraffe in the entrance of every store.

When looking at the defending actors in the two sub-arenas, the majority was Danish. They mainly denied the crisis and used the reminder strategy to highlight the positive about the case. Naturally, they used the logos appeal to support their argumentation, as the euthanization of Marius seemed logical to them. That being said, some of the Danish actors within the traditional media sub-arena both attacked and defended Copenhagen Zoo. This indicates, in a crisis situation one actor might support both sides of the case and thereby have more than one voice. Copenhagen Zoo were consistent in their crisis communication during the crisis, meaning they used the same response strategy and rhetorical devices in both sub-arenas. They denied the existence of the crisis, while supporting their argumentation with logical arguments. Even though they might have appeared as cold and heartless when communicating to the public, they were actually very conscious about their communication strategy.

When analyzing Copenhagen Zoo's use of Facebook during the crisis, it became clear that it was the right choice of medium. The questionnaire results showed that more than 80% of the respondents believed Facebook to be an appropriate medium in a crisis situation. The crisis might have seemed intense and negative on Facebook, but more than half of the respondents found the content of Copenhagen Zoo's status updates good, necessary and trustworthy. Moreover, Copenhagen Zoo managed to target their crisis communication to the influential social media creators, by talking

directly to them through the status updates. From this it can therefore be argued that using Facebook during a crisis, will not intensify the situation, if the company manage to use it the right way by targeting their social media user groups.

The reputational analysis of Copenhagen Zoo showed that the Marius crisis had a positive effect on their reputation. 67.7% of the respondent still found their reputation very good or good after the crisis, in fact many of them believe it changed to the better. Moreover, Copenhagen Zoo were both visible, distinctive, authentic, transparent and consistent during the crisis, which are the five reputation principles that are used as key ingredients for building a good reputation. They were visible across all media and it can be argued they were standing out from the rest in their industry. At the same time, they were authentic when explaining about the euthanizing of Marius, while being transparent in their actions. Finally, they were consistent in their crisis communication. Even though Fombrun and Van Riel argues that only positive visibility can result in a strong reputation, my results shows that the crisis, in the end, gave Copenhagen Zoo a better reputation.

If Copenhagen Zoo wish to maintain a strong reputation, they can use the issue management process. From the issue management analysis, it can be discussed that Copenhagen Zoo need to keep certain issues in the loop, such as euthanizing healthy animals in the future. By proactively identifying potential issues, they can target their communication to relevant stakeholders and publics in order to solve the issue before it develops into a crisis. Moreover, they can select the most suitable issue-response strategies, in order to reduce changes of the issue growing. When looking at the issue, euthanizing healthy animals, Copenhagen Zoo need to try and change stakeholder expectations and opinions about the issue. They can do so by using the bridging strategy. The bridging strategy can prepare the public about future euthanizations, and thereby change their expectations and opinions on the subject.

8. Conclusion

In the following chapter I will conclude the thesis based on my findings. By using a mixed methods approach I have been able to analyze the Marius crisis in depth. My quantitative online questionnaire survey enabled me to collect a large amount of data, and gain a representative view of the public's perception of Copenhagen Zoo as a company and the actual crisis. Moreover, secondary data in terms of two qualitative in-depth TV interviews with the scientific director, Bengt Holst provided me with an adequate overview of Copenhagen Zoo's crisis communication during the

crisis. In relation to this, Facebook comments and newspaper articles provided me with great insight in the attack / crisis response strategies used by the different actors in the rhetorical arena.

Based on the analysis of the thesis it can be concluded that Copenhagen Zoo managed to be consistent in their crisis communication in both traditional and online media throughout the crisis. They used the same response strategies in both traditional and social media. By doing so, they came across confident and authentic in their communication. Moreover, it can be concluded that using Facebook during the crisis, was the right choice of medium. The majority of the respondents found Facebook an appropriate medium in a crisis situation like the Marius crisis. Also, Copenhagen Zoo managed to not intensify the situation on Facebook, by targeting the influential social media creators in their crisis communication.

The multi-vocal approach of the rhetorical arena enabled me to analyze the many different actors and voices participating in the crisis communication during the Marius crisis. Multiple senders and receivers were attacking and/or defending Copenhagen Zoo, and it became clear, that the Marius crisis has been interpreted differently among all of the actors. Furthermore, it can be concluded that the Marius crisis had a positive effect on Copenhagen Zoo's reputation. Many respondents believed their reputation improved because Copenhagen Zoo managed the criticism professionally. In fact, respondents stated that Copenhagen Zoo educate about nature and how it works, and they can be seen as a role model for other institutions. Throughout the crisis, Copenhagen Zoo have managed to implement the five reputation principles, which are key ingredients for building a good reputation. If Copenhagen Zoo wish to maintain a strong reputation in the future, they can use the issue management process. By using the issue management process, Copenhagen Zoo can keep certain issues in the loop and prevent them from turning into a crisis. But given the outcome of the Marius crisis, the question is, if Copenhagen Zoo actually wish to prevent similar situations to happen. Today Copenhagen Zoo have strong reputation, that improved as of the Marius crisis.

When looking at the results it indicates that Copenhagen Zoo knew strong reactions would arise. Not at any time during the crisis did they apologize for their actions. In their crisis communication they consistently denied the existence of the crisis, and instead they tried to teach the public about animal welfare by using logical arguments and experts as argumentation support. The scientific director, Bengt Holst, even stated that similar situations will happen in the future, if necessary. From this it can therefore be concluded that Copenhagen Zoo decided to publicize the euthanization of Marius, knowing the action would anger the public. Copenhagen Zoo wished to teach the public

about animal welfare, and professionally express their expertise. Copenhagen Zoo were indeed very conscious about their actions, and even if they lost some supporters along the way, they were professionally skilled and the key for them are healthy animals that are well looked after.

In the thesis process I have, as the interpreter, changed my perception on the Marius crisis along the way. When entering the process, I was convinced Copenhagen Zoo was not in control of the crisis. When looking closer at the case and analyzing the different aspects of the crisis, I suddenly gained new experiences through my empirical study. By using the results of my analysis, I revised my interpretation and pre-understanding I had regarding the Marius crisis. This provided me with a new and deeper understanding. The understanding made it clear, that Copenhagen Zoo, were in fact, in full control of their actions. Copenhagen Zoo actually had an educational purpose when publicizing the press release. They wanted to show and educate people, that sometimes they euthanize healthy animals, in order to maintain a healthy animal population.

9. Reference list

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10. Appendices

Appendix 1

Press release: Derfor afliver Zoo en giraf

Published: February 5, 2014

Retrieved: December 2, 2015

Author: Copenhagen Zoo (www.zoo.dk)

<p>Søndag den 9. februar afliver Zoo en ung hangiraf.</p> <p>Aflivningen sker som led i det europæiske avlsprogram for giraffer, idet det ikke er muligt at sende den afsted til en anden zoologisk have uden at skabe indavlsproblemer.</p> <p>Den forestående aflivning har givet anledning til en række spørgsmål, som Zoo.dk har sendt videre til Zoos viden-skabelige direktør, Bengt Holst.</p> <p><i>"Hvorfor afliver Zoo en ellers sund giraf?"</i></p> <p>"Zoos giraffer indgår i et internationalt avlsprogram, der hele tiden sørger for, at der er en sund bestand af giraffer i de europæiske zoologiske haver. Det gøres ved hele tiden at sørge for, at kun ubeslægtede giraffer yngler, så man undgår indavl, og det gøres ved at sortere andre giraffer fra, hvis deres gener allerede er rigt repræsenteret i bestanden. Som led i dette avlssamarbejde er det blevet aftalt, at en af Zoos hangiraffer skal aflives, da den ikke kan udfylde nogen plads i programmet, og heller ikke kan blive i Zoos flok. Det er en situation, vi kender fra mange andre dyregrupper, hvor dyrene heldigvis yngler godt. Og nu er ynglesuccesen hos giraffer også blevet så stor, at det er blevet nødvendigt at aflive denne han.</p> <p>Vi ser dette som et positivt tegn og en forsikring om, at vi også i fremtiden kan have en sund girafbestand i Europa. Det er jo det samme, man gør med kronhjorte og dådyr i Dyrehaven og med rådyrbestanden i den danske natur. Det vigtige må være, at dyrene har det godt, så længe de lever, uanset om det er kort eller lang tid. Og det er noget, der ligger Zoo meget på sinde."</p> <p><i>"Hvorfor kan Zoo ikke give girafferne p-piller i stedet?"</i></p> <p>"I Zoo lader vi dyrene yngle med naturlige intervaller, dvs. med de intervaller, de også ville få unger med i naturen. Det gør vi for at give dyrene mulighed for at udøve så meget</p>	<p>1.</p> <p>Actor: Copenhagen Zoo</p> <p>Strategy: defense (denial, reminder)</p> <p>Rhetorical devices: logos</p>
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naturlig adfærd som overhovedet muligt. Og noget af den adfærd, der virkelig tager plads i dyrenes adfærdsrepertoire, er forældreamsorgen. Det er et 24-timers job i en længere periode, og den adfærd må vi ikke tage fra dem. Derudover kan p-piller og lignende neutraliseringstiltag have en del uønskede sideeffekter på de indre organer, og vi vil dermed påføre dyrene en dårligere velfærd for at undgå at skulle aflive dem."

"Hvorfor sender Zoo den ikke til en zoologisk have uden for avlsprogrammet eller til andre, der gerne vil have en giraf?"

"Som nævnt ovenfor er det kun zoologiske haver, der underkaster sig de bestemte regelsæt, der gælder for de seriøst arbejdende zoologiske haver, der kan indgå i de internationale avlssamarbejder. For europæiske forhold vil det i praksis sige zoologiske haver, der er medlem af den europæiske sammenslutning af zoologiske haver og akvarier (EAZA), der i dag tæller lidt over 300 medlemmer.

Man ønsker ikke at inddrage institutioner, der f.eks. ikke afskriver sig muligheden for at sælge dyrene, eller som ikke arbejder med dyrene på videnskabeligt grundlag, som EAZA-haverne gør, eller som ikke kan holde dyrene på forsvarelig vis. I de internationale avlssamarbejder foregår samarbejdet under fuld kontrol og helt åbent, og vi kan alle stå ved, hvad der foregår. Det kan vi ikke, hvis vi inddrager andre. Bl.a. kan vi jo ikke forhindre, at dyrene kort tid efter bliver solgt videre til helt uacceptable steder, som man desværre har set mange eksempler på igennem tiden. Det ønsker vi ikke. Derfor samarbejder vi kun med de zoologiske haver, der har samme værdigrundlag som vi selv."

"Hvorfor kan Zoo ikke i stedet sætte giraffen ud i naturen?"

"At sætte dyr tilbage i naturen er ikke nogen let sag. Der er en masse forudsætninger, der skal være til stede for, at det kan lade sig gøre. Disse forudsætninger er beskrevet udførligt i IUCN's Reintroduction Guidelines (IUCN: International Union for Conservation of Nature). Bl.a. skal der selvfølgelig være plads til de pågældende dyr der, hvor man sætter dem ud. Det nytter ikke noget blot at slippe dem fri, hvis der ikke er noget livsgrundlag for dem i området, eller hvis de farer, der oprindeligt gjorde dem til en truet art (hvis det er tilfældet), ikke er fjernet.

Derudover skal der være lokal støtte til sådan et projekt, da det jo er lokalbefolkningen, der fremover skal leve med de pågældende dyr osv. I praksis sætter man aldrig dyr ud i naturen, medmindre det indgår som led i et officielt udsætningsprogram, hvor alle betingelser er opfyldt, og hvor der er lagt planer for, hvordan man følger op på udsætningen. Og det er der slet ikke tale om for giraffer. Skulle der endelig engang blive tale om genudsætning af giraffer, så er det heller ikke enhver giraf, der blot kan udsættes. De individer, der skal udsættes, skal være nøje udvalgt for at sikre dem størst mulig chance for at overleve i en natur, der er fyldt med farer og andre udfordringer. Så udsætning i naturen er ikke nogen mulighed."

"Hvad gør Zoo med den døde giraf?"

"Efter aflivningen obducerer vi giraffen, som vi gør med alle dyr, der dør i Zoo. På den måde får vi indsamlet vigtig viden om giraffer generelt – viden, der kan komme andre giraffer til gavn. I det konkrete eksempel bliver kødet desuden brugt som foder til rovdyrene. I tilfælde, hvor dyrene aflives med en overdosis af bedøvelsesmiddel, kan det ikke lade sig gøre, da rovdyrene så risikerer at få samme dosis. Men da giraffen efter at være bedøvet, bliver aflivet med en boltpistol, som man også bruger, når man afliver heste og køer, så kan rovdyrene roligt spise kødet."

Appendix 2

Questionnaire

First of all, thank you very much for your participation in this questionnaire. This study is part of my research for my master thesis at Copenhagen Business School and specifically concerns crisis communication in regards to the Danish organization Copenhagen Zoo.

This questionnaire is anonymous and the collected data will only be used for the purpose of this study.

Firstly, I would like to know some background information about you.

Demographics

1. Gender

Male, Female, Prefer not to Specify

2. Age

<15, 15-20, 21-25, 26-30, 31-35, 36-50, 50<

3. Occupation

Student, Employed part-time, Employed full-time, unemployed, other

4. Country of Residence

Free text

5. Nationality

Free text

General questions

Now I would like to ask you some general questions about Copenhagen Zoo.

9. Have you heard of Copenhagen Zoo?

Yes, No

**If respondent answers 'no', they are automatically redirected to the end of the questionnaire.*

10. Have you visited Copenhagen Zoo?

Yes, No

11. Would you consider visiting Copenhagen Zoo in the future?

Yes, No, Unsure

12. Which of the following characteristics do you associate with Copenhagen Zoo? (Please select as many as you like)

Trustworthy, untrustworthy, reasonably priced, fun, boring, good customer service, bad customer service, animal friendly, not animal friendly, other (put a blank line after “other” so they can fill in what the “other” characteristic is that they think of)

13. Do you follow or “like” Copenhagen Zoo on Facebook?

Yes, No

Crisis specific questions

On February 5th 2014, Copenhagen Zoo published a press release where they informed the public that on February 9th they would euthanize a young male giraffe named Marius. There was no room in the European breeding program for the young male giraffe and if Copenhagen Zoo kept the giraffe for their own giraffe herd, it could affect the health of the herd negatively, while creating a great risk of inbreeding. To euthanize the young male giraffe was therefore a sacrifice they had to make in order for the giraffe herd to be intact and healthy. In addition to the euthanizing of Marius, Copenhagen Zoo announced they would conduct an open autopsy, where the public could observe and listen to a veterinarian explain the structure and characteristics of the animal. Furthermore, Copenhagen Zoo used the giraffe meat to feed the lions. This was to demonstrate how lions behave in a more natural environment, and was meant to be informational and therefore beneficial to the public.

I am specifically interested in the situation that occurred as result of the zoo’s public announcement. I will now ask you some questions regarding their announcement, and your reaction to this event.

14. Were you aware of the public backlash that arose after Copenhagen Zoo announced they would euthanize a young giraffe?

Yes, no, don’t know

15. To what degree were you aware of the situation?

Very Aware, Somewhat Aware, Not Aware

16. Where did you hear about zoo’s decision and the public’s subsequent response? (Please select all that apply)

Social media (facebook, twitter, Instagram, etc), traditional media (news sites, newspapers, television), Copenhagen Zoo’s website, friends and family, other (put a blank line here again, it will help you collect more data)

17. What did you think about Copenhagen Zoo's reputation before Marius was euthanized?

Very good, good, neutral, bad, very bad

18. What do you think about Copenhagen Zoo's reputation after Marius was euthanized?

Very good, good, neutral, bad, very bad

19. To what degree have you read about the situation on Facebook?

Very much, some, not a lot, not at all.

20. Do you think that what you read about the situation was primarily positive or negative?

Positive, negative, neither, unsure.

On February 9th, four days after the first press release, Copenhagen Zoo posted the following on Facebook:

"We know that many are angry about the euthanization of a giraffe in Copenhagen Zoo today. But we would like to stress, that we do not consider it cruelty to animals to first euthanize a giraffe and then feed it to the lions. Lions are predators and thus they eat meat. In this case the lions were fed a giraffe, which lions also eat in nature. If we hadn't fed them with the giraffe, they would have had to be fed with the meat of some other animal, which would have been put down instead. This is how it is. Meat comes from animals. In this case we know that the meat comes from an animal, who has lived a good life."

21. What do you think about the content of this message?

Good, necessary, trustworthy, I don't have an opinion, untrustworthy, bad, mean, insensitive other (blank line again)

22. Do you believe Facebook is an appropriate platform to use in an event like this?

Yes, no

23. How credible do you consider Facebook (social media) as a news source?

Highly credible, credible, neutral, somewhat credible, not credible

24. Did you participate actively in the debate about the Copenhagen Zoo situation on social media?

Yes, No

*If respondents answer 'no', they are automatically redirected to question 26.

25. How did you participate in the debate on social media?

Liked, shared, commented, other

26. Has your opinion about Copenhagen Zoo changed because of the events surrounding Marius the giraffe?

Yes, no

*If respondents answer 'no', they are automatically redirected to question 28.

27. Please elaborate:

Free text

28. As of today, do you consider the euthanasia of Marius the giraffe, and the teaching events the zoo held after his euthanasia, a current factor in the public's perception of Copenhagen Zoo?

Yes, no

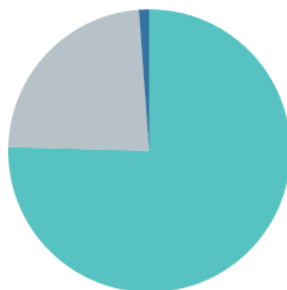
Thank you very much for your time!

Appendix 3

Analyzer report 2016



Gender

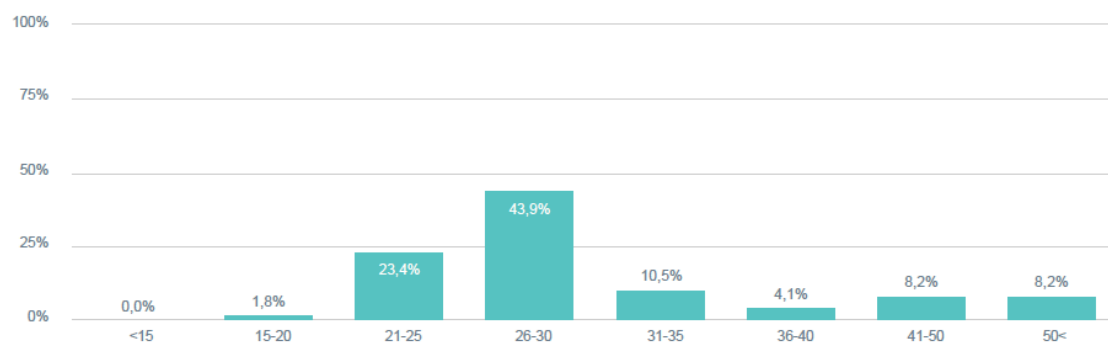


Total Graf filtre.

- Female
- Male
- Prefer not to specify

171
75,4%
23,4%
1,2%

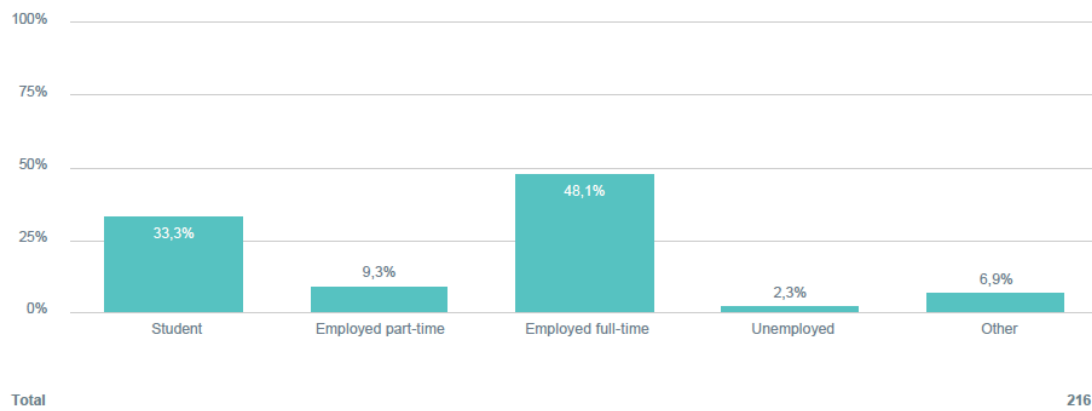
Age



Total Graf filtre.

171

Occupation



Country of residence



Answers are listed on page Fritekstbesvarelser | 19
Total

208

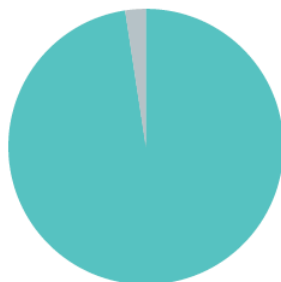
Nationality



Answers are listed on page Fritekstbesvarelser | 21
Total

207

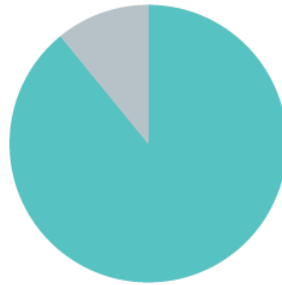
Have you heard of Copenhagen Zoo?



Total
● Yes
● No

207
97,6%
2,4%

Have you visited Copenhagen Zoo?

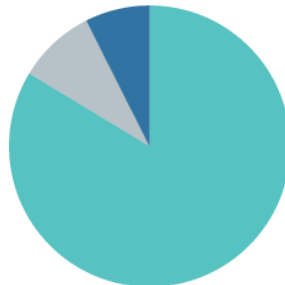


Total

- Yes
- No

202
89,1%
10,9%

Would you consider visiting Copenhagen Zoo in the future?

