Crisis Management
- Media´s Perception of Crises in Organizations

Jonas Larsson
Petter Rudwall

Luleå University of Technology
Bachelor thesis
Marketing
Department of Business Administration and Social Sciences
Division of Industrial marketing and e-commerce
PREFACE
Writing this thesis has been challenging and time consuming yet at the same time been very interesting and rewarding. The process has provided insight into the work and detail that go into the creation of a thesis. Furthermore, the experience of thesis writing has also provided a more specific understanding of the topic crisis management in the media. The bachelor's thesis took ten weeks to complete, requiring hard work and at times lengthy working days. Meanwhile, the topic of crisis management has rendered positive reactions from people making inquires about the progression of the thesis.

Tim Foster who supervised the writing of this thesis needs to be recognized for his efforts. Tim Foster's knowledge and experience in marketing have provided a substantial amount of support and made completing the thesis possible. His feedback has at time been crucial for the thesis' advancement. The interest shown by others has also been encouraging at difficult times when progress was faltering. Hopefully, this thesis will invoke interest into the field of crisis management. Organizations have through diminishing trade boundaries and organic as well as acquisitive growth exposed themselves more and more to crises. The field of crisis management provides organizations with the tools to protect their image, reputation, and financial stability.

Luleå, June 2010

Jonas Larsson & Petter Rudwall
ABSTRACT
In today's society, crises are phenomenon that every organization has to be prepared for. There are is great variety of crises, and the study examines how different types of crises can be described. The media is constantly following the crisis-affected organizations, and it is therefore utterly important to handle the communication professionally. The topic of crisis management is very interesting to investigate, especially how organizations communicate with the media during an ongoing crisis. Therefore, the purpose of this study is to gain a deeper understanding of how organizations handle such situations. The extent of the study is to find out how different types of crises can be described, and how crisis-affected organizations are communicating with the media. The study utilizes a qualitative case study approach by analyzing different crises in printed media.

The results show substantial difference in how crises-affected organizations communicate with the media and that there are different types of crises in organizations. The results also reveals that accidents are the type of crisis that is written about the most in the media, and that combinations of communication often are used in crises.
SAMMANFATTNING


Resultaten visar påtaglig skillnad i hur krisdrabbade organisationer kommunicerar med media samt att det existerar olika typer av kriser i organisationer. Resultaten visar också att olyckor är den typ av kris som är flitigast porträtterad i media, samt att kombinerade typer av kommunikation används i krissammanhang.
# TABLE OF CONTENT

1. INTRODUCTION............................................................................................................1
   1.1 Background..............................................................................................................1
   1.2 Problem Discussion ..............................................................................................3
   1.3 Overall Purpose ....................................................................................................5
   1.4 Outline of the Study ..............................................................................................5

2. LITERATURE REVIEW..................................................................................................6
   2.1 Types of Crises ......................................................................................................6
      2.1.1 Crises Stages .................................................................................................6
      2.1.2 Crises Events ...............................................................................................6
      2.1.3 Types of Crises According to Shaluf, Ahmadun, and Aini .........................7
      2.1.4 Types of Crises According to Pearson and Clair .........................................8
      2.1.5 Crisis Typology and Potential .......................................................................8
      2.1.6 Crises Types According to Coombs ...............................................................10
   2.2 Communication Strategy ......................................................................................11
      2.2.1 Situational Crisis Communication Theory ......................................................11
      2.2.2 Managing the Media .....................................................................................13
      2.2.3 Think of the Public and the Media ................................................................14
      2.2.4 Crisis-Response Strategies ..........................................................................15
      2.2.5 Public Relations Strategies ...........................................................................18
      2.2.6 Crisis Communication Strategies .................................................................19
   2.3 Conceptual Framework .........................................................................................22
      2.3.1 Conceptualization of RQ1 - Crisis Types ......................................................22
      2.3.2 Conceptualization of RQ2 - Communication Strategy .................................23

3. METHODOLOGY .........................................................................................................25
   3.1 Purpose of the Research ......................................................................................25
   3.2 Research Approach ...............................................................................................26
   3.3 Research Strategy ...............................................................................................26
   3.4 Data Collection Method ......................................................................................27
   3.5 Sample Selection ................................................................................................29
      3.5.1 Screening the Candidate "Cases" .................................................................29
   3.6 Analysis of Data ..................................................................................................30
   3.7 Validity and Reliability .......................................................................................31
      3.7.1 The Issue of Validity in News Media Documentation ..................................32

4. EMPIRICAL DATA .......................................................................................................33
   4.1 Week One ............................................................................................................33
   4.2 Week Two ...........................................................................................................35
   4.3 Week Three ........................................................................................................38
   4.4 Week Four ..........................................................................................................41
   4.5 Week Five ...........................................................................................................42

5. DATA ANALYSIS .......................................................................................................44
   5.1 Types of Crises ....................................................................................................44
   5.2 Communication Strategies ................................................................................45
1. INTRODUCTION
This chapter begins by giving a background to the topic of crisis management, covered in this thesis. The background will bring up what a crisis is and how it negatively affects an organization's reputation. Then a brief overview of reputation and the media's interest in an organization's crisis situation will be described. The problem discussion will describe communication with an organization's stakeholders and the difficulties of facing news media's scrutiny. The research purpose and research question will be presented at the end of this chapter.