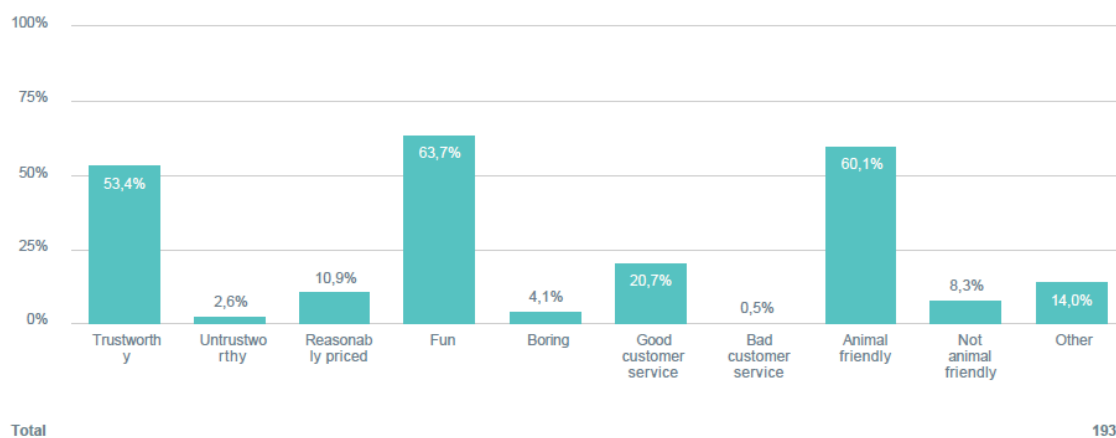


Total

- Yes
- No
- Unsure

202
83,7%
8,9%
7,4%

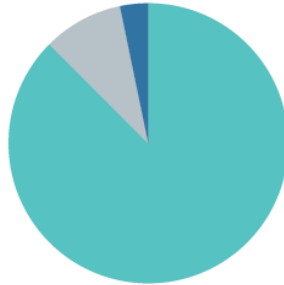
Which of the following characteristics do you associate with Copenhagen Zoo? (Please select as many as you like)



Do you follow or "like" Copenhagen Zoo on Facebook?



Were you aware of the public backlash that arose after Copenhagen Zoo announced they would euthanize a young giraffe?



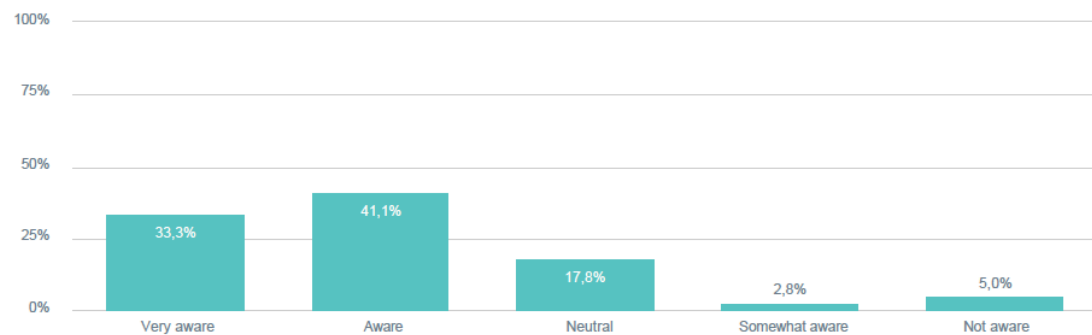
Total 184

Yes 87,5%

No 9,2%

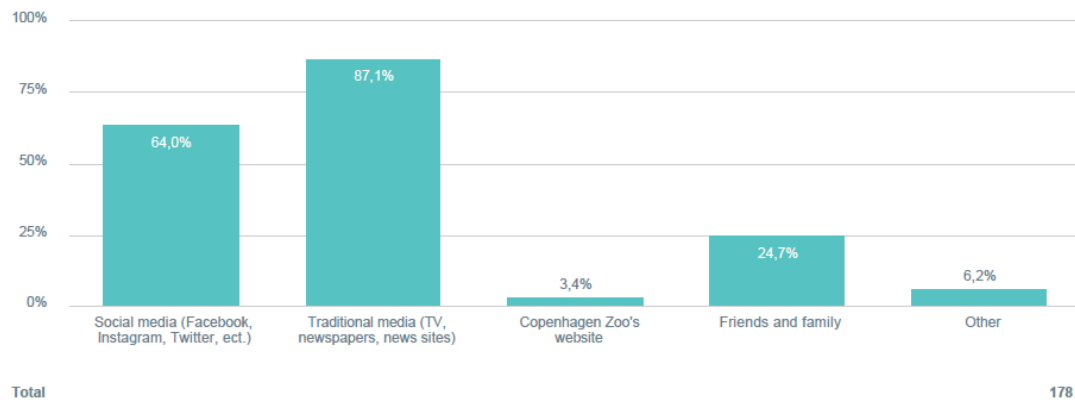
Unsure 3,3%

To what degree were you aware of the situation?

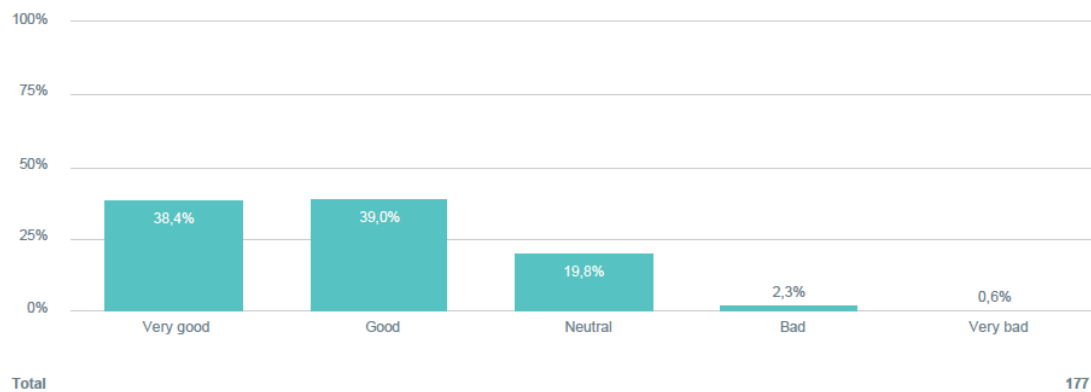


Total 180

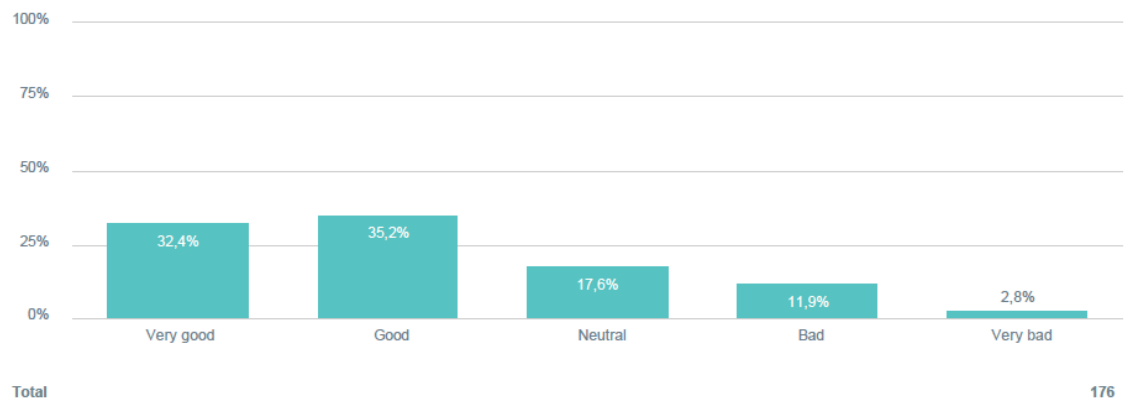
Where did you hear about zoo's decision and the public's subsequent response? (Please select all that apply)



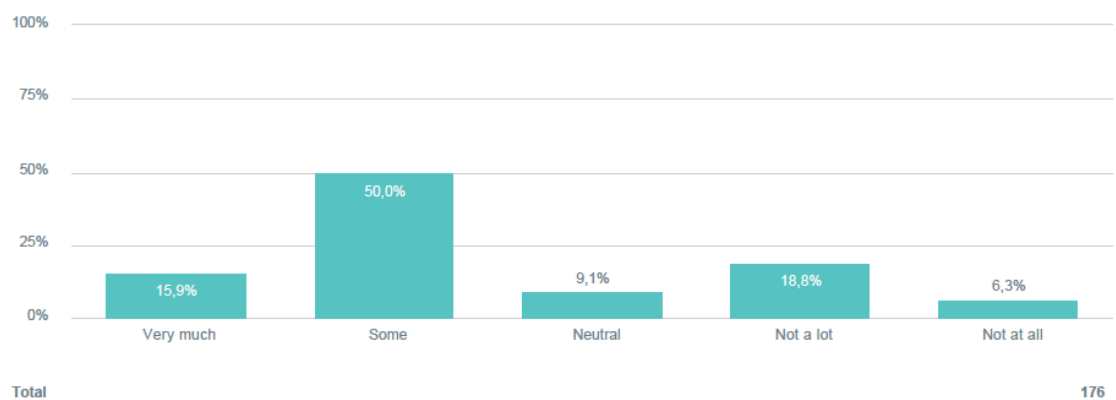
What did you think about Copenhagen Zoo's reputation before Marius was euthanized?



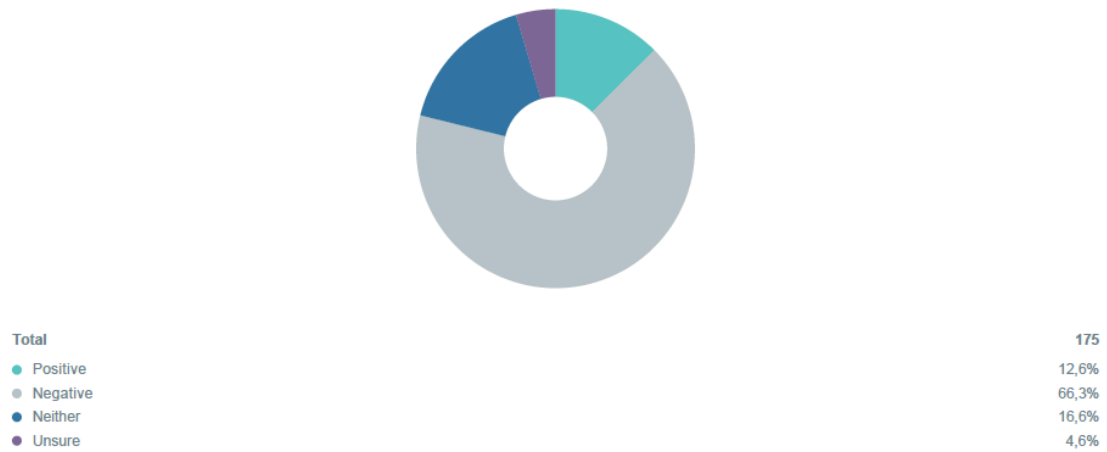
What do you think about Copenhagen Zoo's reputation after Marius was euthanized?



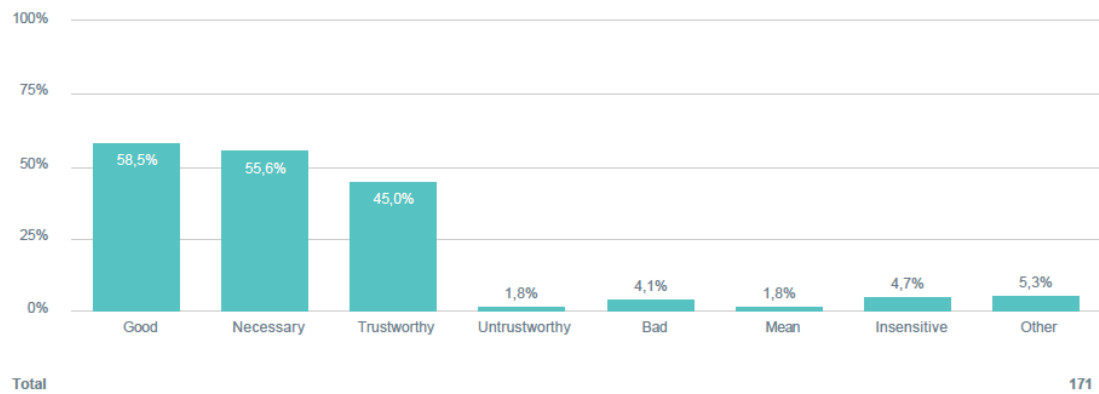
To what degree have you read about the situation on Facebook?



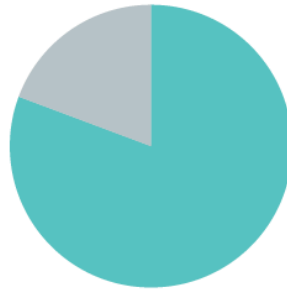
Do you think that what you read about the situation was primarily positive or negative?



What do you think about the content of this message?



Do you believe Facebook is an appropriate platform to use in an event like this?



Total

171

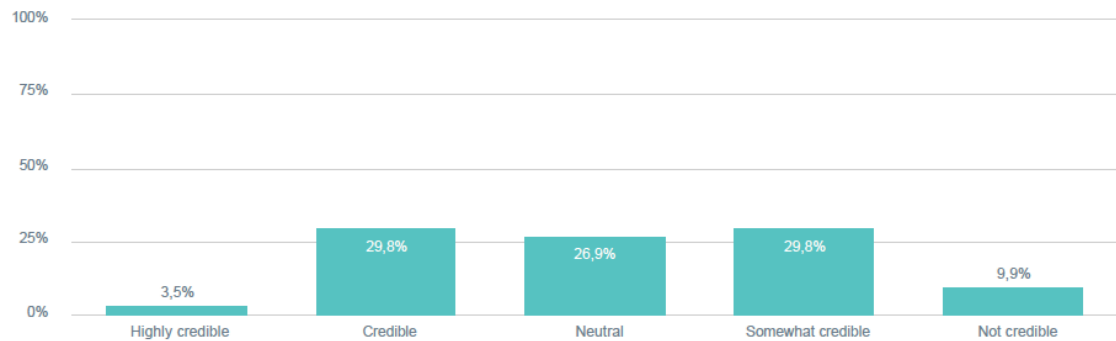
● Yes

80,7%

● No

19,3%

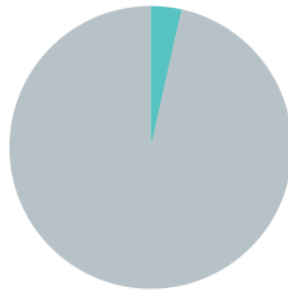
How credible do you consider Facebook (social media) as a news source?



Total

171

Did you participate actively in the debate about the Copenhagen Zoo situation on social media?

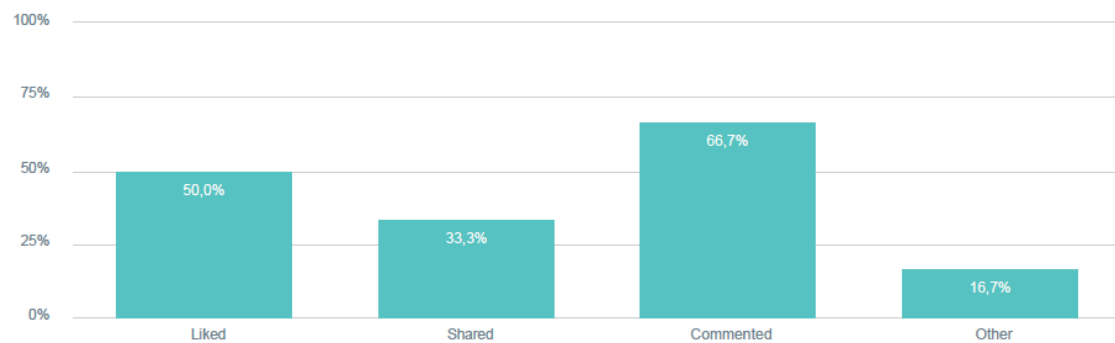


Total

● Yes
● No

170
3,5%
96,5%

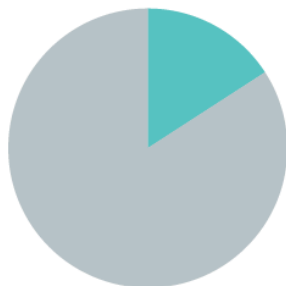
How did you participate in the debate on social media?



Total

6

Has your opinion about Copenhagen Zoo changed because of the events surrounding Marius the giraffe?



Total

170

● Yes

15.9%

● No

84.1%

Please elaborate:

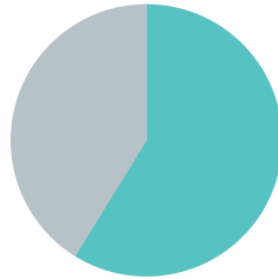


Answers are listed on page Fritekstbesvarelser | 24

Total

13

As of today, do you consider the euthanasia of Marius the giraffe, and the teaching events the zoo held after his euthanasia, a current factor in the public's perception of Copenhagen Zoo?



Total

● Yes
● No

170

58,8%

41,2%

Fritekstbesvarelser

Copenhagen Zoo Questionnaire

1. DK	39. Denmark
2. Germany	40. DK
3. Dk	41. Danmark
4. Denmark	42. Thailand
5. Denmark	43. Denmark
6. Denmark	44. Danmark
7. Denmark	45. København
8. Danmark	46. Danmark
9. Denmark	47. Denmark
10. Denmark	48. Denmark
11. Denmark	49. Denmark
12. Denmark	50. Denmark
13. Denmark	51. Denmark
14. Denmark	52. Denmark
15. Denmark	53. Danmark
16. Denmark	54. Denmark
17. Denmark	55. Denmark
18. Denmark	56. Dk
19. Denmark	57. Denmark
20. DK	58. Denmark
21. Denmark	59. Denmark
22. Denmark	60. DK
23. Aalborg	61. Denmark
24. Dk	62. Danmark
25. Copenhagen	63. Denmark
26. Denmark	64. Danmark
27. Denmark	65. København
28. Denmark	66. Denmark
29. Danmark	67. Denmark
30. Denmark	68. Denmark
31. Denmark	69. København
32. Belgien	70. Denmark
33. Denmark	71. DK
34. Denmark	72. Denmark
35. Dk	73. Denmark
36. Denmark	74. Danmark
37. Denmark	75. Denmark
38. Denmark	76. Denmark

77. Denmark	115. Dk
78. Denmark	116. denmark
79. Denmark	117. Denmark
80. Denmark	118. Denmark
81. Denmark	119. Denmark
82. Denmark	120. Denmark
83. Denmark	121. Denmark
84. Denmark	122. Denmark
85. DK	123. Germany
86. Danmark	124. Denmark
87. Denmark	125. DENMARK
88. sweden	126. Denmark
89. Danmark	127. Dk
90. Denmark	128. Denmark
91. Denmark	129. Denmark
92. usa	130. Denmark
93. Denmark	131. Denmark
94. Australia	132. Germany
95. Denmark	133. Dk
96. Denmark	134. Denmark
97. Denmark	135. Denmark
98. UK	136. Dk
99. Danmark	137. Denmark
100. Denmark	138. United States
101. Denmark	139. Denmark
102. Denmark	140. Denmark
103. Denmark	141. Denmark
104. Belgium	142. Denmark
105. denmark	143. DK
106. Denmark	144. Denmark
107. Danmark	145. Dk
108. Denmark	146. DK
109. Denmark	147. Denmark
110. Dk	148. Denmark
111. Denmark	149. Dk
112. Denmark	150. UK
113. Denmark	151. United States
114. Denmark	152. United States

153. Denmark	191. dk
154. dk	192. Denmark
155. Denmark	193. Denmark
156. Denmark	194. Denmark
157. Denmark	195. Denmark
158. Kbh K	196. Denmark
159. Denmark	197. Denmark
160. Denmark	198. cph
161. Denmark	199. Denmark
162. DK	200. Belgium
163. Denmark	201. Danmark
164. Dk	202. Danmark
165. Denmark	203. Denmark
166. Dk	204. Denmark
167. Dk	205. Denmark
168. Denmark	206. Denmark
169. Demark Copenhagen	207. Denmark
170. Denmark	208. Denmark
171. Denmark	1. Danish
172. Danmark	2. German
173. Denmark	3. Dk
174. dk	4. Dansk
175. DK	5. Danish
176. Denmark	6. Norwegian
177. Denmark	7. Danish
178. Denmark	8. Dansk
179. Danmark	9. DK
180. Denmark	10. Danish
181. DK	11. Danish
182. Denmark	12. Danish
183. Denmark	13. Danish
184. Dk	14. German
185. Denmark	15. Danish
186. Denmark	16. Danish
187. Denmark	17. Denmark
188. denmark	18. Dansk
189. Denmark	19. Danish
190. Dk	20. DK

21. Danish	59. DK
22. Danish	60. Danish
23. Danish	61. Dansk
24. Dk	62. Danish
25. Danish	63. Dansk
26. Danish	64. Dansk
27. Danish	65. Danish
28. Danish	66. Denmark
29. Dansk	67. Danish
30. Dansk	68. Danish
31. Danish	69. Danish
32. Danish	70. DK
33. Danish	71. Danish
34. Danish	72. Danish
35. Dk	73. Danmark
36. Danish	74. Danish
37. Danish	75. Danish
38. Danish	76. Danish
39. Danish	77. Danish
40. DK	78. Danish
41. Dansk	79. Danish
42. Grønlænder	80. Danish
43. Danish/Dutch	81. Danish
44. Dansk	82. Dk
45. Dansker	83. Danish
46. Dansk	84. DK
47. Danish	85. Dansk
48. Danish	86. Danish
49. Dansk	87. swedish
50. Danish	88. Dansk
51. Danish	89. Danish
52. Danish	90. Danish
53. Dansk	91. italian mix
54. Denmark	92. Dansih
55. Danish	93. Australian
56. Danish	94. Danish / chilian
57. Danish	95. Denmark
58. Danish	96. Danish

97. Danish	135. Dk
98. Dansk	136. Danish
99. Danish	137. American
100. Danish	138. Danish
101. Danish	139. Danish
102. Danish	140. Danish
103. Danish	141. Danish
104. danish	142. DK
105. Dansk	143. Danish
106. Dansk	144. Danish
107. Danish	145. DK
108. Danish	146. Danish
109. Dk	147. Danish
110. Danish	148. Dk
111. Danish	149. DK
112. Danish	150. American
113. Danish	151. American
114. Danish	152. Danish
115. danish	153. dk
116. Danish	154. Danish
117. Danish	155. Danish
118. Danish	156. Danish
119. Danish	157. Danish/Spanish
120. Danish	158. Danish
121. Denmark	159. Danish
122. Danish	160. Danish
123. Denmark	161. DK
124. Danish	162. Danish
125. Danish	163. Dane
126. Dk	164. Dansk
127. Danish	165. Dk
128. Danish	166. Dk
129. Danish	167. Danish
130. Danish	168. Danish
131. French	169. Danish
132. Dansk	170. Half Danish and English
133. Danish	171. Danish
134. Danish	172. Danish

173. dk	4. I believe it was good press, and cph zoo came out stronger in the end.
174. Danish	5. They handled the situation very professionally, not giving in to the downright stupid reactions, mostly coming from the US.
175. Danish	
176. Danish	6. To more positive. Think it was a great experiment for kids and other people.
177. Danish	7. it was bad enough they sacrificed a young giraffe to this lion. but it did not need to be advertised. the videos are ridiculous and the public should not have been invited to witness such horror especially children it was shown on facebook crazy amount of times. just dishearting and utterly gruesome and most uncalled for. it may be the way in the wild but shouldn't have been aired since lions don't do selfies
178. Danish	
179. Danish	
180. Danish	8. A strong defense of science and rational beliefs is always favourable. Copenhagen Zoo did just that by braving the storm that is public opinion. Hysteria and bigotry should not dictate what a zoo can and cannot do. Nature is not a tea party.
181. Danish	
182. Danish	
183. Danish	9. Bengt Holst var skarp, overbevisende og super sej, da han blev af et udenlandsk medie. Fik virkelig stor respekt for ham efter det interview.
184. Danish	
185. Danish	10. I have become even more convinced that animals belong in nature and not in captivity. I have decided not to visit any zoos. Neither now nor when I have children.
186. Danish	
187. dansk	11. more positive, a role model for other institutions
188. danish	12. I Think they did a god job. They educate about Nature and how it works
189. Danish	13. The Director of CPH Zoo did an amazing job explaining why the giraffe was euthanized. Brilliant piece of work from his side. anthropomorphization is a growing problem with the un-educated people of facebook and he explained why it was necessary so even a 5 year old could understand it
190. dk	
191. Danish	
192. Danish	
193. Danish	
194. Danish	
195. Danish	
196. Danish	
197. danish	
198. Norwegian	
199. Danish	
200. Dansk	
201. Dansk	
202. Denmark	
203. Danish	
204. Danish	
205. Danish	
206. Danish	
207. Danish	
1. Animal cruelty!	
2. My opinion has improved. I feel that the zoo is more credible and honest	
3. Only to a more positive view - i likes the CEOs public statement.	

Appendix 4

Channel 4 News: "Giraffe Zoo chief: 'I like animals'"

Source: Channel 4 News, February 9th, 2014

Direct link: <http://www.channel4.com/news/giraffe-zoo-chief-i-like-animals-video>

Video retrieved on March 30th, 2016

Actors: Interviewer (Matt Frei) and Bengt Holst (BH), Copenhagen Zoo Scientific director

MATT FREI: Bengt Holst, thank you very much for coming on the program. Let me start off by asking you this: **If you allowed school children – some very young children – to watch the dismemberment of the dead giraffe, why not just invite them in to see the killing?**

BH: Because the killing could be, when looked upon, could be pretty cruel and actually there's no education in seeing the killing, but there's a lot of education in seeing the dissection of the giraffe. The vet can tell about the big heart et cetera.

MATT FREI: But forgive me; **the whole thing is cruel. I mean the dismemberment** of this animal and then seeing the lions feasting on it. **I mean clearly it freaked out some of the children that were watching it.**

BH: No. And it's not cruel – it's natural. I mean carnivores live from meat and the meat comes from other animals, so that's not cruel that's just natural. And the dissection of the animal is what we do every time an animal dies in a zoo so that's part of normal zoo life. And that's the same in London Zoo as in Copenhagen Zoo. So that's not cruel – it's normal.

MATT FREI: But in the London Zoo we wouldn't be showing school children this process. **We would protect them from it** [BH interrupts]

BH: No, but I [pause]. Why protect them from real life? I mean [pause] I think people, erhm, **school children can actually learn a lot from seeing this and learn a lot from what marvellous animal a giraffe is;** to see the big neck and all the vertebrates, which are actually the same number as you and I have and see the big heart – why does it have a big heart? While it has to pump the blood to metres up in the air to reach the brain et cetera [Matt Frei interrupts]

MATT FREI: **I may be wrong here but I don't think any of**

1.

Actor: Channel 4 News, UK (traditional medium)
Strategy: attack (the extent of the damage, damage influence of stakeholders, inconsistency innocent / helpless victims obligation to protect victims planned action)
Rhetorical devices: pathos and value-loaded wording

2.

Actor: Copenhagen Zoo
Strategy: defense (denial, justification)
Rhetorical devices: logos

the children who looked really quite horrified by this process watching this animal being torn to pieces were thinking about the number of vertebrates or the number of sinus in it?

BH: They actually did – you should have been there. They are very interested and they asked a lot of questions and the vet [veterinary] answered a lot of questions – both from the adults, the parents and from the kids, so it is a very good [pause] it's not the first time we do it – well, it is the first time with a giraffe, but not the first time we make an open autopsy.

MATT FREI: But of course not everyone in Denmark was happy with the decision of killing Marius, there was an online petition signed by thousands of people. Why did you decide to kill him when there were two zoos abroad who offered to adopt him just hours before?

BH: Yeah, but it's not a question of just putting the animal away somewhere to someone who wants to keep him– it has to be to a right place. And none of those two would actually fit into what we would consider a right place. As you know the giraffes are part of a European breeding program. And such a breeding program has a purpose of ensuring a healthy population to the future. And that is done by matching the gene pool, I mean the genetic composition of the various animals with the available space. And only when this fits together you can actually make sure that you get a proper, erh, a good population in the future.

And this animal [**Matt Frei interrupts**]

MATT FREI: But the offer was made [...] but the offer was made by the Yorkshire Wildlife Park – surely it's their decision whether they 'genetic space' for this animal or not?

BH: No, it's not because they're part of the breeding program as well and if you send our animals to Yorkshire then it would take up space for genetically more important animal than from the breeding program than this one and that would not be a very good thing to do. So it would actually be destroying for the program.

MATT FREI: Look I know that nature can be a cruel thing and scientists are supposed to be you know, to stand away from it all but I find your language in this all rather clinical and cold.

BH: Why? I mean we are talking about natural, [pause], natural animal and natural meat. If you talk about the meat from the animal for the lions – why is this cruel or cold?

MATT FREI: It's the way it was done and it's the fact that there was a reprieve here for the animal and the fact that he was two years old and, as you described it, happy and healthy.

BH: Yeah, but what about all the rabbits that are shot in the UK in order to regulate the population? And what about the roe deer that are shot in order to regulate the populations in Denmark? All the white boars in Sweden that we regulate every year? What about those? They're healthy animals too.

MATT FREI: They're healthy animals but they were considered– rightly or wrongly – as a pest. This giraffe is not considered as a pest in your zoo?

BH: But what's the difference if you want to euthanize or kill it if it's a pest – who decides if it's pest or not? It's a question of you adapt the size of the population to whatever you have available of surroundings. In the wild it's the forest or the fields, in the zoo it's the available space in the zoos and the number of animals. It's a question of adaptation of the population size.

MATT FREI: I also understand that and I can see the scientific reasons for it but I just wondered whether by doing it like this you're going about educating the public in the right way?

BH: Well, we think it is and actually as I have seen from the result of today, I'm not only pretty sure I am very much sure that this is very well. Because we had a lot of public watching the autopsy which I think is a good thing and asking the right questions and also getting the right answers. And they go away from the zoo with a fascination of animals – not

only the ones on the Savannah but also the inside of a giraffe, which is very good.

MATT FREI: You work with animals [pause]

BH: Yes.

MATT FREI: Do you actually like them?

BH: Yes I do very much. And that's why I want to save them. I want to make sure that you have a healthy population.

MATT FREI: And doing what you had to do today was saving animals, were saving giraffes?

BH: It is. Because you save the population. It is just like a vaccination actually: It hurts when you get the needle but it's actually to ensure a better life after the vaccinations so you don't get all the diseases. So sometimes you have to do something not so nice in order to achieve something which is very nice, which is a healthy population. Without a healthy population forget about keeping animals, forget about having animals in the wild as well.

MATT FREI: But one doesn't tend to get dismembered and fed to the lions after a vaccination?

BH: Well, what's wrong? I mean a giraffe in Africa is eaten by lions too. And if we didn't feed the giraffe to the lions we had to feed a cow – is that different?

MATT FREI: But the zoo is a controlled environment controlled by you. I mean the wild is something different.

BH: Yeah, no. Your environment in the UK is as controlled as well. I mean you control the environment just as we control the environment in the zoo.

MATT FREI: But we don't control what goes on in the jungle and the whole zoo is an artificial premise – it's based on an artificial premise.

BH: Yeah, that's right but that's the whole concept of a zoo.

<p>We don't say 'we are nature'. We are as close to nature as we can get under these circumstances. But we try to show the public, what animal is and what animal wonders are and in all its aspects. Not a Disney World, not a Bambi world but the real life. And in the real life lions eat meat and meat comes from, among others, from giraffes.</p> <p>MATT FREI: So can we expect to see more killings like this and public dismemberment of other animals that are surplus to requirements in your zoo?</p> <p>BH: Now you choose special words in order to put a special emphasis on the nature of [Matt Frei interrupts]</p> <p>MATT FREI: I think they're your words [BH takes over]</p> <p>BH: No. No, I have never talked about dismembering. But doesn't matter. Yes, we'll continue this way of managing our animal population, because that's the only right way to do it if we want to have a healthy population or to fifty years from now or a hundred years from now so we'll continue that of course.</p> <p>MATT FREI: Thank you very much.</p> <p>BH: You're welcome.</p>	
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Appendix 5

TV2 Lorry: Ugen Igen med Bengt Holst

Source: TV2 Lorry, February 14th, 2014

Direct link: <http://www.tv2lorry.dk/ugen-igen/ugen-igen-bengt-holst>

Video retrieved on March 30th, 2016

Actors: Interviewer (Nanna Holst), Bengt Holst (BH), Copenhagen Zoo Scientific director and speaker (S)

<p>NANNA HOLST: Det skulle egentlig have været en fascinerende vinterferie oplevelse i København Zoo, men aflivningen og obduktionen af giraffen Marius fik i dén grad følelserne til at eksplodere verden over. Manden i centrum får først trusler og så fansider– det er jo dig, Bengt Holst. Velkommen til.</p>	<p>1. Actor: TV2 Lorry (traditional medium) Strategy: recurrent action Rhetorical devices: none</p> <p>2. Actor: Copenhagen Zoo Strategy: defense (denial,</p>
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<p>BH: Tak skal du have.</p> <p>NANNA HOLST: Du har jo arbejdet i Zoologisk Have i København i gennem tre årtier. Hvordan vil du beskrive netop den her uge?</p> <p>BH: Den har været helt speciel. Den har været enorm hektisk, selvfølgelig har den da være det på grund af al den interesse, ikke kun fra indlandet, men også fra udlandet. Så den er helt unik i forhold til, hvad jeg har oplevet tidligere. Selvom det vi har lavet her, det er jo ikke andet, end vi har gjort igennem mange år i Zoologisk Have. Ikke med en giraf, men vi har gjort det tilsvarende med andre dyr jo.</p> <p>NANNA HOLST: Ja. Og det er jo nemlig det – Historien begynder jo også sådan.</p> <p>BH: Ja.</p> <p>NANNA HOLST: Stille og roligt i sidste uge, hvor du fortæller, hvad der skal ske, vi reagerer på det og kommer ud og møder dig i girafhuset. Skal vi ikke lige se et klip om det?</p> <p>Clip with speaker (S) and BH</p> <p>S: Der er for mange giraffer, som har de samme gener som Marius i det europæiske avlsprogram. For at undgå indavl ser Zoologisk Have ingen anden udvej end at aflive giraffen.</p> <p>BH: Jamen vi ved, det er det eneste rigtige i den her sammenhæng og selvfølgelig er der altid nogle følelser på spildem har vi alle sammen også. Men vi er også rationelle, når vi gør det. Vi gør det, der er bedst for bestanden.</p> <p>S: Det er langt fra første gang, Zoologisk Have står med dyr, som ingen andre zoologiske haver vil have. Hvert år afliver Zoo mellem 20 og 30 dyr, som ingen kan bruge i avlsprogrammerne. Løver, tigre, bjørne og zebraer er gennem årene blevet aflivet.</p> <p>BH: Vi har faktisk gjort det i mange år og har haft den her politik omkring at lade dyrene yngle, som de nu engang kan af naturlige årsager og så tage, eventuelt aflive dem, der er i</p>	<p>justification) Rhetorical devices: logos</p>
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overskud.

Back to the interview

NANNA HOLST: Her er det jo sådan meget 'business as usual'. På det her tidspunkt, hvordan forestiller du dig, at reaktionerne bliver?

BH: Jamen vi vidste, vi kunne godt forestille os, at selvfølgelig kom der noget reaktion, men ikke særlig meget faktisk og såeh. Vi vidste jo på det tidspunkt, at det var, det var den måde, vi skulle forvalte vores dyrebestand på, så der var ikke noget tvivl i vores sind på nogen som helst måde, for ellers så kan du ikke opretholde nogen sund dyrebestand langt ude i fremtiden. Så vi kørte jo bare, og vi mente, at samtidig, når vi nu havde chancen, for at vise publikum, ikke selve aflivningen, for det ville være fuldstændig forkert – der er ikke nogen formidlingsmæssig værdi i det – men at kunne vise, hvordan en fantastisk, en giraf er indeni også og ikke kun, når den går ude på savannen. Der er jo nogle fantastiske tilpasninger i en giraf, som vi gerne vil formidle til publikum for den på måde at skabe noget fascination hos dem – endnu mere end de allerede har for giraffen– og på den måde skabe noget ansvarlighed over for naturen. Og det er sådan noget som, altså den har et hjerte, der er så stort her [holder hænderne op], det vejer adskillige kilo for at kunne pumpe blodet de to meter op fra hjertet op til hjernen. Og det er jo en stor ting. Og en anden ting er, at selvom den har en to meter lang hals, så har den altså ikke flere halshvirvler end du og jeg har. De har syv halshvirvler, men de er altså bare temmelig meget større end vores. Og det er alle de der små, fantastiske ting i en giraf, de er jo med til at øge vores fascination for giraffen, og derfor ville vi gerne invitere publikum med ind til obduktionen. Ikke sådan, så den lå på en stor scenen og pludselig faldt man over en død giraf, 'ups', det ville selvfølgelig ikke være særlig godt og heller ikke etisk forsvarligt faktisk. Men, når vi gør det og inviterer folk ind bag kulisserne og gør det, så vælger man selv om man gerne vil, og jeg må også sige, den reaktion vi så hos vores publikum den dag, både hos børn og voksne, det var vidunderligt at se, fordi der er jo en fantastisk interesse for det og fantastisk vedholdenhed, at man bliver ved – det varer tre timer sådan en obduktion og det var varmt den dag – men de blev ved og blev ved og børn, de stiller jo nogle vidunder-

lige, umiddelbare spørgsmål. De har ikke det der filter, som du og jeg har. 'Ah, kan jeg nu tillade mig at spørge om de her ting?' De går direkte på og får nogle gode svar fra dyrlægen, og så har man fået den dialog, der skal til. Og så har man, når det hele er overstået, fået en masse gode informationer ind i hovedet på folk, som de kan tage med hjem og sige 'hold da op; jeg er blevet klogere på giraffen, hvor er det et fantastisk dyr. Vi må gøre noget ude i naturen'. Og det er det, vi gerne vil.

NANNA HOLST: Ja, så dem der var der, siger du, de kunne godt forstå, hvad der foregik, men dagen efter, der står du i Lorry og kalder dig selv den måske mest hadede mand på den her jord. Og du og din familie har fået dødstrusler. Hvordan håndterer man egentlig det.

BH: Det er svært at sige her i nuet. Jeg tror ikke, man tænker så meget over det, jeg gjorde ikke i hvert fald, tænkte så meget over det lige her i nuet, fordi der var nogle ting, der skulle klares på det tidspunkt, og det var meget væsentligt for mig, at vi får det her budskab ud omkring, hvorfor vi gør det, fordi alle de trusler, der kommer, alle de hademails, der kommer og mange af de spørgsmål, der kommer byggede helt klart på en misforstået, romantiseret tankegang omkring, hvad naturen er og måske også romantisk forhold til liv og død eller et manglende forhold til liv og død, så der manglede helt klart noget omkring hele den der diskussion. Så det vigtige for os, det var at få vores budskab ud: Hvorfor gør vi de her ting, for der er selvfølgelig noget rationelt bag og også hvorfor invitere vores publikum til obduktionen og efterfølgende, hvorfor giver vi så kødet til løverne. Og hver for sig er de jo alle sammen meget naturlige og en hel del af en ganske almindelig forvaltning af en dyrebestand. Men hver for sig har det altså trigget noget hos folk sådan rent følelsesmæssigt.

NANNA HOLST: Ja og I har jo gjort det mange gange før, som vi hører. Der er 20---30 dyr om året, ser vi her i indslaget, I har før obduceret. I Knuthenborg Safaripark har de aflivet giraffer og fortalt om det i pressen, uden at der er nogen, der har taget særlig notits af det. De er så ikke blevet obduceret offentligt. Hvad tror i din optik, nu hvor du kigger tilbage, har gjort den her sag så vanvittig anderledes end de

andre?

BH: Det er lidt svært at sige, selvfølgelig, jeg skal ikke gøre mig klog på, hvordan kommunikationen foregår i sådan en sammenhæng, men der er ingen tvivl om, at for det første det, at det er en giraf uanset om man måske også andre steder har aflivet giraffer, det har man jo – også i Afrika for øvrigt – men det er jo et stort, flot dyr og det er helt klart det anderledes, end hvis det havde været en rotte. Ingen tvivl om det. Og så er det selvfølgelig også et spørgsmål om der, hvor nogle af de første meldinger, der kommer ud i pressen, hvordan de tackles, og det er klart, at når man, allerede i den første del af den skrevne presse præsenterer det som, ikke som det formidlings element, det faktisk var i Zoologisk Have, en fantastisk mulighed, men at der står et billede af en meget smuk giraf, så står der en underskrift på, der hedder 'Dødsdømt', det er klart, så har man allerede lagt profilen, så har man allerede lagt scenen. Og så kører den videre derfra. Og så er der noget, der hedder sociale medier i dag, som der ikke har været – ikke så mange år i hvert fald, i hvert fald ikke mens jeg har været i Zoologisk Have – og der går det altså hurtigt. Og så løber det pludseligt meget meget hurtigt, og det går jo så hele verden rundt. Vi kunne da også se, efterhånden som den danske presse lagde sig til at sove, så kom den engelske og den amerikanske presse, så løb det hele jorden rundt. Jeg vil også godt lige sige, når vi siger 20--30 dyr om året, det lyder af rigtig meget, men man skal jo sætte det i relation til, at det er taget et meget hurtigt gennemsnit over 10 år, fordi nogle år kan det være mange – eller ikke mange – men lidt flere end andre år. Og det er jo altså både de dyr, der aflives på grund af, at de som regel er i overskud, men også dyr, der har brækket benet eller sådan noget der. Og set ud fra hvor mange dyr vi får i det hele taget, hvor mange unger vi får i det hele taget, så er det altså ikke så mange. Bare lige for at få proportionerne på plads.

NANNA HOLST: Ja, det med proportionerne, det virker som om, at det er gået meget godt igennem herhjemme. Efterhånden er folk begyndt at forstå, hvad det er, I gerne vil med det, og der er endda kommet fansider, der skal støtte op om dig. Men i udlandet virker det som om, at det er sværere for dem at forstå. Skal vi lige se klippet:

New clip with foreign media:

S: Bengt Holst har været verden rundt de seneste dage. Her er det ungarsk Tv [der snakkes ungarsk] og hollandsk [der snakkes hollandsk]. Tysk fjernsyn sendte en reporter i marken [der snakkes tysk] og senere kom britiske Channel 4 så på banen [klip fra Channel 4 interviewet]. Ud over at navnet 'Marius' slap ud i medierne, er der ikke andet, Bengt Holst fortryder ved giraf affæren.

BH: Hvis der er så stor mangel på naturforståelse, at man ikke forstår liv og død, hele konceptet omkring liv og død, som er bange for at se et kadaver, som er bange for, at vi vil fodre et dødt dyr til løverne, så har vi en meget stor rolle inden for formidling.

Back to the studio

NANNA HOLST: Ja, en meget stor rolle inden for formidling siger du. Hvor meget synes du, formidlingen er trængt igennem her og i udlandet?