1.1 Background
Crisis can strike in any organization. It is important to have a detailed plan of action for different types of crisis that may occur. This plan can make or break the organization in times of a crisis. (Pheng, Ho, & Ann, 1997) It is not a question of “if” an organization will face a crisis, it is a question of “where” and “when” the crisis will occur. Despite if it is an earthquake, a disaster or a strike, the crisis will hit the organization with full force. All that matters for the organization is how well prepared they are to handle it. (Kash & Darling, 1998) A crisis is a high consequence, low probability action that strikes an organization, and has the potential power to threaten the entire business. A crisis endangers the public sense of values, safety and correctness. (Alas, Gao, & Vanhala, 2010; Hale, 1997; Pearson & Clair, 1998)

The word 'crisis' originates from the Greek word 'krisis' - translated into English it would be similar to 'decision' or 'choice' (Paraskevas, 2006). Often, there are many solutions to situations where 'choice' and 'decision' are involved. A trade-off between important options often eases the situation, and strategic plans are often utterly crucial for the organization to posses (Cutlip, Center, & Broom, 2006). In order to erase all room for speculation the media and rivals have to cause harm, the process must be very well planed and structured since there is a right and wrong way to handle a crisis (ibid.). For an event or incident to be labeled as a crisis, Pearson and Mitroff (1993) found that the event has to pose an evident threat to an organization's reputation and viability. A crisis' potential to do harm to an organization's reputation is reflected in the type of threat (Coombs & Holladay, 1996).

The definition of crisis today can be formulated along three dimensions according to Hermann (1963). An organizational crisis (1) threatens high priority values of the organization, (2) presents a restricted amount of time in which a response can be made, and (3) is unexpected or unanticipated by the organization. In an unfamiliar situation some degree of trial and error is present in seeking a solution. (ibid.) Charron posited that crisis situations frequently serve as proving grounds for the paradoxical cooperation–conflict relationship between journalists and public relations practitioners (in Arpan & Pompper, 2003).

Image is an essential part to any individual and organization (Benoit, 1997); despite if they are governmental, non-profit or commercial (Watson, 2007). A good reputation helps the organization to remain competitive and achieve goals, and strengthen their relationship to stakeholders. A healthy reputation helps to create a competitive advantage, by demonstrating major differences from other organizations. (ibid.) Reputation is often represented by the
emotions and knowledge individuals have towards a range of different products (Hall, 1992). A suggested definition of corporate reputation is "a stakeholder's overall evaluation of a company over time. This evaluation is based on the stakeholder's direct experiences with the company, any other form of communication and symbolism that provides information about the firm's actions and/or a comparison with the actions of other leading rivals" (Gotsi & Wilson, 2001, p. 29).

Ashcroft (1997) stated that an organization's reputation, even though it is not brought up in financial reports, is just as important as any other asset possessed by the organization. Moreover, Coombs and Holladay (1996) devised the damage to an organization's reputation can presumably be translated into substantial financial damage that might threaten the survival of an organization. According to Coombs and Holladay the protection of an organization's reputation from damage is achieved through the implementation of crisis response strategies (ibid.). Williams and Olinarian (2002) stated that preventing and responding to a crisis represent what strategic planning as a part of crisis management is, with the purpose of removing risk and uncertainty. Crisis management is a crucial part of any organization and supports the well being of an organization the effective management it entails (Pheng, Ho, & Ann, 1997). A part of crisis management is developing a plan that should be a part of an organization's overall strategic management plan (Johnson & Peppas, 2003).

Darling (1994) clarifies that crisis management is not equal to mismanagement, i.e. crisis type situations that occur due to inadequate or inappropriate planning or the complete lack of it. Therefore, as Chong (2004) concluded, crisis management serves as a crucial part of modern strategic management. It should be of the utmost importance to secure an organization's existence before it can devote its efforts towards growth oriented objectives (ibid.). The term crisis management according to Eliasson and Kreuter may vary a lot between countries and even between organizations (in Khodarahmi, 2009). This is due to the level of dynamic that exists in different situations in different parts of the world (ibid.). Darling (1994) found that crisis management in its essence is providing organizations with an organized response to crisis situations. With an ordered crisis response an organization is able to continue its daily operations as a crisis situation is being handled (ibid.).

Kash and Darling (1998) define crisis management as “a series of functions or processes to identify study and forecast crisis issues” (p. 179). Crisis management also enables organizations to cope or prevent a crisis (ibid.). Pollard and Hotho (2006) means that an organization will gain significant advantages by planning scenarios and developing crisis management plans. The positive effect from developing a crisis plan, including improved communication, stronger corporate networks and employing a wide range of new talents, also includes better management of other aspects of strategy (Coombs & Holladay, 1996). In order to influence how stakeholders interpret a crisis, the organization can use communication. Communication may be a valuable tool for managers that are handling crises. The financial damage that a crisis may bring upon the organization should influence the communication between the organization and their stakeholders. Except from the usual stakeholders, news media also shares an interest in crisis situations affecting an organization. (ibid.)
Payne (1994) poses the question of how much interest media takes in major disasters. According to Payne, events of major disasters make for particularly newsworthy stories. A reason for this is the interest of the public - no matter how gruesome, the public tend to be very fascinated by the misfortunes of others and media is capitalizing on the fact. (ibid.) As Gans posits, "the stakes are high at both ends" (in Arpan & Pompper, 2003, p. 291). The person in an organization responsible for public relations is responsible for minimizing damage to the organization's reputation, whereas journalists focus on producing visual stories that question values with conflict and disorder. That is why organizations carefully monitor information content and quantity - journalists will use anything that comes to their attention. (ibid.)