BH: Jeg er overbevist om, herhjemme der er det trængt meget igennem. Man skal selvfølgelig se igennem mange af de der hademails og sådan noget, der kommer ind, for det er nu engang sådan nogle umiddelbare reaktioner, der kommer hos mange mennesker. Men jeg kan se på det, der kommer nu, det der skrives i aviserne i dag, det der kommer i pressen i det hele taget, det er en hel anden karakter end det, der var i begyndelsen. Der var det meget omkring 'ihh, hvor er.. Det er forfærdeligt det her', men når man begyndte at forstå rationalet bag og der kommer mange rigtig gode støtteerklæringer eller støtte kronikker og sådan noget, for os på nuværende tidspunkt, så man har forstået den del. Men i udlandet, der må jeg sige, der er helt klart en kulturforskel, vi kan se. Bare til Tyskland er der en kulturforskel. Og især til England. Og i aller, og virkelig til USA, der er vi meget forskellige. Der er man meget mere romantiseret omkring det med dyrene, og man putter det lidt ind under gulvtæppet. Man vil ikke rigtig diskutere det der liv og død, man vil ikke rigtig diskutere, at der faktisk kan være tale om en gang imellem, at man bliver nødt til at aflive et overskud. Til trods for at man lige så meget i USA som i Europa regulerer dyrebestandene, fordi der er blevet for mange af dem i forskellige sammenhænge, så det gør man jo løbende og det er nødvendigt, fordi vi mennesker har jo bragt en ubalance ind

i naturen. Og så bliver man altså også nødt til at acceptere, at vi går ind og prøver at få den balance bragt på plads igen ved at aflive et lille overskud, sådan at dyrene ikke slider for meget på den plads, der nu engang er til rådighed og dermed ødelægger leve mulighederne for sig selv, og det er jo det, det hele drejer sig om. Det er nøjagtig det samme med Zool-ogisk Have: Vi har begrænset plads til rådighed, vi skal have en dyrestand, der også lever om 100 år, 200 år og så bliver vi nødt til at yngle med den for at forny den, men vi bliver også nødt til, når vi så yngler med dem, og acceptere, at så kommer der et lille overskud, for man kan ikke gå ned som i supermarkedet og købe fem kilo kaffe. Så får man fem kilo kaffe— her bliver vi nødt til at lade dem yngle og så se, hvad er der tilbage, når året er ovre; er der for meget, er der for få, så skal vi bare yngle mere eller også er vi nødt til at kappe et lille overskud. Det er sådan sagen i en meget lille nøddeskal.

NANNA HOLST: Men jeg har også forstået, at vi er også anderledes end mange udenlandske zoos. Vi er kendt som 'the viking zoo'. Hvad ligger der i det?

BH: Det tror jeg også er fordi, vi har jo ry for i den store verden, at vi er meget, altså vi er meget pragmatiske, og det er ikke negativt forstået omkring dyr. Vi er jo vant til at forholde os til dyr. Vi er vant til at kunne tale om det med dyr og med overskud, og det ligger måske, jeg ved ikke, gammelt landbrugsland er vant til at forholde sig meget mere til liv og død end man er i nogle typiske bysamfund. Men i hvert fald er det, og det gælder for hele Skandinavien, har vi et mere, og synes jeg, meget mere naturligt forhold til naturen, til natursyn, og det er dejligt. Det er så gennemsyret i alt, hvad vi gør faktisk.

NANNA HOLST: For eksempel..?

BH: Jamen det er jo netop det der, generelt har der jo ikke været, fordi vi har gjort det her i mange år, hvor vi har avlet med dyrene på ordentlig vis for at holde en bestand og så kan vi aflive det eventuelle overskud [pauser]

NANNA HOLST: Men der er også noget med den måde I fodrer[...]

BH: Jo, men også hele fodring, altså vi har jo gjort det altid, for det er godt for dyrenes adfærd og få hele kadavere i stedet for bare at få et stykke kød. Altså får en løve sådan et stykke kød her [holder hænderne op], det kan den spise på fem minutter, hvis det bare er kød. Men er det her kød som en del af en dyrekrop, som de får ude i naturen også, så skal de bearbejde føden også, så først sker hele bearbejdningsfasen, efterfølgende skal de rense pelsen. Hele det der gør jo føde bearbejdningen langt mere spændende for dyrene.

Dermed får de langt mere velfærd, end hvis de bare får kødet serveret. Det har vi ikke haft problemer med at vise til vores publikum, og folk er jo meget begejstrede, når de ser det, fordi det er den virkelig verden, og det er altså en del af vores formidlingsopgave i Zoologisk Have. Men i visse andre lande – ikke mindst i USA – der kan man slet ikke vise sådan noget for publikum, fordi man kan ikke tillade sig at vise sådan noget for børnene i den der alder. Jeg siger ikke, det gælder i alle zoologiske haver i USA, men det gælder i mange, fordi man har den indstilling. Så putter man det altså ind under gulvtæppet, at 'uha nej, rovdyr de spiser ikke dyrekroppe, hele dyr, man kan faktisk slet ikke se, det kommer fra et dyr, men det kan være sådan noget Kitkat, eller hvad de hedder alle de der Whiskas, sådan noget moset kød, og det er jo helt forkert. For det første er det dårlig formidling, fordi det spiser dyrene ikke. For det andet så ødelægger det faktisk deres tænder, fordi de ikke har noget at gnave i, så det er af mange årsager forkert at gøre det på den måde, og det kan ikke nytte noget vi skjuler virkeligheden for vores børn. De bliver nødt til at kende den virkelige verden. Og jeg tror snarere, vi afmystificerer den virkelige verden i stedet for at brutalisere den som vi er blevet beskyldt for af nogle medier ved at vise sådan noget som det her, viser at dyrene spiser hele dyr og også vise en obduktion af en giraf. Vi afmystificerer døden, vi afmystificerer det at finde et kadaver ude i skoven. Tit ser sådan et kadaver lidt underligt ud, når det begynder at gå i forrådnelse, men hvis du først har overværet noget i Zoologisk Have, så har du fået det afmystificeret, du har fået forklaring på, 'ja og tarmene ser sådan der ud og derinde ligger maden, den kan godt se lidt adder ud, men det er helt naturligt den er sådan' og så videre, og blod er der også, ikk? Hvis du så finder sådan et ude i skoven, så kan du sagtens relatere det 'åhhh

ja, det var det der, der var sådan og sådan, ikk'. Og det skal vi være åbne omkring, for sådan er verden nu engang skruet sammen.

NANNA HOLST: Men der var jo også en kerne følelse, som handlede om, at det du siger, det eneste du er ked af, det var, at navnet 'Marius' slap ud i pressen. Hvad vil I egentlig kalde jeres dyr internt fremover?

BH: Jeg vil ikke sige, at det slap ud i pressen, for vi er, jeg tror, det er meget væsentligt, at vi er åbne omkring alle de ting, vi gør. Men jeg er lidt ked af, at det var det første, man beskrev dyret som i stedet for den unge hangiraf, som det rent faktisk var, og det er jo ikke et navn, som vi har givet dens om sådan.

NANNA HOLST: Nej, det var dyrepasserne, ikke?

BH: Ja.

NANNA HOLST: Hvad må de kalde dyrene fremover?

BH: Jamen vi har haft faktisk en politik, der blev lagt for to år siden, hvor vi sagde – fordi vi blev opmærksomme på det her problem i højere grad end tidligere – og der har vi sagt, at hvis vi giver nogle dyr navne, det er kun nogle få nogle, der kan få navn, det er sådan nogle som typisk lever længe i Zoologisk Have – elefanterne de kan leve i Zoologisk Have i 40---50 år. Derfor bliver det til et individ, uanset om vi vil det eller ej, og så må vi acceptere, at det har et navn. Men det må ikke være et menneske navn, det skal være noget, der relaterer sig til dets biologi eller til deres, der hvor de kommer fra. Og den seneste elefantunge vi fik sidste år, hedder 'Kausok', og 'Kausok' det er navnet på en nationalpark i Thailand. Og det er jo ikke det samme som 'Marius'. Altså det er en anden måde, man bliver ikke på samme måde antropomorferet, som man kalder det, man bliver ikke relateret til mennesket. Men man skal passe på også, at man ikke sætter det hele i skyld på, at det er navnets skyld, at det blev her. Jeg tror, det ligger langt mere basalt, langt mere grundlæggende, at der er nogle problemstillinger, vi ikke har været gode nok til at tage op. Og det her kan måske være en mulighed til at tage de her problemstillinger op og få dem

diskuteret. Ikke kun her i Danmark, men også i udlandet netop omkring liv og død og, hvad er naturen egentlig? Hvad er naturen? Den er jo fantastisk spændende, selvom der foregår nogle gruelige ting en gang imellem, men sådan er den altså bare og det skal vores børn også vide og deres børn skal også vide det, fordi ellers så ved de ikke, hvad de skal gå ud og bevare derude. Og kun ved at skabe den fascination af det, de kan se foran sig, og det kan du jo, hvis du ser en stor dyrekrop eller ser dyrene gå på Savannen i Zoolo-gisk Have, jamen så skaber du også en ansvarsfølelse. Fordi man synes 'av, hvor er det spændende, det her'. Og den ansvarsfølelse kan gå over i naturbevarelse.

NANNA HOLST: Ja. Der kigger vi fremad allerede, hvad det er I vil opnå med det. I kommer til at stå i den her situa-tion, også fremover, hvor I vil have dyr i overskud og I gerne vil lave den formidling, der hedder, at når man så kig-ger ind i dem. Ehh, vi fik en brandingekspert til at se på, hvad der så skal ske. Lige et par gode råd. Lad os se det:

Clip with branding expert Nicolaj Taudorf Andersen (NTA), Radius Kommunikation, and interviewer, Line Baun Danielsen (LBD)

LBD: Nu har han jo været ude og sige, Bengt Holst, 'vi vil gøre det her igen', hvor klogt er det?

NTA: Jeg ville nok vælge noget andet end en giraf næste gang, kan jeg godt sige, hvis jeg ville gøre det. Jeg kan jo se at både de og mange andre zoologiske haver faktisk gør det her som noget, der er helt naturligt og en del af hel almin-delig oplysning af børn og unge og forældre i, hvordan dyr de faktisk er i naturen og lever og dør, og det kan velsagtens være meget fornuftigt. Men man skal nok i hvert fald sørge for, hvis man gør noget, der minder om det her, så sørge for at få nogle med, som kan sige, at 'det er ok'; dyreværnsor-ganisationer, andre zoologiske haver, som gør det samme, som ikke er i Danmark.

Back to the interview with BH og Nanna Holst.

NANNA HOLST: Hvad synes du om de her råd?

BH: Jamen det er da rigtigt, at vi gør det, men jeg vil også

sige, at vi har jo fået støtteerklæringer både fra Dyrenes Beskyttelse og andre zoologiske haver, så jeg mener nok, vi har det på plads – ikke mindst i vores eget hjemland, hvor vi har den kultur, gudskelov for det. Den største protest kommer fra udlandet, og det skal vi lige huske på i den her sammenhæng. Men jeg vil også sige, hele forløbet her, netop fordi vi ikke har betragtet det som et stort stunt, der er jo nogen, der har anklaget os for, at vi bare har lavet et kæmpe mediestunt og sådan noget – det er jo helt forkert. Havde vi villet det, så havde vi jo annonceret det på en anden måde. Det er jo slet ikke kommet ud på den måde, før det overhovedet skete, andet end i et lille lokal nyhedsbrev til dem, der er i vores nyhedsbrev. Så havde vi virkelig lavet det som et egentlig mediestunt, det er vi slet ikke interesseret i vel? Så for os er det en formidlingsopgave, og havde vi planlagt det lang tid i forvejen, jamen så kan det da godt være, vi havde fået nogle andre med ind på banen også i den der sammenhæng. Men da vi ikke selv mente, at det var det helt store issue i den her sammenhæng eller det helt store, andet end en spændende begivenhed, så har vi selvfølgelig ikke prøvet på forhånd at, hvad skal vi sige, at få alle mærkelige støtter på plads, for det er jo bare et dagligt, sådan er det at arbejde i en zoologisk have. Og dermed ikke være sagt vi afliver giraffer hver dag, det gør vi ikke selvfølgelig, det er den første giraf, vi har aflivet i 50 år på grund af over-skud. Så det er altså ikke noget, der sker så tit.

NANNA HOLST: Nej. Så når du sådan skal kigge tilbage på ugen og alt det, den har ført med sig: I det store hele, har det været stormen værd?

BH: Ja, det mener jeg, fordi. Selvfølgelig er det hårdt, når man er i orkanens øje, når det står på. På den anden side har vi også haft mulighed for at komme ud med et budskab, hvordan vi arbejder i en zoologisk have og hvor vigtigt det er, og fremfor alt har vi fået mulighed for at sende et, hvad skal vi sige, form for natursyn ud, som vi mener, er meget væsentlig for vores forståelse af naturen, at vi bliver nødt til at forholde os realistisk. Ikke kun til den søde del af naturen, men også til den lidt mere barske del og dermed også til liv og død. Og, om ikke andet, så mener vi i hvert fald vi har fået den del på plads, og jeg er helt sikker på, vi får åbnet nogle diskussionsfora rundt omkring i verden, og det er

<p>måske heller ikke så dårligt endda.</p> <p>NANNA HOLST: Bengt Holst, held og lykke med det, og tak fordi du kom.</p> <p>BH: Tak.</p>	
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Appendix 6

Berlingske - Livet er ikke en Disney-film

Published: February 10, 2014

Retrieved: May 10, 2016

Author: Kristoffer Zøllner

<p>Livet er ikke en Disney-film</p> <p><i>Da girafungen Marius i går blev aflivet, kogte følelserne over. Men zoo-direktøren forsvarer sin beslutning og bakkes op af professor i dyreetik.</i></p> <p>Af Kristoffer Zøllner</p> <p>Marius er så sød. Men nu er han død. Søndag morgen demonstrerede forargede dyrevenner foran Zoologisk Have på Frederiksberg, og i direktør Bengt Holsts indbakke lå 1.500 e-mail fra folk, som ønskede, at det var direktøren og ikke stakkels 18 måneder gamle Marius, der var blevet parteret foran publikum.</p> <p>»Onde danske dyrepassere,« skrev New York Post, »Over-skudsgiraf nedlagt,« skrev BBC, og »hvordan kunne de?«, spurgte Daily Mail chokeret.</p> <p>»Det har været helt ude af proportioner. Vi har fulgt en standardprocedure for at sikre, at der også i fremtiden er sunde bestande af dyr. Sådan er det også i naturen. Havde det været et rådyr, antilope eller en gris, havde ingen reageret. Men vi kan ikke lave særregler for dem, som ser pæne ud,« siger Bengt Holst.</p> <p>Zoo-direktøren måtte tålmodigt bruge sin søndag på at tale med journalister fra det meste af verden, mens der stadig indløb trusler mod ham og hans familie på e-mail og telefon.</p> <p>Den barske sandhed om naturen er som bekendt, at det kun er en brøkdel af de dyr, som bliver født, der kan overleve, siger professor i dyreetik ved Københavns Universitet, Peter Sandøe. Så når en giraf som Marius ikke har nogen</p>	<p>1. Actor: Berlingske (traditional medium) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: pathos</p> <p>2. Actor: Copenhagen Zoo Strategy: defence (denial) Rhetorical devices: logos</p> <p>3. Actor: Peter Sandøe (private person) Strategy: defence (justification) Rhetorical devices: logos</p>
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<p>avlsværdi, og det ikke er muligt at sende den afsted til en anden zoologisk have uden at skabe indavlsproblemer, så er det eneste rigtige at lade den ende sine dage som løvefoder. »Når man i en zoo skaber en kunstig udgave af naturen, så skal døden også være en del af fortællingen. Så det her kan måske få folk til at reflektere lidt over, at dyrs død er en essentiel del af naturen,« siger Peter Sandøe, som derfor er glad for, at Zoos direktør står fast på sin beslutning. En zoologisk have har nemlig også en vigtig pædagogisk opgave ved siden af sine naturbevaringsforpligtelser.</p> <p>Politisk korrekthed</p> <p>Både Peter Sandøe og Bengt Holst advarer imod det, de kalder »amerikanske tilstande« – eller »Disney-ficeringen« – i de zoologiske haver, hvor man i den politiske korrektheds navn skaber et glansbillede, der er til for at tilfredsstille publikums følelser – snarere end at fortælle dem, at naturen indimellem kan være barsk.</p> <p>Skrækeksemplerne, fortæller Bengt Holst, er løver, der får p-piller, hanner og hunner, som holdes adskilt for at begrænse formeringen, og rovdyr, der fodres med kattemad, fordi publikum skal skånes for at se, når et kadaver bliver flænset.</p> <p>»Man tør ikke engang fodre med kødben, fordi det også er for realistisk. På den måde fratager man dyrene deres adfærdsskatalog, hvilket giver dårlig velfærd. Det er vigtigt at give dyrene daglige udfordringer, og desuden giver fødselskontrol en masse bivirkninger, som man ikke har styr på,« siger Bengt Holst og advarer imod at fjerne børn for meget fra virkeligheden.</p> <p>»Når vi laver en åben obduktion, handler det om at få børnene til at forholde sig til liv og død. Og vi har en unik mulighed for at vise, hvor fantastisk en skabning en giraf er. Så vi står fuldstændig fast. Hvis ikke vi kan gøre dette, så kan vi godt pakke sammen,« siger han.</p>	
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Appendix 7

Jyllands-Posten - "Zoo-direktør: Girafsag ude af proportioner"

Published: February 9, 2014

Retrieved: May 10, 2016

Author: Signe Haahr Lindegaard

<p>"Zoo-direktør: Girafsag ude af proportioner"</p> <p><i>Aflivningen af giraffen Marius har ført en strøm af både protester og dødstrusler mod sig. Ude af proportioner, mener Københavns Zoo.</i></p> <p>"Det her er langt voldsommere end noget, vi tidligere har været udsat for. Det kan ikke være rigtigt, at min familie og</p>	<p>1.</p> <p>Actor: Jyllands-Posten (traditional medium)</p> <p>Strategy: defense (denial)</p> <p>Rhetorical devices: logos</p> <p>2.</p>
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jeg bliver truet på livet."

Sådan siger videnskabelig direktør i Københavns Zoo, Bengt Hansen, efter aflivningen af den halvandet år gamle giraf, Marius, søndag formiddag. En sag, der både har fået mange danskere til at protestere og har vakt opmærksomhed i internationale medier.

"Jeg synes, at den her sag er helt ude af proportioner," siger han og fortæller, at sidst Københavns Zoo oplevede noget lignende, var da man i slutningen af 1970'erne aflivede et par tigre.

Dødstrusler på facebook

Det er især på det sociale medie Facebook, at protesterne mod aflivningen af den efterhånden verdenskendte giraf er højlydt. I gruppen "Imod aflivning af giraffen fra Zoo i København" giver flere end 3.000 borgere med både kommentarer og billeder udtryk for deres holdninger til sagen.

Holdninger, som tydeligt er imod aflivningen af sunde og raske dyr. "Nok er Marius aflivet, men vi håber på, at vi kan få sat fokus på, hvordan andre dyr kommer til at lide samme skæbne," siger stifter af gruppen på facebook, Rikke Wang.

Et medlem af gruppen har desuden startet en underskriftindsamling for at få Bengt Hansen afsat som videnskabelig direktør i Københavns Zoo. I nogle af protesterne er følelserne dog kammet over. "Det er synd for debatten at den bliver ført ned på et plan, hvor man ikke kan snakke om sådan nogle ting uden at skulle true hinanden på livet," siger Bengt Hansen, der de seneste dage har modtaget flere dødstrusler.

Normal procedure

Hos Københavns Zoo indgår man i et europæisk avlsprogram for giraffer og andre dyr, hvilket er med til at sætte rammerne for bestanden. Derfor er det ind imellem nødvendigt at tage livet af et raskt dyr for at kunne bibeholde en sund bestand.

Ifølge Bengt Hansen skyldes den store opmærksomhed om netop denne aflivning, at folk i høj grad knytter sig følelsesmæssigt til girafferne. "Giraffen et stort, smukt dyr, som mange tager til sig og får status i folks hoveder som et kæledyr. Og så begynder det at blive følelsesmæssigt. Hvis det havde været et mere anonymt dyr som f.eks. en antilope, ville man ikke tænke så meget over det," siger han.

Actor: Rikke Wang (private person)

Strategy: attack (innocent / helpless victim)

Rhetorical devices: none

3.

Actor: Copenhagen Zoo

Strategy: defense (justification)

Rhetorical devices: logos

<p>Ændrer ikke på aflivning</p> <p>Den megen opmærksomhed om søndagens aflivning af giraffen Marius får ikke Københavns Zoo til at ændre på den måde, man forvalter dyrebestanden på. Det er ifølge Bengt Hansen et nødvendigt onde, at tage livet af et dyr ind imellem.</p> <p>"Vi tager ikke livet af et dyr uden store overvejelser først, og selvfølgelig er der en god grund, når vi endelig gør det," siger Bengt Holst.</p>	
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Appendix 8

Politiken - Københavns Zoo: Kom og se giraffen blive skåret i stykker

Published: February 8, 2014

Retrieved: May 11, 2016

Author: Nikolaj Heltoft

<p>Københavns Zoo: Kom og se giraffen blive skåret i stykker</p> <p><i>Zoo i København inviterer offentligheden med, når giraffen Marius skal aflives og obduces.</i></p> <p>Giraffen Marius skal aflives i morgen, selvom den ikke fejler noget.</p> <p>Det har de seneste dage ført til underskriftsindsamlinger, protestgrupper på Facebook og en strøm af henvendelser til Zoo København om ikke at gennemføre aflivningen af den to år gamle giraf.</p> <p>Men protesterne ændrer ikke på planen: Efter aflivningen af Marius kan interesserede fra klokken 10 følge med i en offentlig obduktion af giraffen.</p> <p>Haven vil ikke formidle et fordrejet billede af hverken livet eller døden i zoo, lyder begrundelsen.</p> <p>»Når dyrene dør her i zoo - lige fra mus til elefanter - så bliver de altid obduceret. Det gør vi for at lære mere om dem. Og vi vil gerne vise folk, hvordan en zoo faktisk er, for vi har jo ikke noget at skjule«, forklarer Bengt Holst, videnskabelig direktør i Zoo København.</p> <p>Ved obduktionen vil de besøgende ved selvsyn kunne se giraffens enorme hjerte, der pumper blodet op til hovedet i fem meters højde. Og så er der naturligvis den lange hals:</p> <p>»De har faktisk ikke flere halshvirvler end du og jeg. Så når man klæder dem af til skindet, minder de faktisk meget om</p>	<p>1. Actor: Politiken (traditional medium) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: pathos</p> <p>2. Actor: Copenhagen Zoo (Bengt Holst) Strategy: defense (denial) Rhetorical devices: logos</p>
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<p>os, bare meget større«, siger Bengt Holst.</p> <p>Intet unormalt ved aflivning</p> <p>Selv om den videnskabelige direktør udtrykker forståelse for, at mange mennesker engagerer sig følelsesmæssigt i giraffens skæbne, mener han ikke, at der noget forkert i aflivningen af Marius.</p> <p>I zoo's avlsprogrammer vil der med tiden altid kunne opstå et overskud, især af hanner, når avlen går godt. Og når der ikke kan findes plads til dem i andre zoologiske haver, afliver man til tider enkelte dyr, der genetisk set ikke passer ind i bestanden, forklarer Bengt Holst.</p> <p>»Det er mennesker, der regulerer naturen. Og med hjortebestanden i Dyrehaven er det jo det samme. Også derude regulerer man bestanden løbende og bortskyder flere hundrede dyr for at sikre den mest optimale bestand«, siger Bengt Holst.</p> <p>»Det vigtige er, at de har det godt, imens de lever«.</p> <p>Obduktionen af giraffen Marius finder sted foran dyrlægens klinik tæt ved de sydamerikanske dyr. Herefter vil de dele af dyret, der ikke skal bruges til forskning, den kommende tid blive serveret for havens rovdyr.</p>	
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Appendix 9

Berlingske - Hvorfor går verden amok over en giraf?

Published: February 10, 2014

Retrieved: May 11, 2016

Author: Steen A. Jørgensen

<p>Hvorfor går verden amok over en giraf?</p> <p><i>Aflivningen af giraffen Marius vækker så stor harme, fordi drabet på et dyr med et navn, automatisk minder os aflivning af mennesker, forklarer en professor.</i></p> <p>Hvis ikke Marius havde heddet Marius - hvis han havde været en helt almindelig navnløs giraf - så ville den verdensomspændende forargelse over hans død formentlig slet ikke have nået sit nuværende kogepunkt.</p> <p>Det vurderer professor i dyreetik ved Københavns Universitet, Peter Sandøe.</p> <p>»Marius' navn har været med til at styrke billedet af, at han er et slags kollektivt familiedyr. Og når han så bliver slagtet, selv om han ikke er syg, så kan det vække stærke følelser,« siger han.</p>	<p>1.</p> <p>Actor: Berlingske (traditional medium)</p> <p>Strategy: explanation of why Copenhagen Zoo euthanized Marius</p> <p>Rhetorical devices: logos</p> <p>2.</p> <p>Actor: Copenhagen Zoo</p> <p>Strategy: defense (denial, reminder - good deed)</p> <p>Rhetorical devices: logos</p> <p>3.</p> <p>Actor: Peter Sandøe (private person)</p>
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<p>Københavns Zoo aflivede søndag Marius og parterede ham, så han kunne fodres til løverne. Årsagen var pladsmangel, og ifølge Københavns Zoo var det ikke muligt at afsætte Marius til andre zoologiske haver uden at skabe problemer med indavl.</p> <p>Tilføj til historien, at giraffen er et spektakulært, vildt dyr, at den samtidig er temmelig nuttet, og at Marius kun var 18 måneder gammel, så har man en sprængfarlig cocktail, forklarer Peter Sandøe:</p> <p>»Når dyr får navne, relaterer vi til dem som individer. Se for eksempel på kæledyr, som mange betragter som familiemedlemmer. Når man afliver navngivne dyr, giver det straks en association til at aflive mennesker,« siger han.</p> <p>På den såkaldte sociozoologiske skala - en slags hitliste over hvilke dyr, vi bekymrer os mest om - er de vilde dyr rykket helt op i toppen. Et godt stykke længere nede ligger for eksempel slagtesvin, som hver dag må lade livet i titusindvis for at holde den danske svineeksport kørende.</p> <p>»Svin har kun et nummer. Det er dyr, som vi holder afstand til for netop at kunne spise eller sælge dem,« siger Peter Sandøe.</p> <p>Billederne af Marius' slagtning er bogstavelig talt gået verden rundt i takt med at internationale nyhedsbureauer som AFP, Associated Press og Reuters har viderebragt historien. Britiske BBC og avisen The Guardian har også omtalt aflivningen, og CNN fulgte sagen på både net og TV. Selv verdens nok mest anerkendte avis, The New York Times, har skrevet om Marius' død.</p> <p>I Københavns Zoo har den videnskabelige direktør, Bengt Holst, modtaget trusler på livet, og på sin Facebook-side forsøger dyrehaven efter bedste evne at forklare sig på både dansk og engelsk.</p> <p>»Vi vil gerne understrege, at vi ikke betragter det som dyrplageri at aflive en giraf og så fodre den til løverne. Løver er rovdyr, og de spiser dermed kød. I dette tilfælde blev løverne fodret med en giraf, som løver også spise i naturen. Hvis vi ikke havde fodret dem med giraffen, skulle de have været fodret med kød fra andre dyr, som var blevet aflivet i stedet. Det er sådan, det er. Kød kommer fra dyr. I dette tilfælde ved vi, at kødet kommer fra et dyr, der har haft et godt liv,« skriver Københavns Zoo.</p> <p>Opslaget har i skrivende stund fået over 6.000 kommentarer, hvoraf mange synes at være skrevet i raseri. »Mordere«,</p>	<p>Strategy: defense (justification)</p> <p>Rhetorical devices: logos</p>
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»barbarer«, og »dyremishandlere« er nogle af de tilbagevendende skældsord. Som én kvinde skriver:

»Der er INGEN UNDSKYLDNING for jeres svigt og grusomhed! Må I for evigt blive husket for jeres ondskab. Skam jer! Hele verden ser på jer! SKAM!«

Københavns Zoo lægges for had på sociale medier

På Facebook og Twitter giver brugere fra hele verden deres følelser frit løb i sagen om Marius. En del af vreden kommer til udtryk i kommentarer på Københavns Zoos Facebook-side:

- »Et meningsløst og overlagt spild af liv. Er I så psykopatiske, at I er ude af stand til at føle og vise empati? Har I ingen medfølelse for dyr? I er en f***ing skændsel for menneskeheden.«

- »I er til skam for den menneskelige race! Hæng jeres hoveder i skam, I giver mig kvalme.«

- »Det er på tide, at I barbariske VIKINGER udvikler jer!!! Hvem gav jer slagtere ret til at DRÆBE Marius, en sund og rask giraf??? Hvilken del af »DU SKAL IKKE DRÆBE« fra Biblen forstår I ikke?«

Reaktionerne fra brugere på Twitter er også benhårde:

- »Fuck jer, I modbydelige morderiske svin. Må I rådne op i helvede, slimede forpulede røvhuller.«

- »I skulle lukkes. Barbarisk. Små mænd, der leger Gud. Håber omtalen tvinger jer til at lukke. Dyremordere.«

- »Ikke alene DRÆBER KØBENHAVNS ZOO EN BABYGIRAF, de slagter den og fodrer den til løverne foran skolebørn.«

Appendix 10

Politiken – Zoo handlede helt korrekt ved at aflive Marius

Published: February 11, 2014

Retrieved: May 11, 2016

Author: Fatima Sabir

10. Politiken - Zoo handlede helt korrekt ved at aflive Marius

<p>Zoo handlede helt korrekt ved at aflive Marius</p> <p>Der er kun gode argumenter for, at Zoo har handlet etisk forsvarligt ved aflivningen af giraffen.</p> <p>Det mest uhørte i sagen om giraffen Marius er selvfølgelig dødstruslerne mod direktør Bengt Holst. Man kan være uenig i hans forvaltning af sit arbejde, men at slutte fra en uenighed om forvaltning til, at manden fortjener at dø, er meget anfægteligt.</p> <p>Parallelt vil mange mene, at måden, hvorpå landmænd producerer svin, er dybt problematisk. Men det er dog de færreste, der af den grund mener, at landmænd i konventionelle landbrug bør myrdes.</p> <p>Eller hvad med de familier, som hvert år får aflivet et kæledyr, fordi de mener, de ikke længere kan tage sig tilstrækkeligt af det? Heller ikke dem, vil vi mene, skulle slås ihjel.</p> <p>Dertil kommer, at man nok ikke ville have været lige så forarget, hvis det 'bare' var en antilope eller en øgle, der skulle aflives. Nuvel, lad os så blive enige om, at dødstruslerne er uacceptable</p> <p>Spørgsmålet er nu, om handlingen i Zoo var korrekt? Om de burde have aflivet giraffen? I det følgende vil jeg argumentere for, at det var en korrekt og etisk forsvarlig handling.</p> <p>Nogle af de forargede demonstranter fremførte, at man burde have forhindret, at der i det hele taget kom en situation, hvor man har overskudsdyr, som man bliver nød til at aflive pga. avlsprogrammer. Men vil den situation nu også reelt være at foretrække?</p> <p>Hvis man for eksempel havde valgt at abortere giraffen, ville man have frarøvet dens mor muligheden for at få et så normalt giraffliv som muligt. Yngel er nemlig en helt central del af at have et godt liv. For eksempel har man mange eksempler på, at dyr, der ikke selv får yngel, stjæler unger fra andre hunner for at gøre dem til sine egne, eller på anden måde viser tydelige tegn på mistrivsel.</p> <p>Giraffens fødsel gjorde altså, at moderen og resten af flokken</p>	<p>1.</p> <p>Actor: Politiken (traditional medium)</p> <p>Strategy: defense (justification)</p> <p>Rhetorical devices: logos and ethos</p>
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fik et så normalt girafliv som muligt inden for fangeskab. Et andet argument for, at giraffen rent faktisk skulle være kommet til verden er, at den havde et godt liv. I Zoo har giraffen levet et godt og beskyttet liv. Den er blevet passet og plejet, skånet fra tørke og rovdyr. Det er mere, end man kan sige om de fleste andre giraffer, hvor op mod 50 procent af alle girafunger dør før voksenlivet.

Giraffen havde altså et liv, der var værd at leve.

Et aspekt af sagen er faktisk, at vi burde være glade, når der er overskudsdyr, forudsat at de lever liv, der er værd at leve. Det er nemlig tegn på, at Zoo gør sit arbejde. Det går godt med avlsprogrammerne i Europa, og når der er overskudsdyr, så er det et positivt tegn. Dyrene trives simpelthen så godt og er så tætte på deres naturlige rammer, at de yngler.

Når de dertil er beskyttet mod naturlige trusler såsom sult, tørst og rovdyr, så vil det give en situation, hvor overskudsdyr ikke kan undgås. Vi kan jo ikke bare udbygge Zoo til at optage uendeligt mange dyr.

Af de grunde var det forsvarligt, at giraffen kom til verdenen. Men er det så også forsvarligt, at den blev taget af dage igen? Det er klart, at det ville have været ønskværdigt, hvis giraffen kunne have fortsat sit liv i en anden zoo. Men det var ikke et reelt alternativ.

Hvis den skulle have levet videre et andet sted, ville man have risikeret indavl og dermed risikeret at ødelægge arvsprogrammet, der netop skal sikre, at især sjældne dyr overlever og yngler nye raske, ikke-indavlede individer. At Zoo selv skulle kunne have beholdt giraffen holder heller ikke, eftersom den også her ville true avlsprogrammet og dertil forårsage stress hos andre giraffer pga. pladsmangel, rivalisering og så videre.

Der var altså ikke noget reelt alternativ til at lade dyret aflive, alternativet ville have været langt dårligere både for de andre eksisterende og for fremtidige giraffer. Derfor var det forsvarligt, at Zoo aflivede giraffen. En sidste indvending mod, at Zoo har handlet korrekt i girafsagen er, at de ikke burde udnytte aflivningen til at tjene penge ved at lade obduktionen være til offentligt skue.

Klagen går på, at det er en trist situation, at man må aflive et sundt og rask dyr, og den situation bør Zoo ikke udnytte kommercielt. Men heller ikke her, syntes man at kunne anklage Zoo for at have handlet forkert. Det, at de valgte at lade obduktionen være offentlig, har netop tjent et godt formål.

<p>For det første har den givet ny viden, og for det andet har den haft et pædagogisk virke, hvor befolkningen har fået indblik i både giraffens natur, men også i de fordele og ulemper, der er ved zoologiske haver. For det tredje, hvis aflivningen har betydet et øget billetsalg, så er det heller ikke problematisk, da pengene vil blive brugt til at investere i parkens eksisterende og fremtidige dyr.</p> <p>De grunde, man kunne have til at kritisere handlingen i Zoo fremstår således problematiske, hvorimod det synes rimeligt at konkludere, at Zoo har handlet helt korrekt og etisk forsvarligt ved aflivningen af giraffen.</p>	
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Appendix 11

Politiken - Zoo-direktør: Det nytter ikke noget, at vi laver verden om til en Disney-verden

Published: February 11, 2014

Retrieved: May 11, 2016

Author: Charlotte Holm Pedersen

<p>Zoo-direktør: »Det nytter ikke noget, at vi laver verden om til en Disney-verden« <i>Direktør for Københavns Zoo ryster ikke på hånden trods kritik efter aflivningen af giraffen Marius.</i></p> <p>Hademails og dødstrusler er blevet hverdagskost for Bengt Holst, videnskabelig direktør i København Zoo, siden den raske giraf Marius søndag blev aflivet, obduceret foran et publikum og kastet for løverne.</p> <p>En række handlinger, der har vakt harme verden rundt og sat øjeblikkelig fokus på direktøren. »Det har været langt mere hektisk, end vi nogensinde kunne have forestillet os«, siger han med rolig stemmeføring i et kontor nær indgangen til København Zoo.</p> <p>»Men det nytter ikke noget, at vi laver verden om til en Disney-verden, hvor alle dyr er gode ved hinanden, og hvor ingen dør, men kun bliver født. Det er jo en helt forvansket verden«, uddyber han.</p> <p>Debat styret af følelser Indtil videre er der tikket omtrent 3.000 primært sure mails ind fra alle kanter af verden. De seneste to dage har hans job hovedsageligt bestået af at holde den ene forsvarstale efter den anden over for både nationale og internationale medier, der har fokuseret på det følelsesmæssige aspekt.</p> <p>»Jeg er lidt ked af, at debatten har taget den drejning, fordi jeg</p>	<p>1. Actor: Politiken (traditional medium) Strategy: neither attack or defense Rhetorical devices: logos</p> <p>2. Actor: Copenhagen Zoo (Bengt Holst) Strategy: defense (justification) Rhetorical devices: logos</p>
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mener, at det er en væsentlig debat, som man bør diskutere på et niveau, hvor den hører hjemme», siger han.

Han har dog forståelse for de mange følelser, situationen skaber i folk. Men samtidig mener han, at man bør respektere den videnskabelige data, der ligger til grund for alle beslutninger på København Zoo.

»Så skal fagfolk selvfølgelig også respektere, at det vækker følelser ved folk. Og det kan vi også sagtens«, siger han.

Folk skal have et realistisk forhold til naturen

I over 30 år har Bengt Holst haft sin daglige gang på København Zoo. Han har arbejdet sig sin vej op i systemet fra ung nyuddannet biolog i 1983 til nu at være en af havens prominente skikkelser.

Et af hans vigtigste ærinder er at skabe viden om naturen og dyreverdenen.

»Hvis ikke folk får et realistisk forhold til naturen, så kan vi godt glemme alt om naturbevarelse. Naturbevarelse handler ikke om, at alle individer skal bevares, men det drejer sig om, at man skal bevare nogle sunde dyrebestande. Og det gør man altså også ved at bruge de her metoder«, siger han med henvisning til aflivningen af Marius.

Den erfarne biolog har i mange år haft et markant internationalt fokus og søgt at skabe mere åbenhed om zoologiske havers procedurer. Også dem, som folk måske ikke bryder sig om at høre.

En mangeårig kollega husker en konference i 1995 i USA, hvor Bengt Holst argumenterede selvsikkert for, at man skal fodre rovdyr med kadavere. Det var på daværende tidspunkt en kontroversiel påstand. I mange amerikanske zoologiske haver gav man nemlig oftest rovdirene hakket kød, hvilket resulterede i, at dyrene fik løse tænder.

Bengt Holst holdt både dengang og i den nuværende debat på, at dyrene skal leve et så realistisk og naturtro liv som muligt.

Twitter både hepper på og forkaster direktøren

Tidligere i dag blev Bengt Holst live-interviewet på britiske Channel 4, hvor han sagligt argumenterer for handlingerne i København Zoo.

Det har ført til et stemningsskifte i Danmark. Flere på Twitter

udtrykker blandt andet anerkendende kommentarer for måden, han gebærder sig på.

Der er dog ikke lutter glade dage på det sociale medie. Mange forsøger at mobilisere sig mod Bengt Holst med den hensigt at få ham fyret. Indtil videre har næsten 60.000 underskrevet en digital underskriftindsamling med netop det formål.

Det lader direktøren sig dog ikke gå på af. Slet ikke, når han føler, at samtlige medarbejdere under ham støtter hans beslutning, hvilket kan ses i entreen inden hans kontor. Her hænger et tv, der med korte mellemrum skifter mellem forskellige informationer. Et af dem takker Bengt for godt arbejde med venlig hilsen fra medarbejderne.

»Det er jo dejligt at møde ind til«, siger han med øjnene rettet mod skærmen.

København Zoos omdømme er ikke svækket

Trods den internationale kritik vil København Zoo ikke ændre på den praksis, som de efterhånden har ført i mange år, og som er ens i mange andre zoologiske haver verden over.

Det er endnu uvist, hvilket dyr der kommer til at lide samme skæbne som Marius.

»Vi har ikke nogen dødsliste. Folk forestiller sig, at der er en lang liste af dyr. Vi gør det igen, næste gang det bliver nødvendigt«, siger han og uddyber, at det både kan ske om en uge eller et halvt år.

Han føler ikke, at virakken har svækket København Zoos omdømme. Tværtimod bekræfter den heftige debat, hvorfor flere zoologiske haver bør gå åbent ud og vise eller fortælle om deres procedurer.

»Det understreger bare over for mig, at der er et stort behov for at formidle budskabet omkring en rigtig naturforståelse. I bund og grund er det jo fantastisk, at aflivningen af en enkel giraf kan gå hele verden rundt som en kæmpe begivenhed. Især når jeg ved, at det er en normal måde at forvalte en dyrebestand på, som er dagligdag over hele verden«, siger han.