The relationship between organizations' public relations practitioners and journalists is sometimes strained at best. Sallott et al. stated that numerous studies have shown that journalists think little of public relations practitioners as journalists believe that their primary objective is to make organizations look more favorable, withhold information, and attempt to mislead the public (in Arpan & Pompper, 2003). Furthermore, public relations often invoke a negative connotation. As Spicer posited, it sometimes seems to describe someone that is "trying to obfuscate an issue or event" (in Arpan & Pompper, 2003, p. 292). Arpan and Pompper claimed that this negative attitude among news workers might be encoded in articles and ultimately read and decoded by readers and viewers - an important factor during crises for public relations practitioners communicating on behalf of their organizations (ibid.). As Payne (1994) posits, good press arrangements will enhance relationships with the media.

1.2 Problem Discussion

Today, the media acts as a large influencer of crises. By framing or filtering their perspectives, the media has a tendency to reinforce existing public rumors (Nelkin in Pearson & Clair, 1998). Organizations that are favored among the public before the crisis, will often receive more freedom regarding their crisis management efforts. The opposite also applies - organizations that are disfavored before the crisis will be scrutinized even closer (Barton in ibid.). By developing healthy relationships with media representatives, organizations try to affect the media coverage of themselves. Prior to the crisis the organization endeavors to appear honest, forthcoming with information, and cooperative in order to gain trust from the media (Susskind & Field in ibid.). According to Nelkin (1988) media have an important role when conveying information, values, and defining certain issues, which is far more than the seemingly simple task of only releasing information. Being selective and ideological media select and invite their readers to "pursue certain questions and not others" (p. 347). That selectiveness in media acts as a filter through which the public receives its news - with a certain interpretation. (ibid.) As Lang and Lang stated, "journalists identify pressing issues through their selection of newsworthy events. They help to create judgmental biases, influencing patterns of legitimacy, creating demands for regulation and control, and stimulating political demands for accountability". (in Nelkin, 1988, p. 349)
Once a crisis strikes an organization, it is important that the corporation immediately inform the relevant stakeholders. Topics like reasons for the crisis, progress of the crisis and the effort made to solve the crisis should all be communicated by the organization (Kim, Cha, & Kim, 2008). Today, no organizations are able to break social and environmental contracts without facing penalty. The way an organization is perceived by the public, the image and reputation, often plays a crucial part in success and failure. Even more so, any organization can be brought to their knees if they are causing injury and are facing a trial. (Barton, 1994) Barton shows the value of mass media and states that crisis communication strategy strives to release crucial information to the public as soon as possible (in Arpan & Pompper, 2003).

The latter half of the past century has seen its fair share of substantial industrial disasters; Three Mile Island, chemical pollution of the Rhine, and Chernobyl in the Soviet Union - all of which have been extensively reported in the media (Nelkin, 1988). Except from major disaster such as those previously mentioned the media also cover crises smaller in magnitude and less dramatic. Moreover, Nelkin posited that public communication about accidents or crises is influenced by the expectations and norms of journalists, their sources of information, as well as their readers. As a response to crises that affect public opinion Nelkin concluded that organizations have created and expanded their media relations activities. One of the previously mentioned major industrial disasters, the Three Mile Island, caused Metropolitan Edison who ran the nuclear plant to expand its public relations department in order to mitigate the negative image presented in the media. (ibid.)

The character of media coverage is influenced by how crisis managers deal with public demands regarding larger events (Nelkin, 1988). The press is able to influence the news source by providing accurate and well-timed information. Large scale of industrial business and new technologies has led to an exaggeration when it comes to risks. Meanwhile, the media's impact on the perception of risk to prevent disasters has been exaggerated due to changes in communication. This fact has consequences for organizations that are responsible for risk management. It is utmost important to fabricate suitable and dynamic strategies of risk communication, and the media plays a large part in order to succeed. The media has great influence, since they can control how the crisis is perceived. In times of crisis, the media can move the organizations in to the spotlight or keep them away from the public view. Everything they mediate, images, visuals, tone of the articles affect the public attitude and governmental decisions. How the media is portraying an organization in a crisis can convince or upset the public, creating damage or repairing the reputation. (ibid.)

Parsons (1996) stated that it is crucial to have a working relationship with the organization's stakeholders, especially the media. To face an emerging crisis with unleashed employees, suppliers, and unhappy stakeholders could result in devastating damage to the organization. Crises often strikes unannounced and they give no warnings that they are coming. Organizations are often caught bare handed. The difficulty is to gather information and clues that the crisis is about to strike. If organizations had the gift to foresight upcoming crises, they would have a great amount of time to prepare and plan for the crisis. The crisis is often fueled by gossip, rumors and
pure speculation. The press often exaggerates them and many cases, extended rumors just have to be endured. (ibid.)

Research into crises has yielded several classification schemes (Coombs, 1995). Those schemes include the dimension of crises types, which according to Coombs can be classified along several aspects. As previously stated, crises threaten an organization's image. In order to protect an organization's image and reputation, organizations may employ different types of crisis communication responses. Coombs posits that the selection of crisis response is shaped by the type of crisis affecting an organization. (ibid.) Huang (2006) lends further support to the claim made by Coombs (1995; 2004) that the type of crisis is an effective moderator when choosing the appropriate crisis communication response. Moreover, the appropriate use of a particular crisis communication response in a certain crisis may render a more positive coverage of the crisis in the media (Huang, 2006). Consequently, Huang claimed that a valid part of crisis management is the study of different types of crisis types (ibid.). Pearson and Clair (1998) listed 27 different crisis types, indicating the great variety of types of crises and an organization’s vulnerability. However, Pearson and Clair added that despite the apparently different types of crises that exist, there are similarities among them. Shrivastava and Mitroff (1987) also posit that crises illustrate themselves in many forms. The authors continue and state that crisis management begins with the assumption that virtually any crises may hit an organization (ibid.).