Appendix 12

Berlingske - Giraf-ballade smitter ikke af på turismen

Published: February 12, 2014

Retrieved: May 11, 2016

Author: Pernille Dreyer

<p>Giraf-ballade smitter ikke af på turismen</p> <p><i>Der skal andet og mere til at slå buler i dansk turisme end en aflivet giraf, siger udviklingsdirektør hos Wonderful Copenhagen.</i></p> <p>Et specielt drengenavn har floreret særligt meget i dansk og international nyhedsdækning, samt på de sociale medier, den seneste uge. Marius er navnet, og det tilhørte den halvandet år gamle og raske giraf, der blev aflivet og senere obduceret for øjnene af publikum i Københavns Zoo i søndags.</p> <p>En almindelig procedure for at undgå indavl og sikre, at girafbestanden ikke bliver for stor, har havens direktør, Bengt Holst, forklaret. En forklaring, som dyrevenner over hele kloden ikke godtog.</p> <p>Det har affødt en massiv hetz mod Københavns Zoologiske Have og dagsordensættende, internationale mediers dækning af den københavnske giraf, har sandsynligvis fået mange potentielle turister fra udlandet til at skele negativt til Danmark og ikke mindst København.</p> <p>Marius kan ikke nedbryde et image</p> <p>Den negative opmærksomhed vil dog ikke få konsekvenser for dansk turisme. Det er VisitDenmark og Wonderful Copenhagen, der begge arbejder for at få flere turister til Danmark, enige om.</p> <p>»Et lands omdømme og image er sammensat af en lang række forskellige faktorer og bliver opbygget over en lang årrække. Der skal meget til at rykke på det,« siger Mikkel Thrane, kommunikationschef i VisitDenmark til Rejseliv.dk.</p> <p>Han bakkes op af Peter Rømer Hansen, der er udviklingsdirektør i Wonderful Copenhagen.</p> <p>»Vi hører fra tid til anden, at de her sager vil skade turismen til København. Det er altså ikke tilfældet. Der skal større og voldsommere ting til, for at det er noget, der sætter øjeblikkelig og varige spor i dansk turisme,« siger Peter Rømer Hansen.</p> <p>Reaktionerne er mange, konsekvenserne få</p> <p>Det er ikke første gang, at Danmark ender i udlandets søgelys i</p>	<p>1. Actor: Berlingske (traditional medium) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices:</p> <p>2. Actor: Copenhagen Zoo (Bengt Holst) Strategy: defense (denial and reminder - good deed) Rhetorical devices: logos</p>
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<p>forbindelse med en sag om dyr.</p> <p>De fleste husker nok schæferhunden Thor, der bed en anden hund, og derfor, efter dansk hundelovgivning, måtte aflives. En sag, der fik mange tyskere til tasterne og telefonen.</p> <p>Hos Wonderful Copenhagen har de også fået flere henvendelser i kølvandet på Marius' aflivning.</p> <p>»Vi har fået masser af reaktioner på Marius-sagen. Der er mange mennesker, som skriver og kommenterer, at det er også for galt, at man gør sådan i København,« siger Peter Rømer Hansen og pointerer, at de fleste trods alt synes, at Marius-debatten er kørt af sporet.</p> <p>»Jeg er ikke bekymret på Københavns vegne, og jeg er ikke bekymret på Københavns Zoologiske Haves vegne. Det er en dejlig, veldreven og god Zoo, vi har, og det forstår langt størstedelen.«</p>	
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Appendix 13

Berlingske - Kunsten at tale girafsprø

Published: February 14, 2014

Retrieved: May 12, 2016

Author: Karoline Spenner Kjeldberg

<p>Kunsten at tale girafsprø <i>Zoologisk Haves håndtering af giraf-sagen har været god, men ikke perfekt, mener kommunikationsrådgiver Mads Byder.</i></p> <p>Mens de fleste i den forgangne uge holdt vinterferie, var der én, der havde alt andet end fri: Zoologisk Haves videnskabelige direktør, Bengt Holst, har hele ugen haft travlt med at forsvare beslutningen om at aflive en ung giraf, fordi den ikke passede ind i det internationale avlsprogram for zoologiske haver.</p> <p>Bengt Holst har modtaget dødstrusler fra nær og fjern. Selv fra Hollywood rullede stjernernes forargelse hele vejen over Atlanten. Folk har ikke holdt sig tilbage med at skrive vrede kommentarer på de sociale medier, og historien udviklede sig til, hvad mange omtaler som en decideret »shitstorm«.</p> <p>Realiteten var den, at Zoologisk Have ikke kunne sælge giraffen til andre zoologiske haver, fordi giraffens gener matcher for mange andre giraffer. Derfor ville det medføre end forhøjet risiko for indavl. Og børnene, der overværede dissektionen af giraffen, overværede ikke aflivningen. Zoologisk Have valgte at</p>	<p>1. Actor: Berlingske (traditional medium) Strategy: defense (justification) Rhetorical devices: logos</p>
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udføre dissektionen offentligt, fordi ledelsen mente, at børn og voksne kan lære meget om et forunderligt dyr som giraffen ved også at se dens indre.

»Det nytter ikke noget, at vi laver verden om til en Disney-verden, hvor alle dyr er gode ved hinanden, og hvor ingen dør, men kun bliver født,« lød det fra Bengt Holst i løbet af ugen.

Sandheden er også, at det langt fra er første gang, at en zoo afliver et dyr, fordi dyret ikke passer ind i avlsprogrammet. Det er faktisk ret normalt, og man gør det i hele verden for at undgå indavl og overpopulation blandt dyrene. På Naturhistorisk Museum i Aarhus dissekerer man hvert år dyr i vinterferien. I år var der blandt andet en vaskebjørn, en ulv og en hjorteantilope på programmet.

Man kan mene, hvad man vil om virakken. Men kunne mediestormen være undgået? Kunne Københavns Zoo have handlet anderledes eller hurtigere, så retten til historien ikke var ved at løbe dem af hænde?

»Helt overordnet synes jeg, Zoologisk Have har tacklet situationen godt. Ikke til perfektion, men godt. Zoo er stået frem alle steder. De har taget en individuel snak eller forklaring med alle de medier, de har haft tid til. Der er mange store brands, der kan lære af det,« siger Mads Byder, kommunikationsrådgiver og stifter af Help PR.

Bengt Holst har været ude i både danske og internationale medier for at forsvare beslutningen om at aflive og dissekere giraffen. Heriblandt et interview med Bengt Holst til britiske Channel 4. Alle ihærdigheder til trods har det dog ikke forhindret Københavns Zoos bedømmelseskarakterer på Facebook i at falde fra fem til tre stjerner.

Ole Brandt, kommunikationsrådgiver og partner i kommunikationsfirmaet Communique, mener imidlertid, at Zoologisk Have overordnet set har gjort det rigtige:

»I sådan en situation er der to veje, man kan gå. Man kan lægge sig fladt ned og undskylde, eller man kan holde fast i sin beslutning. Zoologisk Have har holdt fast i beslutningen hele vejen igennem, og i dette tilfælde er det det helt rigtige at gøre. Zoo-direktøren har tacklet krisen efterfølgende meget flot, har holdt fast i sine synspunkter og har argumenteret meget sagligt. Han har netop ikke spillet med og ladet sig gribe af det følelsesmæssige, men har holdt sig til det rent faglige. Han står ved sin beslutning,« siger Ole Brandt.

bagklogskabens klare lys er der dog ting, man kunne have gjort

<p>anderledes, fastslår eksperterne.</p> <p>»Set i bakspejlet, ville jeg nok have lavet en forkommunikation i den her sag. Budskabet omkring avl, videnskab og alt det andet. Men handlingen kom før forklaringen,« siger Mads Byder</p> <p>Ifølge Mads Byder ville en invitation til et bestemt medie til at lave historien på forhånd formentlig kunne have forhindret de værste misforståelser. På den måde ville historien måske ikke være eksploderet, som det var tilfældet.</p> <p>Ingen af kommunikationseksperterne forudser dog, at sagen på længere sigt vil skade Københavns Zoo.</p> <p>»Det kommer ikke til at gå ud over besøgstallene. Det tror jeg ikke. Men befolkningen har dog antennerne ude i øjeblikket, så de skal derfor nok forberede sig rigtig godt, hvis de gør noget lignende i fremtiden,« siger Mads Byder.</p> <p>Skulle virakken omkring giraffen have været undgået, er der to ting at gøre, lyder rådet: At undlade en offentlig dissektion, naturligvis. Eller lade være med at give giraffen et menneskenavn. Især da giraffen ikke officielt hed Marius, men angiveligt kun blev kaldt Marius blandt dyrepasserne.</p> <p>I dag er der ifølge dissektionsplanen hos Naturhistorisk Museum i Aarhus en kattelemur på programmet. Hvad kattelemuren hedder, melder museet dog ikke noget om på sin hjemmeside.</p>	
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Appendix 14

Jyllands-Posten - Marius som naturvejleder

Published: February 15, 2014

Retrieved: May 12, 2016

Author: Jette Elbæk Maressa

<p>Marius som naturvejleder</p> <p>Natursyn: <i>Giraffen Marius blev slagtet, mens isbjørnen Knut fik sutteflaske. To forskellige opfattelser af den natur, som flere og flere får et urbant forhold til.</i></p> <p>For en del år siden var daværende forsvarsminister Søren Gade (V) på safari i Afrika. Besøget i den lille nationalpark uden for Kenyas hovedstad, Nairobi, blev presset ind i det tætpakkede ministerprogram. Stor var skuffelsen, da de eneste vilde dyr, som Afrika kunne fremvise den morgen, tilsyneladende kun var større fugle – og for at være ærlig: flest små. Havde de fløjet gennem byparken derhjemme, ville de have været en farvestrålende</p>	<p>1.</p> <p>Actor: Jyllands-Posten (traditional medium)</p> <p>Strategy: attack (planned action, innocent / helpless victim)</p> <p>Rhetorical devices: value-loaded wording</p> <p>2.</p> <p>Actor: Søren Gade (director of agriculture)</p>
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<p>lende sensation. Men på savannen i Afrika stiger kravene.</p> <p>Så kom giraffen. Stemningen løftede sig betragteligt. Endelig et rigtigt dyr. »Safariens vendepunkt,« som én bemærkede.</p> <p>I dag er Søren Gade adm. direktør i Landbrug og Fødevarer og konstaterer nøgternt, at Zoo-giraffen Marius »ikke ville have holdt en time dernede«, hvis København Zoo havde fulgt forslaget om at sætte den tilbage i naturen. Et af mange redningsforsøg, der cirkulerede i internationale medier, efter at det kom frem, at overskudsgiraffen skulle aflives.</p> <p>»Og så gør det i øvrigt mere ondt at blive spist levende bagfra af en løve,« fortsætter Søren Gade, som ser hele miseren om Marius som et udtryk for »disneyficering« af dyr.</p> <p>»Hos Disney bliver dyr menneskelige, filmene er gode, men bagsiden er, hvis man tror, at det er virkelighed,« siger Søren Gade. Som jæger og som topchef for landbruget i Danmark mener han, at det er vigtigt at stå ved, at dyr slages og er et led i fødekæden.</p> <p>»Vi skal ikke vise et idylbillede. Vi skal stå ved virkeligheden, og det er, at når dyr er i overskud, så afliver vi dem,« fastslår han. En anden Søren, folketingsmedlemmet Søren Espersen (DF) henviser til, at der slages omkring en halv mio. kalve hvert år:</p> <p>»De har også kønne øjne. Jeg kan ikke forstå den ophidselse,« siger han, mens han læser endnu en af de hundreder af mails, som er dumpet ind i indbakken hos ham og andre folketingsmedlemmer fra ophidsede dyrevenner, som tager Marius' parti og opfodrer til at fyre personalet i Zoo.</p> <p>»Jeg så også Disney-film, da jeg var barn, men jeg var altså også med til at aflive mine egne kæledyr, både kaniner og høns,« siger Søren Espersen.</p> <p>Forhestning på landet</p> <p>Den gamle forestilling om mennesket som øverste led i en fødekæde i en brutal natur udfordres af et nyt natursyn. For bymennesket er naturen fredet. I det opgør er landmændene i mindretal. Nu bor over halvdelen af verdens befolkning i byer. I Danmark har byboerne delvis også indtaget det åbne land. »En ”forhestning” af landet,« siger sociolog Henrik Dahl med begejstring for</p>	<p>and food)</p> <p>Strategy: defense (justification)</p> <p>Rhetorical devices: logos</p> <p>3.</p> <p>Actor: Virginia Morell (National Geographic)</p> <p>Strategy: attack (planned action, innocent / helpless victim)</p> <p>Rhetorical devices: none</p> <p>4.</p> <p>Actor: Copenhagen Zoo (Bengt Holst)</p> <p>Strategy: defense (denial and reminder - good deed)</p> <p>Rhetorical devices: logos and pathos</p>
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det hollandske udtryk, som i et ord rammer udviklingen ind, når markerne fyldes med heste, som typisk har udflyttede byboere som ejere.

»Hele forhestningen er det urbane menneskes natursyn, som gøres gældende i det åbne land. Vi får et andet forhold til produktionsdyr end vores forfædre. Mange mennesker har en antropomorf opfattelse af dyr, det vil sige, at de opfattes som skabt i menneskets billede,« mener Henrik Dahl, som peger på, at hele debatten om ulvens tilstedeværelse i Danmark er et andet udtryk for samme konflikt.

Vestjyde siger fra

Sat på en kort formel, så udlæser naturfredning og ulve større begejstring på stenbroen i København end blandt de vestjyder, som skal afgive marker til naturparker, og som oplever at se deres egne dyr ende som et lavere led i fødekæden, når ulven har været på jagt.

I Stauning er Venstres kandidat til EU-Parlamentet landmand Harry Jensen ikke alene kendt som en indædt modstander af ulve i Danmark. Han vil også bruge sin nye politiske platform til at kæmpe for et natursyn, som giver mennesket ret til at udnytte naturen. Han mener, at det er flot, at København Zoo smed giraffen ud til løverne. Sådan er virkeligheden jo. Og når han allerede nu er på vagt over for ulven, så skyldes det ikke mindst frygten for, at rovdyret med sit indtagende ydre risikerer at ende som et »sødt dyr«, som ikke må aflives.

»Det har vi allerede oplevet med sælerne. De stresser fiskebestanden, men man har ikke mod til at sige, at de skal skydes, fordi sæler ser for søde ud. Jeg vil ikke udelukke, at det samme kan ske med ulvene,« siger han.

Dyr som forlystelse

Nu var Marius ikke nogen vildtlevende giraf, men født og opvokset i en zoologisk have i København. Kritikere har hævdet, at aflivningen og den efterfølgende slagtning af unggiraffen illustrerer, at også for København Zoo er det vanskeligt at holde fast i en forstilt virkelighed, som skal konkurrere med Tivoli om, hvor familien skal smide penge for billetter til søndagsudflugten.

Zoologisk Have har gjort meget for at promovere sine dyr og dyrebørn. I en kavalkade på hjemmesiden med højdepunkter fra 2013 fortælles om, hvordan den lille hanelefant Khao Sok har

charmeret havens gæster, om bjørneungen, der nyder en pause, og elefanten Kungrao i en hyggelig stund.

I et indlæg i National Geographic peger Virginia Morell på, at gæster i zoo ikke længere kommer for at se vilde dyr i små bure, men for at se dyr i tæmmede omgivelser i et tillidsfuldt forhold mellem dyr og dyrepasser. På den baggrund finder hun det særligt nedværdigende, at dyrepasseren lokkede Marius i døden med giraffens yndlingsmad. Da den bøjede sig ned for at spise, blev den skudt. Men på den måde undgik man bedøvelsen, hvilket igen udvirkede, at den døde giraf kunne bruges som løvefoder.

Mediedarlingen Knut

I Berlin valgte man den stik modsatte strategi af København Zoo, da den zoologiske have netop ikke aflivede en isbjørneunge, som moderen ikke ville vide af. Isbjørnen, kaldt Knut, blev i stedet opflasket med sutteflaske af en dyrepasser og var udset til at være superstjerne, endnu inden han blev vist frem for publikum. Da bjørnen en forårsdag i 2007 dukkede frem, var 500 journalister og 9.700 besøgende på plads foran grotten. Zoo's forudseende markedsafdeling havde bestilt 2.400 kinesisk producerede plysbjørne, som blev udsolgt på tre dage.

Allerede da Knut gik sin sejrsgang gennem verdens medier, som lod sig rive med af fortællingen om den hvide pelsklump i Berlin, var København Zoo's nu så udskældte videnskabelige direktør, Bengt Holst, stærkt kritisk.

»Man skal respektere naturen for, hvad den er, og det sker ikke ved at gøre dyrene til mennesker, « fastslog han over for Morgenavisen Jyllands-Posten.

På et tidspunkt var det på tale at flytte guldbjørnen fra Berlin til en anden zoologisk have. København Zoo meldte forlods pas:

»Den vil have svært ved at være sammen med andre isbjørne,« lød det fra Bengt Holst, som dengang forudså, at Knut var dømt til at tilbringe 30 år alene i sit isbjørneanlæg, fordi den var præget på mennesker og ikke på sine artsfæller. Deri fik han ret, bortset fra at Knut døde allerede fire år senere efter et epileptisk anfald.

I Berlin Zoo, som på et tidspunkt havde planer om at udvide forretningen med en oplevelsespark omkring Knut, står der i dag en mindestatue, mens selve Knut er udstoppet og kan ses på Berlins Naturhistoriske Museum, dog uden legetøj eller favor-

<p>itspisen, – croissanter.</p> <p>»Vi er trods alt en videnskabelig institution,« som museets talsmand, Gesine Steiner, har udtalt til tysk presse.</p> <p>AFLIVET I ZOO Giraffen Marius Trods verdensomspændende protester, stod København Zoo fast og aflivede giraffen Marius som planlagt. Obduktionen foregik foran publikum. Giraffen blev brugt som løvefoder. Marius er ikke giraffens officielle navn, i Zoo var den registreret som giraf nummer 23. Københavns Zoo har en overordnet politik om kun at give navne til ganske få dyrearter, som lever længe i Zoo og dermed får en form for individstatus. Det gælder bl.a. elefanter, og når det sker, må det ikke være menneskenavne, men f.eks. lokalitetsnavne. Internt bruger dyrepasserne dog kaldenavne, som pressen iflg. Zoo tog til sig, og så er giraffen ikke længere en ung hangiraf, men Marius.</p> <p>Videnskabelig direktør Bengt Holst har forklaret aflivningen af giraffen med, at der ikke kunne findes plads til den i det avlsprogram, som København Zoo indgår i. At dyrene overhovedet får lov at avle med risiko for, at bestanden bliver for stor, begrundes med, at avl og forældreomsorg er en vigtig del af naturlig adfærd.</p> <p>Efter billederne er gået verden rundt, har folketingsmedlemmer modtaget mails med opfordring til at fyre personalet.</p>	
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Appendix 15

The Guardian - Euthanising Marius the giraffe shows a shocking lack of compassion

Published: February 10, 2014

Retrieved: May 12, 2016

Author: Ben Fogle

<p>Euthanising Marius the giraffe shows a shocking lack of compassion</p> <p><i>If we can't control a small number of animals in zoos, what hope have we of controlling the slaughter of thousands of wild animals, asks Ben Fogle</i></p> <p>It hasn't been a great weekend for animals in captivity. I should first register my interest when it comes to Zoo's and</p>	<p>1. Actor: The Guardian (traditional medium) Strategy: attack (planned action, the accused gets benefit from the action, innocent / helpless victims, obligation to protect</p>
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safari parks. For more than 10 years I presented a series from Longleat safari park in Wiltshire. My father was once the vet for London zoo and I am a proud member of ZSL. My children and I are regular visitors to London Zoo. In short, I believe zoos and safari parks can be good. Many of them are at the forefront of research and conservation.

I should also explain that I am no expert, just a passionate advocate for conservation and animal welfare who has been horrified by the recent revelations and as a face of Longleat on the BBC's Animal Park for nearly 10 years felt compelled to share my thoughts.

So what has gone wrong? **Why did Copenhagen Zoo destroy a healthy giraffe** while Longleat euthanised a pride of healthy lions?

The timing couldn't have been worse. As conservationists from across the world gather for the London summit to end the illegal trade in wildlife this week, I can't help but ask myself, if we can't protect the animals we keep in captivity, what hope is there for animals in the wild?

Having spent a decade working with the keepers at Longleat, I never once saw anything but care, love and loyalty for those animals. The keepers look after their charges like children. It is a lifestyle. 365 days of caring, feeding, mucking out, exercising. In my mind the keepers are underpaid for the effort they put in.

Copenhagen Zoo said it had no choice but to kill the young giraffe. Under European Association of Zoos and Aquaria (Eaza) rules, inbreeding of any animal is quite rightly avoided. According to the zoo, although Marius was healthy, his genes were already well represented at the zoo and none of the 300 other Eaza-affiliated zoos could take him. Castration was considered cruel with "undesirable effects" and releasing him into the wild was thought unlikely to be successful.

So why didn't they just build him another pen? I realise that birth control is easier for human beings but surely even zoos consider family planning. **The problem comes down to money and finance.** Of course Marius and the Longleat lions could have been saved. All they needed to do was make another enclosure. It's as simple as that. But of course that takes money and manpower.

I don't doubt senior management at both institutions, like the keepers, care for their animals. **Indeed both parks have released press statements highlighting the fact that animal welfare comes first, but recent events beg the question of how they get into these predicaments in the first place, and whether they are genuinely understand their 'customers', the people that pay good**

victims)

Rhetorical devices:
value-loaded wording
and pathos

money to see their collections. They are animal lovers. Passionate about the Henrys and Mariuses of this world. It's why 'adopt an animal' schemes have been so successful.

Which brings us back to the bigger issue – if we can't control a small number of animals in an artificial environment, what hope have we of controlling the spiralling slaughter of hundreds of thousands of wild animals?

The Copenhagen giraffe could have been translocated. A risky business, I'll agree. I have witnessed several translocation of giraffes in Africa and it is a nerve wracking ordeal for all concerned. Giraffes are skittish creatures and it's not uncommon for them to have a heart attack through fear. The movement of any semi wild creature is unpleasant, but surely it's a better option than euthanasia?

Zoologically-speaking, I understand why dominant male lions can't be kept together. They will kill one another to assert their pack dominance. Of course places like Longleat can't predict litter sizes or sexes, but they can plan for what to do with their cubs. Just because no other zoos or parks couldn't take them is no excuse the euthanase a magnificent creature. Longleat could have built another lion enclosure, separated the prides of lions.

Rightly or wrongly, that both institutions thought they could euthanise these magnificent creatures shows a shocking lack of public understanding and compassion.

Some may simply compare it to the culls necessary in the wild. I fully understand the need to control the numbers of wild animals. It is a sad fact that in some cases the few must be sacrificed to save the many. But in the world of captivity I find it hard to excuse the justification of the weekend's actions. There are many alternatives for these creatures that are simply not possible for wild herds. The Copenhagen giraffe could have been relocated, rehomed or even returned to the wild. The same can be said for the Longleat lions.

There is a tremendous pressure on zoos and safari parks to justify their continued existence in 2014. For many people it will be their only opportunity to see these magnificent creatures. They are ambassadors for their species, and that is why it's so important that we respect, care and protect these creatures. We failed to protect those lions and that giraffe, and that is inexcusable.