1.3 Overall Purpose
Based on the problem discussion above the overall purpose of this study is to provide a deeper understanding of how media portrays crises.

In order to fulfill the purpose of this study the following research questions have been formulated.

RQ1: How can different types of crises be described?

RQ2: How can crisis communication strategies used to handle a crisis be described?

1.4 Outline of the Study
The thesis consists of six chapters. Chapter one provides the reader a background of the subject crises and crisis management. After that, the study will be narrowed down to a problem discussion, where more specific information regarding topic will be presented. The first chapter ends up with a stated purpose and two research questions. In chapter two information regarding previous studies of the subject is presented. How this study will present the research and collect data is presented in chapter three. In chapter four the collected data will be presented. Chapter five includes comparison of the data to already existing models and theories. Finally, in chapter six an answer to the previously stated research questions will be provided and moreover, shine a light on conclusions and implications.
2. LITERATURE REVIEW

The previous chapter outlined the research area that resulted in an overall purpose and two research questions. In this chapter, relevant studies related to the research questions will be reviewed. The literature review will then land in a conceptual framework that will be used throughout the rest of the study. Section 2.1 will bring up studies related to RQ1, followed by 2.2 describing studies related to RQ2.

2.1 Types of Crises

This section brings up studies related to RQ1 - How can the types of crises be described?

2.1.1 Crises Stages

According to Fink, successful crisis planning removes much of the threat and uncertainty in potential future crises, and allows for more control should a crisis appear (in Paraskevas, 2006). Despite Fink’s approach to crisis planning being fairly old, dating back almost 25 years, it mirrors the approach of current management. Fink states that a crisis can consist of up to four different stages; (1) prodromal crisis stage; (2) acute crisis stage; (3) chronic crisis stage; and (4) crisis resolution stage. (ibid.) Fink’s statement goes to show that any crises can be described as being in any of the four stages. It is important to identify early warning signals for the crisis, even though it might be hard to recognize them, especially crises in a prodromal state. A crisis may even be apparent to an organization, yet no action is taken to prevent it. Once the organization has passed the initial stage, the crisis will start causing harm depending on how well prepared and effective the organization is. The third stage is referred to as the 'clean-up' stage. The organization tries to retrieve from the crisis, and learn from the mistakes it made and the success of its crisis response. In the final stage, the organization goes back to normality, and resumes with its business as usual. (Paraskevas, 2006)

2.1.2 Crises Events

Out of the basic idea of crisis typologies, a common approach to crisis management is developed. When an organization is facing a potential crisis, it is utterly important to evaluate all the potential problems that might hit them. Below is seven types of major crisis events developed by Mitroff (in Pollard & Hotho, 2006, pp. 722-723);

- **Economic.** Includes crisis such as labor strike, market crash and hostile takeovers.
- **Informational.** Loss of crucial information, loss of computer information of suppliers and customers and false information.
- **Physical (loss of key plants).** Breakdown of plants, product failures, loss of material supplies and faulty products.
- **Human resource.** Rise in absenteeism and accidents, violence at workplace and corruption.
- **Reputational.** False rumors, gossip, sick jokes and slander are all factors that may harm the organization.
- **Psychopathic acts.** Terrorism, kidnapping, hostage taking and violence.
- **Natural disasters.** Tsunamis, volcano eruptions, hurricanes and flooding.
Mitroff repeats, enhances and advances other typologies which are developed elsewhere. The activity groups are not unique to themselves, since a natural disaster may have a more crucial effect if the situation is poorly handled by the organization or outside stakeholders. If employees meddle with data, this may lead to criminal activity, since it is both an informational event and a human resource. The crisis management evaluates all the relevant factors, and affirms their level of risk and the amount of attention they need. A noticeable point is that the management is able to control some of the factors above. However, the majority of the factors is outside the control or influence of the organization, and needs to be discussed from a broader perspective. If the starting point is not clearly defined, the approach to the factors requires a process of rationalization. This method might be risky, since it creates an illusion of control, when it, in real life, does not exists. Up to a certain point, the literature encourages denial or blindness of the crisis, when the opposite is preferred. This denial has been identified as one of the largest barriers to effective crisis planning. (Pollard & Hotho, 2006)

2.1.3 Types of Crises According to Shaluf, Ahmadun, and Aini
There are many different types of crises. To easier get an understanding of how each of the crises function, types of crises will be examined in figure 2.1. The first distinction is between community crisis and non-community crisis. A community crisis splits up into several subcategories, such as natural crisis, industrial crisis and non-industrial crisis. A natural crisis is the result of a disaster in nature, e.g. earthquakes, flooding, tsunamis, and volcano eruptions. An industrial crisis is a result of socio-technical disasters, such as rail crash, product recall, stadium fires and computer problem. The non-industrial crisis includes political conflicts and non-conflict crisis. The non-industrial crisis splits up into two different sub-categories, conflict type situation and non-conflict types of crisis. (Shaluf, Ahmadun, & Aini, 2003)

![Diagram of Types of Crises](source: Adapted from Shaluf, Ahmadun, & Aini, 2003, p. 28)
The first category is divided into two genres, internal and external. The external genre includes crisis such as war, threats, relation breakdown, embargoes and blockades. The internal genre includes crisis such as political crisis, internal conflicts (religion, ethnic, etc.) terrorist attacks, strikes, sabotage, riots and executive kidnappings. The non-conflict types of crises narrows down to economic crisis and social crisis. Events such as the East Asia financial crisis are considered to be a financial crisis. Events like the UK's BSC crisis and UK's foot-and-mouth crisis are classified as non financial crisis. Social crisis includes the following events: false rumors, on-site sabotage/product tampering, blackmail, copycat threats, off-site sabotage, bribery, price fixing and racism. (Shaluf, Ahmadun, & Aini, 2003)

2.1.4 Types of Crises According to Pearson and Clair
Pearson and Clair (1998), in their attempt to define an organizational crisis and crisis management, listed a variety of different crisis types that an organization might be faced with (table 2.1). The great variety of crises that might affect an organization suggests to what extent organizations are vulnerable to crises. Pearson and Clair added that despite the apparent differences in crisis situation, they share a number of elements. (ibid.)