Appendix 16

The Daily Mail - Danish zookeepers kill healthy baby giraffe with a bolt gun because he was 'surplus to requirements' - then feed him to the LIONS

Published: February 9, 2014

Retrieved: May 12, 2016

Author: James Tozer

<p>Danish zookeepers kill healthy baby giraffe with a bolt gun because he was 'surplus to requirements' - then feed him to the LIONS</p> <ul style="list-style-type: none">• Marius was shot with a bolt gun at Copenhagen Zoo• Spokesman said they were unable to find Marius a home at another zoo• Thousands had signed petitions appealing for a change of heart• Yorkshire Wildlife Park reportedly put in a last-ditch offer to take Marius in <p>This is the horrific moment schoolchildren crowded around to watch as the body of a perfectly healthy giraffe was chopped up before being fed to lions. Despite more than 20,000 people signing an online petition to save two-year-old Marius, staff at Copenhagen Zoo yesterday went ahead and shot the animal with a bolt pistol.</p> <p>Young children stood at arm's length as his carcass was skinned and dissected before the meat was thrown to the lions.</p> <p>Marius's plight had triggered worldwide outpourings of protest, including an offer to rehome him in Britain, with many saying they were sickened by a zoo killing a healthy animal. Copenhagen Zoo said it was told by the European Association of Zoos and Aquaria (EAZA) that Marius was genetically too similar to the other giraffes in its breeding programme. Because captive animals are bred from a limited gene pool, zoos are monitored to prevent inbreeding and ensure the health of future generations.</p> <p>After announcing plans to have Marius put down, the zoo received offers of a new home – including one from Yorkshire Wildlife Park – as well as a private buyer who offered 500,000 euros (£410,000).</p> <p>But bosses said the rules of EAZA membership meant animals could not be transferred to institutions that did not follow its rules on breeding programmes.</p> <p>The zoo's scientific director, Bengt Holst, said it was the same as parks culling deer to keep the whole population healthy. He said: 'Giraffes today breed very well, and when they do you have to choose and make sure the ones you keep are the</p>	<p>1. Actor: The Daily Mail (traditional medium) Strategy: attack (planned action, innocent / helpless victim, obligation to protect victims) Rhetorical devices: pathos and value-loaded wording</p> <p>2. Actor: Copenhagen Zoo (quoted) Strategy: defense (denial) Rhetorical devices: logos</p> <p>3. Actor: Stine Jensen (organization against suffering animals) Strategy: attack (inconsistency) Rhetorical devices: none</p>
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ones with the best genes. The most important factor must be that the animals are healthy physically and behaviourally and that they have a good life while they are living, whether this life is long or short.'

Mr Holst said the zoo didn't give its eight giraffes contraceptives due to 'unwanted side effects on the internal organs' and in order to allow animals to display natural parenting behaviour. According to Danish media, Copenhagen Zoo destroys 20-30 animals a year, including bears, tigers and zebras. Mr Holst told the BBC spaces at institutions such as Yorkshire Wildlife Park should be reserved for 'genetically more important' giraffes and that the campaign to save Marius had gone 'much too far'.

To supporters' horror, the zoo yesterday announced Marius had been killed with a bolt gun instead of a lethal injection, which would have contaminated the flesh.

His carcass was then skinned and chopped up while visitors crowded around and the meat was fed to the lion population. A spokesman said parents were allowed to decide whether their children should watch what the zoo regarded as an important display of scientific knowledge about animals, adding that it would have been 'foolish' to let the meat go to waste. Doncaster-based Yorkshire Wildlife Park, whose Danish head of 'hoofstock' offered to rehome Marius, said it was 'saddened' by the news.

'We have a state-of-the-art giraffe house built in 2012 with a bachelor herd of four male giraffes and the capacity to take an extra male, subject to the agreement of the European studbook keeper,' it said.

However the park said it received no response by the time it learnt that Marius had been destroyed.

Stine Jensen, of Denmark's Organisation Against the Suffering of Animals, said the killing showed Copenhagen Zoo was not 'the ethical institution that it wants to portray itself as being'.

- Longleat Safari Park yesterday admitted it put down two lions and four cubs. The Wiltshire park said it had too many lions and they were growing violent. But visitors asked why new homes were not found.

Appendix 17

The Telegraph - Danish zoo shoots giraffe and feeds carcass to carnivores

Published: February 9, 2014

Retrieved: May 12, 2016

Author: Colin Freeman

<p>Danish zoo shoots giraffe and feeds carcass to carnivores <i>Marius is put down at the age of 18 months for being inbred despite online petition and offer of home in Yorkshire.</i></p> <p>The scenery might not be on a par with the Serengeti, but during his brief life in Copenhagen zoo, Marius the giraffe might at least have hoped to be spared the brutal law of the jungle. But as the two-year-old giraffe learned to his cost yesterday, there is no fellow creature so ruthless as the Danish zookeeper. Not only did his captors kill him as part of a controversial “cull” to improve their bloodstock, they then cut him up and fed him to the zoo’s resident lions.</p> <p>Marius’s demise went ahead despite an online campaign that led to pledges of sanctuary from wellwishers around the world, including a place at a zoo in Yorkshire, and a billionaire with a space in his garden in Beverly Hills. But last night, the zoo’s scientific director insisted he had no choice but to kill the animal, despite the global outcry from animal lovers.</p> <p>Bengt Holst said that Marius, who was one of an eight-strong herd, had been earmarked for culling because there were already too many giraffes with similar genes in Europe’s zoo breeding program. “Giraffes today breed very well, and when they do you have to choose and make sure the ones you keep are the ones with the best genes,” Mr Holst told the BBC after Marius was executed by boltgun.</p> <p>He said it was no different to the routine culling of deers, and added: “It would be absolutely foolish to throw away a few hundred kilos of meat.”</p> <p>However, the zoo’s decision caused dismay at the Yorkshire Wildlife Park in Doncaster, where staff had put in a last minute offer to rehome Marius in what it called a “state of the art” giraffe house with four other males. “Yorkshire Wildlife Park is saddened to hear reports from Copenhagen that 18 month old giraffe Marius has been euthanised,” a statement from the park said.</p> <p>Demonstrating what appears to be a cultural gap between the animal-loving British and the less sentimental Danes, Mr Holst admitted that he found it hard to understand the fuss</p>	<p>1. Actor: The Telegraph (traditional medium) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: value-loaded wording</p> <p>2. Actor: Copenhagen Zoo (quoted) Strategy: defense (denial) Rhetorical devices: none</p> <p>3. Actor: Stine Jensen (organization against suffering animals) Strategy: attack (inconsistency) Rhetorical devices: none</p>
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<p>over Marius's death.</p> <p>Staff at the zoo then proved his point in graphic fashion by inviting visitors, including local schoolchildren, to watch as Marius was dissected. Photos showed a number of youngsters filming the dissection on their mobile phones, and lions then wolfing down large chunks of meat still bearing scraps of Marius's dappled fur.</p> <p>While Copenhagen Zoo clearly saw the exercise as simply an educational insight into nature red in tooth and claw, others were appalled. Stine Jensen, from Denmark's Organisation Against the Suffering of Animals, said: "It just shows that the zoo is in fact not the ethical institution that it wants to portray itself as being, because here you have a waste product - that being Marius."</p> <p>Mr Holst said that offers from other zoos had been considered - including the park in Yorkshire - but that he felt the spare space should be reserved for a genetically more important giraffe. As the zoo's lions enjoyed a rare treat, would-be benefactors were left furious.</p> <p>Claus Hjelmбак, a Danish promoter living in Los Angeles, told Denmark's Ekstrabladet newspaper: "One of my close friends, a billionaire, said that he wanted to transfer a few million so we could save the giraffe. He could easily have lived in his garden in Beverly Hills, but the zoo director was not interested in a sale. I'm angry."</p>	
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Appendix 18

The Guardian - Marius the giraffe killed at Copenhagen zoo despite worldwide protests

Published: February 9, 2014

Retrieved: May 12, 2016

Author: Lars Eriksen and Maev Kennedy

<p>Marius the giraffe killed at Copenhagen zoo despite worldwide protests.</p> <p><i>Young giraffe unsuitable for breeding was shot, dissected in public and then fed to lions despite offers of a new home.</i></p> <p>In the chilly dawn of Sunday morning a healthy young giraffe in a Danish zoo was given its favourite meal of rye bread by a keeper – and then shot in the head by a vet. The death of Marius, an 18-month-old giraffe considered useless for breeding because his genes were too common, was followed by his dissection in front of a large crowd, including fascinated-looking children, prompting outrage and</p>	<p>1. Actor: The Guardian (traditional medium) Strategy: attack (planned action) Rhetorical devices: pathos and value-loaded wording</p> <p>2. Actor: Copenhagen Zoo Strategy: defense (denial, reminder - good deed)</p>
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protests around the world.

Copenhagen zoo carried out **the killing** despite a small group of protesters at the gates and an international petition which garnered more than 27,000 signatures, as well as offers from several zoos to rehouse the creature. Yorkshire Wildlife Park, near Doncaster, which offered to take Marius, said it was saddened to learn of his fate.

The zoo's decision to conduct the public dissection, and the disclosure that the animal was shot rather than being killed by lethal injection so that it could be fed to the carnivores, fanned the protests and provoked some calls for the zoo to be boycotted or closed. The controversy was fed further by startling images and video of the process, including a picture of a large chunk of meat with an unmistakably spotty hide being fed to the lions.

Bengt Holst, the zoo's scientific director, said he had never considered cancelling the killing, despite the protests. **"We have been very steadfast because we know we've made this decision on a factual and proper basis. We can't all of a sudden change to something we know is worse because of some emotional events happening around us. It's important that we try to explain why we do it and then hope people understand it. If we are serious about our breeding activities, including participation in breeding programmes, then we have to follow what we know is right. And this is right."**

The dissection took almost three hours because of the numbers of spectators, and the zookeepers giving detailed explanations of the process.

Holst said they had previously had public dissections of zebras, snakes and goats, but the giraffe was a first.

"People are fascinated by it, both adults and children, and they would like to hear stories they normally don't have access to. **I think that's good. It helps increase the knowledge about animals but also the knowledge about life and death."**

When a storm of protest broke over the news that the giraffe was to be killed – the small gene pool among European zoos meant there was a risk of inbreeding if it was allowed to reproduce – the zoo posted a detailed justification on its website. It explained that as part of an international programme, only unrelated animals were allowed to breed: "When breeding success increases, it is sometimes necessary to euthanise."

The zoo also said that giving Marius contraceptives would have had unwanted side-effects and represented poor animal

Rhetorical devices: logos

3.

Actor: EAZA

Strategy: defense (justification, reminder - good deed)

Rhetorical devices: logos

4.

Actor: Stine Jensen (organization against suffering animals)

Strategy: attack (inconsistency)

Rhetorical devices: pathos and value-loaded wording

welfare, and that there was no programme for releasing giraffes into the wild.

The European Association of Zoos and Aquaria, which monitors international standards and of which Copenhagen is a member, said it fully supported the decision of the zoo. It added that zoo animals were very rarely killed for conservation management, but almost always because of ill health.

"Our aim is to safeguard for future generations a genetically diverse, healthy population of animals against their extinction," it said in a statement. "Copenhagen is highly involved in these programmes and took a transparent decision that the young animal in question could not contribute to the future of its species further, and given the restraints of space and resources to hold an unlimited number of animals within our network and programme, should therefore be humanely euthanised."

However, Stine Jensen, from Denmark's Organisation against the Suffering of Animals, disagreed: "It shows that a zoo is not the ethical institution that it wants to portray itself as being, because here you have a waste product – that being Marius."

An online petition had argued: "Marius deserves to live and there must be somewhere for him to go. The zoo has raised him so it is their responsibility to find him a home, no matter how long it takes." It attracted 27,170 signatures before it was closed when news broke that the giraffe was dead.

Yorkshire Wildlife Park (YWP) was among several zoos that offered to rehouse Marius – a private individual apparently also offered to buy him for €50,000 (£41,000) – but received no response. In a statement, the park said without knowing the full details it would be inappropriate to comment further. Copenhagen zoo's silence was more surprising because Yorkshire's head of hoofed animals is Danish, and the YWP has already taken a young male giraffe from the Danish zoo. "YWP has a state-of-the-art giraffe house built in 2012 with a bachelor herd of four male giraffes and the capacity to take an extra male, subject to the agreement of the European stud book keeper. One of the YWP giraffes is Palle, who came from Copenhagen zoo in September 2012, when he was the same age as Marius," the statement said.

Holst said that though Yorkshire participated in the giraffe breeding programme, Marius was not the right genetic match, and if they had space it should be reserved for a genetically more valuable giraffe.

London Zoo was unable to offer a home for Marius because it has a non-breeding group of hybrid giraffes.

Appendix 19

The Telegraph - Danes defend zoo's killing of giraffe

Published: February 10, 2014

Retrieved: May 13, 2016

Author: Agence France Presse (AFP)

<p>Danes defend zoo's killing of giraffe <i>Public support for killing of 18-month-old giraffe as official-sat the Copenhagen Zoo in Denmark say they received death threats from around the world</i></p> <p>Danes have defended the killing of a healthy giraffe at Copenhagen zoo that triggered outrage after it was skinned and fed to lions in front of visitors.</p> <p>Zoo staff received death threats after the killing on Sunday of the 18-month-old animal, named Marius, which shocked animal lovers around the world.</p> <p>Thousands signed an online petition to save him, with a billionaire even offering to buy him and keep him in her Beverly Hills garden. But in Denmark, a nation with many farms, an overwhelming majority of social media users felt the global outcry was a sign of hypocrisy and political correctness. A leading expert on the ethics of the treatment of animals decried the "Disneyfication" of zoo creatures.</p> <p>A journalist for the Politiken newspaper, Kristian Madsen, wrote on Twitter: "The whole world has gone crazy. What do they imagine the lions eat on days without a treat such as Marius? Brussel sprouts?"</p> <p>Dorte Dejbjerg Arens, a project coordinator, said: "I'm still livid over Marius. How can people get so hysterical over a giraffe while cancer, the war in Syria and the (anti-immigrant) Danish People's Party still exist." The giraffe was put down with a bolt gun and then chopped up and fed to lions in the zoo, as visitors including children looked on.</p> <p>The zoo said on its website it had no choice other than to prevent the animal attaining adulthood since under European Association of Zoos and Aquaria rules, inbreeding between giraffes is to be avoided.</p> <p>One expert said the relatively muted public reaction in Denmark could partly be explained by cultural factors. "Denmark was urbanised relatively late, which is why the general opinion here is that it's okay to keep and kill animals</p>	<p>1. Actor: The Telegraph (traditional medium) Strategy: attack (planned action) Rhetorical devices: value-loaded wording</p> <p>2. Actor: Kristian Madsen (Politiken - Denmark) Strategy: defense (justification, reminder - good deed) Rhetorical devices: logos</p> <p>3. Actor: Copenhagen Zoo Strategy: defense (denial, reminder - good deed) Rhetorical devices: logos</p> <p>4. Actor: Peter Sandøe (professor - Denmark) Strategy: defense (justification, reminder - good deed) Rhetorical devices: logos</p>
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as long as you treat them well," said Peter Sandoe, a professor of bioethics at the University of Copenhagen.

"Animal rights activists in Denmark aren't nearly as strong as they are in Britain or the US."

Arguing that "one of the most fundamental aspects of animals' conditions in the wild is that only a fraction of them survive," Sandoe lashed out at what he called the "Disneyfication" of zoos. "You take this very romantic image of animals as people with fur or feathers. Animals are viewed as a type of citizen, with the implication that they should be treated on par with fellow human beings."

A zoo's primary job should be to preserve different species and contribute to learning about how animals live in the wild, he said.

In the past, the Copenhagen zoo had allowed tigers and lions to reproduce, killing the "surplus offspring" rather than castrating the animals or giving them contraceptives, he added. "I think Copenhagen Zoo takes a progressive stance here because in doing so they (mimic) the animals' natural life," he said.

Copenhagen Zoo said two other zoos had offered to take the giraffe, but that one was already part of the same breeding programme, while the other didn't have the same code of ethics. "They would not, for example, sign a statement saying they wouldn't sell their animals to a circus, and we can't just close our eyes and send our animals anywhere," scientific director Bengt Holst told public broadcaster DR.

The Natural History Museum in Aarhus has invited children to visit to watch autopsies on animals this week, which is when many students have their winter break. "An experience that triggers ... the curiosity and most senses!" the museum said in a statement. Among the animals set to be dissected in public are a raccoon, a badger and a blackbuck, a type of antelope. Organisers told Politiken that the event normally attracts between 7,000 and 8,000 people.

Appendix 20

The Daily Mail - Marius the giraffe's grotesque slaughter exposes the dirty secrets of our zoos

Published: February 11, 2014

Retrieved: May 13, 2016

Author: Mark Shand

Marius the giraffe's grotesque slaughter exposes the dirty secrets of our zoos

During my years as a conservationist, I have witnessed many shocking sights: elephants hacked to death for their ivory; rhinos butchered for the supposed healing properties of their horns; and tigers ensnared in vicious traps so that their body parts can be harvested as a cure for impotence in parts of China and South-East Asia.

I thought I'd seen just about every example of man's inhumanity to his fellow creatures. But even I was shocked by the news that Copenhagen Zoo has shot dead a perfectly healthy young giraffe named Marius.

Not only shot him, but dissected his corpse in front of an audience of zoo visitors, including many young children. In a final insult, his dismembered body was fed to its resident pride of lions.

This came soon after reports that Longleat, one of the Britain's most-visited safari parks, had killed six of its lions, including a lioness and four of her cubs, apparently because of overcrowding in the enclosures.

Employees were said to have wept when they heard what had happened to their beloved animals when there was no obvious reason for them to have been killed.

Before the cull was reported at the weekend, no explanation had been given for the lions' absence when Longleat reopened after a long winter break. There was a sense of wanting to keep the cull quiet.

Yet Copenhagen Zoo seems almost to have revelled in the publicity. After Marius had been given a last meal of rye bread, then shot with a bolt gun, the three-hour spectacle of his rather public dissection began.

Thousands more watched via the internet.

The zoo's spokesman Tobias Stenbaek Bro declared that he was 'proud' the children had been given an unrivalled opportunity to gain 'huge understanding of the anatomy of a giraffe'. Meanwhile, the zoo's scientific director, Bengt Holst, defended the execution, claiming that Marius had been 'surplus to requirements'.

1.

Actor: The Daily Mail (traditional medium)

Strategy: attack (planned action, he accused gets benefit from the action, innocent / helpless victims, inconsistency, obligation to protect victims)

Rhetorical devices: pathos and value-loaded wording

2.

Actor: Copenhagen Zoo

Strategy: defense (reminder - good deed, justification)

Rhetorical devices: logos

3.

Actor: EAZA

Strategy: defense (reminder - good deed, justification)

Rhetorical devices: logos

By this, he meant Marius had been declared too closely related genetically to the other giraffes in its breeding programme. To prevent inbreeding, it had been told by the European Association of Zoos and Aquaria (EAZA) that if it kept him, there was a danger of inbreeding and so poor Marius had to go. This was all presented as a regrettable, but ethical necessity. The decision to turn this elegant animal into cat food was justified as part of the ‘cycle of nature’. Yes, it is true that lions eat giraffes in the wild and we shouldn’t shy away from that. But a bolt-gun to the head in a zoo is very far from nature.

Marius’s dismemberment on a cold concrete floor at Copenhagen Zoo is all the more hard to bear since his death could have been entirely avoidable.

The zoo had apparently ruled out castration because it requires sedation, a high-risk procedure for giraffes as they risk breaking their necks when they drop down unconscious. Neither, according to the zoo, was contraception possible for the females with whom Marius was likely to come into contact, since this can damage a female giraffe’s internal organs.

Marius’s fate seemed sealed. Then, at the very last minute, an offer to save him was made by the Yorkshire Wildlife Park, which has a state-of-the-art giraffe house and capacity for an extra male.

This was rejected by Holst, who argued that any such space should be reserved for a ‘genetically more important’ giraffe.

That Holst should reject their offer left Marius’s would-be saviours understandably ‘saddened’ and presumably mystified — as was the rest of the world.

Why did the zoo go ahead with the slaughter regardless? And what were the parents of those children taken to watch the subsequent autopsy thinking? Do children really need to see a giraffe’s insides to appreciate what a miracle of natural engineering such a creature represents?

The only lesson I can imagine most children taking away from such an experience is that zoo keepers are only one step away from butchers.

We are so very fond of animals in this country that many of us will find ourselves asking why Marius had to die in the first place.

As the cull of lions at Longleat suggests, this is a problem that faces zoos all over the world. Will Travers, president of the Born Free Foundation, describes this as the ‘dirty secret’ of many zoos and wildlife parks.

Indeed, at the Copenhagen Zoo there have been previous culls of bears, tigers and zebras, according to one Danish newspaper.

Put simply, it is that their breeding programmes are often all too effective. As Longleat has admitted, a recent increase in pregnancies had led to a 40 per cent increase in the number of cubs.

With all that youthful energy, keepers noticed ‘excessive violent behaviour’ within their enclosure.

In 2011, a whistle-blower at Knowsley Safari Park on Merseyside released images of carcasses of animals left to rot by bins after being shot.

There is no suggestion that Longleat is similarly irresponsible, but there is no escaping the fact that, like Copenhagen and all zoos, it sometimes breeds more of a particular species than it can realistically keep.

In blaming a ‘recent increase in pregnancies’, Longleat seem almost to imply that circumstances were beyond their control, but theirs is a strictly controlled population of lions, so who else but the humans in charge can be blamed for any increase in their lion population?

We must also question why zoos are breeding such animals in the first place.

There is no question that they are often involved in invaluable conservation work. For example, Bedfordshire’s Woburn Safari Park has been successful in preserving the rare and beautiful Pere David deer, which were virtually extinct in their native China.

But when it comes to animals such as lions, what is the point of breeding them when there is no realistic chance they can ever be released back into the wild because they are so used to being fed by their human keepers that they would be unable to fend for themselves?

The same is true of elephants. There are seven specimens of this magnificent species at Copenhagen Zoo, which boasts that its Asian elephants are kept in a grand enclosure and house designed by the renowned architect Norman Foster. They say the architecture provides ‘these magnificent animals with a stimulating environment’.

I have never been to Copenhagen Zoo, but it apparently occupies a site of only 27 acres and, since elephants range huge distances — sometimes hundreds of miles — in the wild, it is clearly anything but a natural environment for them.