<table>
<thead>
<tr>
<th>TABLE 2.1: Organizational Crises</th>
</tr>
</thead>
<tbody>
<tr>
<td>AN ARRAY OF ORGANIZATIONAL CRISSES</td>
</tr>
<tr>
<td>Exortion -</td>
</tr>
<tr>
<td>Hostile takeovers -</td>
</tr>
<tr>
<td>Product tampering -</td>
</tr>
<tr>
<td>Vehicular fatality -</td>
</tr>
<tr>
<td>Copyright infringement -</td>
</tr>
<tr>
<td>Environmental spill -</td>
</tr>
<tr>
<td>Computer tampering -</td>
</tr>
<tr>
<td>Security breach -</td>
</tr>
<tr>
<td>Executive kidnapping -</td>
</tr>
<tr>
<td>Product/service boycott -</td>
</tr>
<tr>
<td>Work-related homicide -</td>
</tr>
<tr>
<td>Malicious rumor -</td>
</tr>
<tr>
<td>Natural disaster that disrupts a</td>
</tr>
<tr>
<td>major product or service -</td>
</tr>
<tr>
<td>Natural disaster that destroys</td>
</tr>
<tr>
<td>organizational information base</td>
</tr>
<tr>
<td>Bribery -</td>
</tr>
<tr>
<td>Information sabotage -</td>
</tr>
<tr>
<td>Workplace bombing -</td>
</tr>
<tr>
<td>Terrorist attack -</td>
</tr>
<tr>
<td>Plant explosion -</td>
</tr>
<tr>
<td>Sexual harassment -</td>
</tr>
<tr>
<td>Escape of hazardous materials -</td>
</tr>
<tr>
<td>Personnel assault -</td>
</tr>
<tr>
<td>Assault of customers -</td>
</tr>
<tr>
<td>Product recall -</td>
</tr>
<tr>
<td>Counterfeiting -</td>
</tr>
<tr>
<td>Natural disaster that destroys</td>
</tr>
<tr>
<td>corporate headquarters -</td>
</tr>
<tr>
<td>Natural disaster that eliminates</td>
</tr>
<tr>
<td>key stakeholders -</td>
</tr>
</tbody>
</table>

SOURCE: Adapted from Pearson & Clair, 1998, p. 60

To be more specific, Pearson and Clair (1998) clarified what all crises generally share. First, crises are believed to be uncertain situations where cause and effects are unknown. Second, crises have a low probability of occurring yet pose a severe threat to an organization and to its stakeholders. Third, response times when a crisis hits an organization is very short. Finally, a crisis will require difficult decision making with uncertain outcome. (ibid.)

2.1.5 Crisis Typology and Potential
Shrivastava and Mitroff (1987) also identified a platitude of different types of crises and determined that crises could be described along two dimensions; internal-external dimension and technical-social dimension. The two dimensions can be combined to form a figure with the
As illustrated in figure 2.2, there are numerous crises that affect organizations. Beginning with cell 1, this cell illustrates technical and economic failures as an outcome of an organization's internal failures, more specifically the core technology of the organization. Crises that correspond to such failures include Chernobyl, Bhopal, and Three Mile Island. The primary cause for those accidents was defective plant equipment. Cell 2 describes crises resulting primarily from technological and economic failures. However, these failures are not attributed to an organization but the surrounding environment. Crises include hostile takeovers, exchange rate changes, and other macroeconomic alterations that ultimately negatively affect an organization. (Shrivastava & Mitroff, 1987)

The remaining cells are characterized as failures due to human, organizational, or social processes. Representing failures in internal social processes is cell 3. These failures are primarily caused by managerial errors, intentional harm, unhealthy working conditions and so forth. Such crises might have been avoided if the affected organization implemented better communication. An example of such a crisis is the space shuttle Challenger, affecting NASA and its suppliers. Lastly, cell 4 describes failures in the social environment surrounding an organization. In other words, crises occur when agents or institutions react negatively toward an organization. Such crises include amongst others sabotage by outsiders and executive kidnapping. (Shrivastava & Mitroff, 1987)
The conclusion Shrivastava and Mitroff (1987) draws is that organizations face the threat of a wide range of crises. Moreover, it is crucial that organizations make the general assumption that any of identified crises may strike them, even though all organizations are not equally susceptible to every type of crisis. The susceptibility of each organization varies by the nature of its products, customers, and technology used. (ibid.)