Those who defend zoos argue that they make such animals

<p>accessible to people who might otherwise never get to see them.</p> <p>But is our natural human desire to gawk really sufficient reason to imprison them in habitats and conditions so far from those in which they should live out their lives? And then to cut them into pieces in front of small children?</p> <p>I will never forget the experience of taking my daughter to London Zoo when she was eight years old.</p> <p>The visit was swiftly cut short when she began crying at the sight of the animals in their cages. I can only imagine her trauma had she witnessed the recent events in Copenhagen and at Longleat.</p> <p>These travesties of all that is natural are even more unfortunate given that London is about to host an international summit on conserving endangered species, due to start this Thursday.</p> <p>It is a vital opportunity to address the illegal trade in wildlife parts, which is worth an estimated £12 billion a year.</p> <p>The fate of Marius and the Longleat lions reminds us that we must also look to the welfare of those species supposedly being protected in zoos much closer to home.</p> <p>Animals are not here for our entertainment, to be made into trinkets or to be killed on a whim to ‘educate’ a group of schoolchildren.</p> <p>Surely we should be teaching children that animals are worth more alive than dead. Otherwise what hope is there for the future of the species that are rapidly disappearing from our planet.</p>	
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Appendix 21

Facebook: Copenhagen Zoo - Status update 1

Published: February 9, 2014

Retrieved: December 13, 2015

Source: <http://www.facebook.com/zoo>

<p>Zoologisk Have delte et link.</p> <p>9. februar</p> <p>Zoo is experiencing a massive debate on facebook about one of our giraffes. In regards to this we would like to answer all of your questions individually. Unfortunately we don't have the manpower to do this, so here is a link to Copenhagen Zoos reply to your most frequently asked questions.</p>	<p>1.</p> <p>Actor: Copenhagen Zoo</p> <p>Strategy: defense</p> <p>Rhetorical devices: none</p>
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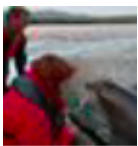
<http://zoo.dk/BesogZoo/Nyhedsarkiv/2014/Februar/Why%20Copenhagen%20Zoo%20euthanized%20a%20giraffe.as>

zoo.dk
On Sunday 9th February the Zoo will euthanize one of its young male giraffes. The euthanasia is happening in agreement with the European Breeding Programme for giraffe. It is not possible to transfer the giraffe to another zoo as it will cause inbreeding.

1.1133.602177 delingerSynes godt omSynes godt



Michaela Davies FAQ's, seriously?! Do you think that is an acceptable way to deal with this horrendous situation? The truth is you fucked up big time and murdered an innocent animal for NO GOOD REASON! You now have to face the backlash. To kill Marius in public, in front of CHILDREN, some of whom will be traumatised, is beyond belief! You deserve what you get now, Karma is coming.
Synes godt om · Svar · 35 · 9. februar kl. 23:11



Mary Alice Petch--Pollard Do NOT, I repeat DO NOT kill this baby !!!! Do not show such a disrespect for life - and no, I do not need to read the explanations, I have heard them all before, over and over again ! It is time Zoo's pulled their socks up and became responsible before the fact of the birth of more animals. You know that HITLER murdered millions of people for the exact same reason you gave in the interview as to why you are killing this baby! Shame on - you give him a chance - let him LIVE !!
Synes godt om · Svar · 26 · 9. februar kl. 10:51

1.

Actor: private person (foreign)

Strategy: attack (planned action, innocent / helpless victim)




Rhetorical devices: pathos

1.

Actor: private person (foreign)

Strategy: attack (planned action, innocent / helpless victim)

Rhetorical devices: pathos (comparing with Hitler)

 <p>Kirsten---Marie Hedeland Der er ALTID en anden udvej end aflivning af et sundt og raskt dyr! I har handlet direkte forkert og jeg håber det vil få et massivt efterspil. og I vil mærke en konsekvens af den tåbelige beslutning og handling. Jeres mange årlige unødvendige aflivninger skal stoppes!!!! Synes godt om · Svar · 25 · 9. februar kl. 10:45</p>	<p>1. Actor: private person (Denmark) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: none</p>
 <p>Tine Wittrup Mørk Tak til zoo fordi i tager jer tid til at svare på alle de spørgsmål i overhovedet kan. Synd at mange folk ikke synes det er lige så vigtigt at tage sig den samme tid til at læse jeres artikler og tilbagesvar inden de stiller et spørgsmål som i allerede har givet et udemærket svar på! Hvordan kan folk have den opfattelse at medarbejderne i zoo nyder at aflive en giraf? De mennesker gør alt det de kan for at dyrene har det godt, og for at holde en sund bestand nu og i fremtiden. Tror de har rimelig godt styr på det, så mon ikke vi skal stole på at eksperterne har undersøgt alle muligheder for at rede Marius! Og så er det da bare fedt at dygtige formidlere kan videregive deres viden til andre ved en obduktion. Synes godt om · Svar · 21 · 9. februar kl. 12:09</p>	<p>1. Actor: private person (Denmark) Strategy: defense (justification) Rhetorical devices: none</p>
 <p>Susan Wilson This is disgusting, there must be a wildlife park that could offer it a home. Just slaughtering a baby and then feeding it to your lions etc. is unacceptable. It is not good policy to allow your animals to "breed naturally" when you already have enough. You are responsible for caring for these animals not letting them breed haphazardly and then killing the off-spring. SHAME ON YOU Not a Zoo will ever want to visit or support. Synes godt om · Svar · 19 · 9. februar kl. 11:20</p>	<p>1. Actor: private person (foreign) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: none</p>



Appendix 22




Facebook: Copenhagen Zoo - Status update 2


Published: February 9, 2014

Retrieved: December 13, 2015

Source: <http://www.facebook.com/zoo>

<p>Zoologisk Have 9. februar We know that many are angry about the euthanization of a giraffe in Copenhagen Zoo today. But we would like to stress, that we do not consider it cruelty to animals to first euthanize a giraffe and then feed it to the lions. Lions are predators and thus they eat meat. In this case the lions were fed a giraffe, which lions also eat in nature. If we hadn't fed them with the giraffe, they would have had to be fed with the meat of some other animal, which would have been put down instead. This is how it is. Meat comes from animals. In this case we know that the meat comes from an animal, who has led a good life.</p>	<p>1. Actor: Copenhagen Zoo Strategy: defense (denial) Rhetorical devices: logos</p>
<p> Debs Kirby BOYCOTT COPENHAGEN ZOO!! Your reasons for "MURDERING" this beautiful young Giraffe, is bullshit and inexcusable. He was offered a home in the UK and Sweden, also a petition had been put forward to save his life, which you chose to ignore. You're no better than the poachers in Africa..... Your Zoo Director needs to resign, as he has displayed no knowledge of animal welfare and conservation..... WHY? was this Young Giraffe butchered on display in front of Young children, what kind of evil message were you trying to convey to them...</p> <p></p> <p>Synes godt om · Svar · 69 · 10. februar kl. 05:44 · Redigeret</p>	<p>1. Actor: private person (foreign) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: pathos</p>

 <p>Suzanne Gardiner It beggars belief that you have murdered a perfectly healthy animal. Why on earth did you not allow this young animal to be rehomed? It was your fault that you allowed his mother to become pregnant knowing that the gene pool was too small. Marias could have had a wonderful full and happy life at another zoo or wildlife park, why didn't you take up their offers? Your act is despicable and I hope you are never allowed to take part in animal conservation again. As a baby he could have been re introduced into another herd and even into the wild. Also your statement concentrates on feeding the lions when the point we are trying to make is that what you have done is wrong, no one is disputing the fact that your lions need feeding but why a baby giraffe that had no illness and who had not been bred as fodder for the lions. I hope this petition reaches saturation point and that whoever was responsible for this despicable act has the good grace to resign and never work with animals again. I also hope that the public stay away from your zoo and all the animals are rehomed as you are not fit to take part in animal conservation. You should all be ASHAMED!</p> <p>Synes godt om · Svar · 38 · 11. februar kl. 00:05</p>	<p>1. Actor: private person (Denmark) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: pathos</p>
 <p>Deborah Williams the animal was a baby, it did not have a chance at a life. . you have no idea how to deal with animals and your zoo should be closed down!</p> <p>Synes godt om · Svar · 26 · 11. februar kl. 00:23</p>	<p>1. Actor: private person (foreign) Strategy: attack (innocent / helpless victim) Rhetorical devices: pathos</p>
 <p>Jenny Copley--Forster Giraffes belong in the wild in a warm climate. Your zoo had no right to breed him in the first place and even less right to slaughter him in public. Wild animals are NOT commodities.</p> <p>Synes godt om · Svar · 24 · 9. februar kl. 21:09</p>	<p>1. Actor: private person (foreign) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: pathos</p>

 <p>Tatiana Maria Vallarino Pedersen Fuck hvor er folk dog dumme. Seriøst. Hvad med alt det kød de selv spiser. Det var måske skyldige dyr eller hvad. Er det synd for kyllinger vi spiser og hvad med de kalve der bliver til kalve steg. Det var det helt rigtige zoo gjorde her. Folk der ikke ser det har et seriøst problem med virkeligheden. En uskyldig giraf. Helt ærligt</p> <p>Synes godt om · Svar · 16 · 9. februar kl. 20:14</p>	<p>1. Actor: private person (Denmark) Strategy: attack the accuser Rhetorical devices: none</p>
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Appendix 23



Facebook: Copenhagen Zoo - Status update 3



Published: February 10, 2014

Retrieved: December 13, 2015

Source: <http://www.facebook.com/zoo>

<p>Zoologisk Have delte et link. 10. februar It may seem macabre to feed the lions with a piece of the giraffe – this is why we do it. There are two reasons why we feed our carnivores with carcasses. Firstly for animal welfare reasons; secondly to ensure that our animals use as much of their natural behaviours as possible. Carcass feeding has an improved behavioural effect on carnivores which is why we fed them with carcasses.</p> <p>For more information on the benefits of carcass feeding visit http://deepblue.lib.umich.edu/bitstream/2027.42/34915/1/10033_ftp.pdf http://journals.cambridge.org/download.php?file=%2FPNS%2FPNS56_03%2FS0029665197000669a.pdf&code=80b75d1a85fcbd031d84a553e6b92ef1</p> <p>1.0221.66618 delinger Synes godt om · · Del</p>	<p>1. Actor: Copenhagen Zoo Strategy: defense (denial, reminder - good deed) Rhetorical devices: logos</p>
 <p>Rikke Tøt uh sometimes I love people! Look to your own</p>	<p>1. Actor: private person (Denmark) Strategy: attack the accuser Rhetorical devices: logos</p>

<p>country! befor you point your finger off other countries!! In the U.S. they hunted the wolf so must, so it cam on the list of endangered species! In 24 U.S. states you can still hunt the black bear! Many of disse states the allow hunting practices deemed cruel and "unsporting," including spring hunts, baiting, hounding, and the selling and trade of bear parts. And you can still hunt mountain lion and bison, But thats OK, it's just for fun! ... In Australia you can still hunt wild buffalo and wild boar! And we are the killers! and the monsters!?! right;---)</p> <p>Synes godt om · Svar · 7 · 11. februar kl. 01:23</p>	
 <p>Steve Sherman I missed the part of this research which justifies entertaining children by killing and mutilating a gitaffe. Please specifically help us understand the scientific justification for this macabre and shameful exhibit. We are listening. . .</p> <p>Synes godt om · Svar · 7 · 10. februar kl. 21:38</p>	<p>1. Actor: private person (foreign) Strategy: attack (innocent / helpless victim) Rhetorical devices: value-loaded wording, pathos</p>
 <p>Russel Marks Completely agree</p> <h3>Thank you Zoologisk Have in Copenhagen</h3> <p>I just want to state that I fully trust how you treat the animals in Copenhagen Zoo and that you do what is best for the single animal - that is more than you can say about several other Zoos around the world and animal parks such as Sea World etc.</p> <p>Thank you, because:</p> <ol style="list-style-type: none"> 1) You put breeding programmes before feelings 2) You treat the animals like animals - and not like human 3) You take the consequence of too many animals at the same spot 4) You allow the animals in zoo to breed naturally, which stimulate their natural instincts 5) You stimulate other animals by letting them eat other animals 6) You operate with serious organizations as EAZA 7) You teach Danish kids what life ALSO can be and don't hide the reality 8) You contribute to science by giving parts of animals you put down to research 9) You make us remember, that animals are NOT Disney cartoon characters 10) You take your responsibility serious and make a great and professional job! 	<p>1. Actor: private person (foreign) Strategy: defense (denial) Rhetorical devices: logos</p>

Synes godt om · Svar · 7 · 11. februar kl. 11:20	
 <p>Joanne Tanner not buying any of this. You don't feed animals or people the carcasses of your friends. And zoos teach children about animals as friends. I note elsewhere on your page you encourage visitors to come see all the cute baby animals you have now. Sure, so you can come to their slaughter later.</p> <p>Synes godt om · Svar · 9 · 10. februar kl. 21:46</p>	<p>1. Actor: private person (foreign) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: value-loaded wording, pathos</p>
 <p>Fundacion Felinnos You are absolutely missing the point here. The atrocity and the absurdity, the senseless killing of a perfectly healthy animal. And furthermore, you managed to turn it into an spectacle of the worst kind. It is disgusting, revolting, and plain sick no matter how you look at it.</p> <p>Synes godt om · Svar · 11 · 10. februar kl. 19:01</p>	<p>1. Actor: private person (foreign) Strategy: attack (innocent / helpless victim) Rhetorical devices: value-loaded wording, pathos</p>


Appendix 24


Facebook: Copenhagen Zoo - Status update 4

Published: February 11, 2014

Retrieved: December 13, 2015

Source: <http://www.facebook.com/zoo>

<p>Zoologisk Have 11. februar Copenhagen Zoo understands the concerns about euthanizing a giraffe that is only 2 years old</p> <p>Two years of age may sound young but it's a natural age for giraffes to leave the herd. In the wild giraffes will leave their mothers from when they are 1½ years of age. During this age the male giraffe no longer depends on its mother. It is also the time when conflicts with the older dominating male giraffe will start.</p> <p>1.3941.33475 delinger Synes godt om · · Del</p>	<p>1. Actor: Copenhagen Zoo Strategy: defense (denial, reminder - good deed) Rhetorical devices: logos</p>
 <p>Sjacco Stienstra Euthanizing? Please consider your cognitive capacities. We had a zoo director here on Dutch televi-</p>	<p>1. Actor: private person (foreign) Strategy: attack (planned action, innocent / helpless</p>

<p>sion who claimed the giraffe was welcome in his zoo. It seems you're too stupid to use the right word: killing. And I heard it was in front of public? Even children? This is not about an animal dying (look at all the meat in the shops here), this is about your brains!</p> <p>On the other hand, if the giraffe has experienced you people of the zoo as existing entities, then you can still call it euthanasia.</p> <p>Synes godt om · Svar · 68 · 11. februar kl. 14:23</p>	<p>victim)</p> <p>Rhetorical devices: pathos</p>
 <p>Sally Chaney You didn't "euthanize this giraffe. You MURDERED him. Shame on every POS who took part.</p> <p>Synes godt om · Svar · 22 · 11. februar kl. 14:06</p>	<p>1.</p> <p>Actor: private person (foreign)</p> <p>Strategy: attack (planned action, innocent / helpless victim)</p> <p>Rhetorical devices: value-loaded wording</p>
 <p>Michel Aage Bartholin There really is a lot of ignorant people in the world... Copenhagen Zoo did the right thing, well done!</p> <p>Synes godt om · Svar · 20 · 11. februar kl. 12:28</p>	<p>1.</p> <p>Actor: private person (Denmark)</p> <p>Strategy: defense (justification)</p> <p>Rhetorical devices: none</p>
 <p>Christy De Luna Randolph This baby trusted you. You took that trust and turned it into something cold, vile and ugly. End of story.</p> <p>Synes godt om · Svar · 15 · 12. februar kl. 03:16 · Redigeret</p>	<p>1.</p> <p>Actor: private person (foreign)</p> <p>Strategy: attack (innocent / helpless victim)</p> <p>Rhetorical devices: pathos</p>
 <p>Yvette Royle No excuse !! You had other options ,you chose to kill a young healthy giraffe !! You are no better than the hunters !!!</p> <p>Synes godt om · Svar · 15 · 11. februar kl. 14:05</p>	<p>1.</p> <p>Actor: private person (foreign)</p> <p>Strategy: attack (planned action)</p> <p>Rhetorical devices: pathos</p>


Appendix 25

Facebook: Copenhagen Zoo - Status update 5

Published: February 11, 2014

Retrieved: December 13, 2015

Source: <http://www.facebook.com/zoo>

<p>Zoologisk Have 11. februar Prævention er ikke en enkeltstående løsning i forvaltningen af dyrestande. Dyr er nødt til at få unger for at bevare sunde bestande.</p> <p>Contraception is not an isolated solution for managing populations, although valuable in a management context. Animals need to breed to maintain healthy populations.</p> <p>Det er væsentligt, at en stor del af bestanden får unger, så vi bevarer mest muligt af den genetiske mangfoldighed. Hvis kun nogle få dyr får lov til at yngle, mister bestanden hurtigt genetisk diversitet og risikerer at blive indavlet. Samtidig er det vigtigt at bevare en sund aldersfordeling i bestanden. Hvis dyrene ikke får lov til at yngle, vil de yngste aldersklasser hurtigt blive reduceret i størrelse, så bestanden ikke bliver fornyet og derfor på sigt risikerer at uddø.</p> <p>It is crucial that a large part of the population breed so that we can conserve genetic diversity. If only a small proportion are allowed to breed the population will quickly lose genetic diversity and risk inbreeding. At the same time it is important to conserve a healthy age distribution in the population. If the animals are not allowed to breed, then the youngest age groups will quickly diminish and the population will risk extinction over time.</p> <p>Ref: Ballou, J.D., C. Lees, L.J. Faust, S. Long, C. Lynch, L.B. Lackey, and T.J. Foose. 2010. Demographic and genetic management of captive populations. Pages 219---252 in: Wild Mammals in Captivity (D.G. Kleiman, K.V. Thompson, and C.K. Baer, eds.). University of Chicago Press, Chicago, IL.</p> <p>Lees, C. M. & Wilcken, J. (2009) Sustaining the Ark: the challenges faced by zoos in maintaining viable populations. International Zoo Yearbook 43: 6---18</p>	<p>1. Actor: Copenhagen Zoo Strategy: defense (denial, reminder - good deed) Rhetorical devices: logos</p>
	<p>1. Actor: private person (Denmark) Strategy: defense (denial) Rhetorical devices: logos</p>

Dennis Simonsen

Thank you Zoologisk Have in Copenhagen

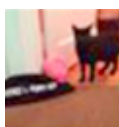
I just want to state that I fully trust how you treat the animals in Copenhagen Zoo and that you do what is best for the single animal - that is more than you can say about several other Zoos around the world and animal parks such as Sea World etc.

Thank you, because:

- 1) You put breeding programmes before feelings
- 2) You treat the animals like animals - and not like human
- 3) You take the consequence of too many animals at the same spot
- 4) You allow the animals in zoo to breed naturally, which stimulate their natural instincts
- 5) You stimulate other animals by letting them eat other animals
- 6) You operate with serious organizations as EAZA
- 7) You teach Danish kids what life ALSO can be and don't hide the reality
- 8) You contribute to science by giving parts of animals you put down to research
- 9) You make us remember, that animals are NOT Disney cartoon characters
- 10) You take your responsibility serious and make a great and professional job!



Synes godt om · Svar · 29 · 11. februar kl. 19:52



Fyi Indh You all deserve to stay in your barbaric country Denmark. We do not have to defend our compassion to those who have no clue what that word means. This is the reason our world suffers but know this...we will continue to fight for the innocent, voiceless souls that so called humans murder, torture and abuse. I am proud I have a heart care for the innocent and understand when i see uncivilized murders when I see them. I can't wait until that slaughter house is shut down and when karma bites the people responsible for this in the butt!!!!

Synes godt om · Svar · 10 · 11. februar kl. 20:51



Edith Christiansen Lund Hold da fast sikke dog den opstandelse om den giraf. Folk fra byen skal bare se i øjne hvordan livet er i virkligheden i stedet for st leve i en drøm om at kunne redde hele verden. Kan virkelig ikke se nogen forskel om løverne får en hest, ko eller en giraf til mad, og hvis det er et dyr i overskud, så er det da det de skal gøre. Men syntes nu også de andre zoo i det danske og udlandet

1.

Actor: private person (foreign)

Strategy: attack (planned action, innocent / helpless victim)


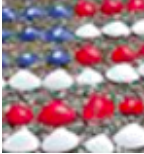
Rhetorical devices: value-loaded wording

1.

Actor: private person (Denmark)

Strategy: attack the accuser (justification)

Rhetorical devices: logos

<p>godt kunne støtte zoo i københavn, for de gør da det samme Synes godt om · Svar · 8 · 11. februar kl. 19:29</p>	
<p></p> <p>Malene--Christine Gedtek Ann Ambrose - don't believe in everything you read on the internet! Of course they do the same in the US and All other countries!</p> <p>Synes godt om · Svar · 6 · 11. februar kl. 19:02</p>	<p>1. Actor: private person (Denmark) Strategy: defense (denial) Rhetorical devices: none</p>
<p></p> <p>Sine Woodruff Then you have no business having giraffes if they MUST breed, but you have to kill their offspring. That was one expensive dinner for the lions. It's like your zoo keepers and vets are mad scientists that have been allowed to run amok. You could have sterilized Marius. You're spouting a bunch of arrogant excuses. Or given him to a wild life preserve. Whatever the solution.... You helped bring him in to this world, and you had a responsibility to make a place for him in it. It isn't scientific. It's MORAL.</p> <p>Synes godt om · Svar · 15 · 11. februar kl. 18:08</p>	<p>1. Actor: private person (foreign) Strategy: attack (planned action, innocent / helpless victim) Rhetorical devices: value-loaded wording, pathos</p>