2.1.6 Crises Types According to Coombs

There are many different types of crises. To easier understand the difference between the crises, researchers create classifications schemes. These schemes consist of several dimensions, such as internal, external, intentional and unintentional. As seen in figure 2.3, the internal-external dimension refers to where the crises strike. Internal means that the organization itself caused the crisis and external means that someone or something outside the organization led to the start of the crisis. (Coombs, 1995)

The other dimension, intentional-unintentional, refers to how the crisis happened. If the crisis was caused on purpose by actors, the crisis is intentional. The opposite, unintentional, means that that no actors committed the crisis on purpose. These four dimensions create a matrix, which is illustrated in figure 2.3. (Coombs, 1995)

![Crisis Type Matrix](figure2.3.png)

**FIGURE 2.3: Crisis Type Matrix**

**SOURCE:** Adapted from Coombs, 1995, p. 455

A *faux pas* happens when an external agent tries to transform an unintentional action into a crisis. The beginning of a *faux pas* occurs when the organization acts accordingly to what they think are appropriate, and they have no intention to do wrong. Now, an external agent states that the organization took actions which were inappropriate for them. This split in opinions is a *faux pas*. Here, the public needs to make a decision of which opinion to accept. The public often show their umbrage in the forms of protests and boycotts. The situation requires little responsibility from the organization, due to the external and unintentional nature of the problem. However, the organization is able to control the situation by changing questionable actions. The vague nature of the crisis lets the organization deny external charges, and continue with their actions. (Coombs, 1995)

*Accidents* are internal and unintentional actions, that happens during normal operation of the organization. Due to the fact that *accidents* are random and often total unintentional, the organization has minimal responsibility of the situations. Organizations often meet the public by giving an excuse of the situation. This is a great strategy, since it strengthens the organization's
lack of responsibility. The term *accident* can be divided into two subcategories, *acts of nature* and *human errors*. Acts of nature refers to incidents caused by nature, such as earthquakes, tsunamis, volcano eruptions and epidemics. Human errors are defined as product defects, industrial *accidents* and injuries at workplace. The public seems to accept the nature *accidents* more than they accept the human *accidents*. This is due to the fact that the organization has little or no control at all over the acts of nature. However, the organizations should be ready to coop with the *accidents* in a healthy way, in order to cause as little damage as possible. (Coombs, 1995)

*Transgressions* are situations created by organizations when they intentionally hide harmful information from the public. Examples of *transgressions* are when organizations sell dangerous or defective products, violating laws and withholding safety information from authorities. Organizations have control over their actions, since the situations occur internally and intentionally. The best way to cope with these crises is mortification, since it does not deny responsibility but works to repent the crisis in some way. (Coombs, 1995)

*Terrorism* occurs when external actors take intentional action. The actions are intended to damage the organization in different ways. Examples of terrorism is sabotage, workplace violence, bombings and product meddling. A good strategy for an organization to take on is the suffering strategy, which is based upon being a victim of an external actor. (Coombs, 1995)

2.2 Communication Strategy
This section brings up studies related to RQ2 - How can the communication strategy used to handle a crisis be described?

2.2.1 *Situational Crisis Communication Theory*
Situational Crisis Communication Theory (SCCT) is based upon common methods, which includes a share of social-psychological theory. The attribution theory is the basic foundation of SCCT. SCCT analyzes and test hypotheses how dealing with different crisis situations are perceived, and how this affects outcomes such as reputation, purchase intention and emotions. Research in the area is comparable to early ethical crises research that can be found in marketing and management literature. SCCT starts when the crisis manager examines the situation of the crisis in order to affirm the level of reputational threat of the crisis. The threat is classified as the level of damage the crisis could cause upon the organization's image if no actions are taken. There are three different factors that shape the reputational threat in the crisis. (Coombs, 2007)

1. Initial crisis responsibility
2. Crisis history
3. Relationship history/prior reputational
To examine the reputational threat, crisis managers have a two-step process for using these three factors. The first step of this model is to establish the early crisis responsibility connected to a crisis. Early crisis responsibility is a result of stakeholder attributions of personal control for crisis in the organization - basically how much the stakeholders believes the crisis was caused by organizational actions (Coombs, 1995). The crisis type affects initial judgment, and shows how the crisis is being framed. Stakeholders use frames as cue in order to interpret crises (Coombs & Holladay in Coombs, 2007). A frame is a crisis type that functions as an indicator of how people should interpret the crisis. There is often a broad discussion of if the crisis was an accident, criminal negligence or sabotage. SCCT implies that each of the crisis types produces specific levels of crisis responsibility – attributions of corporate responsibility for the crisis. Research regarding SCCT shows three crisis clusters, which are based upon crisis responsibility of various crisis types. (Coombs, 2007)

- Victim cluster has weak attributions of crisis responsibility (rumors, product tampering, workplace violence and natural disasters)
- Accidental cluster has little attributions of crisis responsibility (technical-error product harm, technical-error accident and challenge)
- Intentional cluster has strong attributions of crisis responsibility (organizational misdeed, human-error accident and human-error product harm) and the action was conducted on purpose.

Crisis managers can estimate how much crisis responsibility stakeholders will blame upon the organization at the beginning of a crisis. Crisis responsibility displays the elementary reputational threat, due to the proven negative effect it has on the organizational reputation (Coombs & Holladay in Coombs, 2007). Next step to evaluate the threat involves two factors, consistency and distinctiveness, obtained from Kelley's principle of covariance (Kelley in Coombs, 2007). Consistency is operationalized as history of crisis; despite if the organization has experienced similar crisis in the past. Consistency is high if the organization has experienced similar events in the past. A history of many larger crises implies that an organization has major problems to handle. Distinctiveness is put into practice as a historic reputation; which basically displays how well or poorly the organization has treated their stakeholders. If the organization use to treat their stakeholders bad, they have a high level of distinctiveness if the organization pays a little interest in their stakeholders across a range of domains, not just in one particular crisis. The crisis is not viewed upon as distinctive. Threats from the crisis are increased by either a high level of consistency or a low level of distinctiveness. (Coombs, 2007)

Each of these indicates that the crisis is a small piece of a larger pattern of behaviors, rather than just occasional incidents. Consistency (history of crisis) and distinctiveness (relationship prior reputation) both have a direct and indirect effect on the reputational threat that a crisis causes. A mixture between a high consistency and low distinctiveness will amplify attributions of crisis responsibility, and also affect the reputational threat. Both of these factors have a direct impact on the reputational threat, which is separated from crisis responsibility. (Coombs, 2004) The history of a crisis (consistency) and relationship prior reputation (distinctiveness) are used to adjust the
start of the evaluation of the threat. SCCT states that negative relationship prior reputation or a history of crises will amplify the reputational threat. Crisis management shows that a victim crises are treated similar to an accident crises and an such crises are treated similar to international crises when distinctiveness is low and consistency is high. (Coombs & Holladay in Coombs, 2007)

The response strategies may vary, due to the perceived acceptance of responsibility for the crisis. General SCCT means that as the negative effects and reputational threat increases, crisis managers should apply crisis response strategies with the required level of crisis responsibility. In other words, managers needs to deal with a higher level of responsibility as the reputational threats increase. The factors that are controlling the reputational threats also tends to control the effects created by crises and purchase intentions. (Coombs & Holladay in Coombs, 2007)

2.2.2 Managing the Media
Zerman (1995) proposed a formula devised by Marston public relations practitioners to follow. The formula suggests that public relations communication should be described with four specific functions; (1) research; (2) action; (3) communication; and (4) evaluation. The purpose of defining public relations communication with these functions is to allow ease of use and implementation. Additionally, Zerman devised ten procedures that a crisis communication program should include when an organization faces the threat of a crisis. Zerman found these ten elements to be a crucial part in managing the media. (ibid.)

1. Assign one authorized spokesperson and one back-up person who can be contacted 24 hours a day. These people must be in senior position and known not only to the employees of the organization but also have media credibility. The spokesperson’s job is to attend to the media while other corporate executives fulfill their roles in the disaster management plan.
2. Do not delay when disaster strikes. Act promptly. Go out of your way to be helpful to the media and do not play favorites. Get the news to all the media and do not give exclusives in times of crisis (unless there is an exceptionally good reason).
3. Permit safe access to the disaster area. You have a job to do – so do the media, it is better to have them on your side.
4. Do not deny a crisis exists when it is so obvious that one does; silence implies guilt or you have got something to hide.
5. Do not provide specific information about any victims until their families have been notified.
6. Do what you can to console the stricken and reassure the community.
7. If possible, and it is appropriate, set up a properly equipped media centre.
8. Have a plan in place for monitoring the media at a crisis time.
9. Keep employees, customers, suppliers, community leaders and shareholders (if necessary) etc. informed of developments as they occur.
10. Say thank you. Be profuse with your thanks to those who have helped or who offered their help.
Zerman (1995) concluded that no organization goes unaffected by a crisis situation. The public relations practitioner plays a crucial role when handling the media, and must be adequately prepared. Having a well defined and practical plan to work with is important. Furthermore, the crisis communication plan needs to have support from an organization's highest level of management. To sum up, Zerman pointed at four things public relations practitioners must do. First, public relations practitioners have to develop a crisis communication policy and procedure as a part of overall crisis procedures. Second, the plan has to be tested, followed by the third step - refining it. Finally, the plan needs to be updated should new circumstances appear. (ibid.)

2.2.3 Think of the Public and the Media
Similar to Zerman, Gillingham and Noizet (2007) created a model consisting of four elements which should, during a crisis, contribute to successful crisis management. To begin with, organizations must have the public and the media in mind, understanding their concerns and using their perspective on crucial matters. Second, it is important to act quickly should a crisis appear. Basically, organizations need to be the ones to talk first, take action and be the ones controlling the scene. Third, using corporate values in a straight, honest and consistent approach is important. Lastly, organizations should show their concern in crises - put people and environment first, be human, and be involved. (ibid.)

When a crisis strikes an organization, the affected organization needs to look at it from the perspective of the public and the media. Based on such a perspective, crisis communications should be formulated based on the public perception of the event, and not on its own understanding of the crisis. (Gillingham & Noizet, 2007) Moreover, even though an organization does not perceive an event as a crisis, it becomes a crisis if the public regards it as one (Bierck in Gillingham & Noizet, 2007). Should that occur, Coombs posited that the public needs to comprehend the effects of the crisis (in Gillingham & Noizet, 2007). What most often will be regarded negatively is responding to the crisis with stating that an organization has no comment on the matter. According to Gillingham and Noizet (2007), 'control' of the crisis will then be handed over to the media.

The importance of acting fast is supported by a number of reasons according to Gillingham and Noizet (2007). If an organization does not immediately assume communication with the media, information will likely reach the public and the media through other sources (Harrison in Gillingham & Noizet, 2007). Information that is not made available promptly or provided by sources other than the organization in a crisis situation allows for the media to speculate on the cause of the crisis (Ashcroft in Gillingham & Noizet, 2007). Failure to control the flow of information to the public and the media is according to Harrison an indication that the organization does not know what is unfolding (in Gillingham & Noizet, 2007). Moreover, not responding quickly with accurate and genuine information may result in such information being judged negatively should it be released too late (Gillingham & Noizet, 2007).
Denying that a crisis has occurred or denying involvement in a crisis may be very damaging to an organization's image and reputation (Coombs in Gillingham & Noizet, 2007). Bierck stated that transparency is essential in order for an organization to increase its credibility - achieved by indicating the intention of the organization to launch internal investigation to the cause of the crisis situation (in Gillingham & Noizet, 2007). If the fault clearly lies with the organization it is best to quickly admit it and show concern for those affected. Simply denying the fact and blaming others is a lot worse as the truth is likely to emerge at a later date. (Gillingham & Noizet, 2007)

How the organization initially acts towards the victims of a crisis establishes the tone for subsequent situations (Gillingham & Noizet, 2007). It is therefore essential to show adequate commitment towards victims as well as providing assistance if needed. An organization will then likely come across more human and caring compared to cold and calculating. If called for, an organization should make apologies which sometimes is conflicting with what insurers and lawyers urge the organization to do. Expressing empathy or sympathy is not necessarily an admission of guilt and showing compassion is practically always important as it shows the organization cares. Acting ethically is therefore always desirable for an organization. (ibid.)

2.2.4 Crisis-Response Strategies
A majority of crises-response strategies consist of messages that are designed to restore organizational images. The strategies presented in this part are widely discussed in other communication literature, especially works of Allen and Caillouet (in Coombs, 1995). Allen and Caillouet use the impression management literature in order to produce their list of strategies (ibid). In order to produce the list of strategies, Benoit explored face work (social efforts to repair images) and apologia (the word-of-mouth genre of self defense) to create his model of strategies (in Coombs, 1995).

Various discussions of crisis-response strategies have been conducted, and have been integrated into the final crisis-response strategies that are presented in table 2.2. The integration process has two steps. The first step is to combine similar strategies in order to reduce redundancy. The second step is to group together similar strategies into larger categories. Tactics (subcategories) were identified, and the integration ended up in five categories: nonexistence, distance, ingratiation, mortification, and suffering.
TABLE 2.2: Crisis-Response Strategies

**NONEXISTENCE STRATEGIES**
1. DENIAL
2. CLARIFICATION
3. ATTACK
4. INTIMIDATION

**DISTANCE STRATEGIES**
1. EXCUSE
   a. DENIAL OF INTENTION
   b. DENIAL OF VOLITION
2. JUSTIFICATION
   a. MINIMIZING INJURY
   b. VICTIM DESERVING
   c. MISREPRESENTATION OF THE CRISIS EVENT

**INGRATIATION STRATEGIES**
1. BOLSTERING
2. TRANSCENDENCE
3. PRAISING OTHERS

**MORTIFICATION STRATEGIES**
1. REMEDIATION
2. REPENTANCE
3. RECTIFICATION

**SUFFERING STRATEGY**

SOURCE: Adapted from Coombs, 1995, p. 450

The nonexistence strategies strives to eliminate the crisis. If there is no crisis, there would not be any negative attitude towards the organization's image. The organization spreads a message that the crisis never existed. The reason why this is made is to show that there is no connection between the crisis and the organization. There are four subcategories of the nonexistence strategies. Denial communicates that nothing happened; there is no crisis (Benoit in Coombs, 1995). Clarification adds a layer on top of the denial strategy, and tries to explain why there is no crisis. Allen and Caillouet states that the report of the fictional crisis is said to be false in some way (in Coombs, 1995). Attack is known to be more of an aggressive strategy, and strives to confront the people that falsely report that the nonexistent crisis exists (Benoit in Coombs, 1995). Organizations might take actions against media reports that falsely creates a perception of a crisis. An example of this is Mobil Oil's attack on CBS for a “constructed” story regarding price gouging (Sethi in Coombs, 1995). Intimidation use power from the organizational power to threaten actors, and is the most aggressive strategy. Examples of intimidation are physical violence and lawsuits (ibid.).

The distance strategies confirms the crisis and strives to create public acceptance of the crisis, while removing the link between the crisis and the organization. The crisis receive acceptance among the public, and no negative attributes are brought upon the organization. If the link weakens, the negative attention connected to the crisis will have a reduced chance of damaging the organization's image. There are two distance strategies, excuse and justification. Benoit states that excuse strives to minimize the organization's responsibility for the crisis (in Coombs, 1995). No negatives should be brought upon the organization, due to their innocence for the crisis. This
tactic includes denial of both intention and volition of the crisis. It is hard for the organization to control and even if the crisis is caused by a third party (Allen & Caillouet in Coombs, 1995). Justification strives to minimize the damage caused by the crisis (Metts & Cupachin Coombs, 1995). The organization compares the current crisis to previous ones, and states that it is not that bad. Benoit states that an oil company could compare their spill to another accident in the past. If their spill is smaller than the previous one, the oil company will gain trust from the public. (in Coombs, 1995). The negative complications of the crisis should be diffused, due to the minimization of the harm the crisis generates. Examples of justifications tactics are denying the seriousness of an injury, state that the victim deserved it, and state that the crisis has been misrepresented (Allen & Caillouet in Coombs, 1995).

The ingratiation strategies is based on the gaining of public approval for the organization (Allen & Caillouet in Coombs, 1995). This could be achieved by associate the organization with things that are positively valued by the public. Ice states that bolstering helps to remind the public of the current positive aspects of the organization (in Coombs, 1995). Charity works and donations are examples of such actions. The positive aspects of the organization should overtake the negative aspects a crisis bring upon the organization. Transcendence place the current crisis in a larger and more favorable context (Benoit in Coombs, 1995). This strategy forces the focus from the public away from the specific of the crisis, and into a more abstract view (Ice in Coombs, 1995). The crisis is redefined into a larger aspect, which is accepted by the public. As an example, the Apollo 1 explosion was defined as a part of a quest, and the public should view the death of three people as a part of this quest. Transcendence creates identification with the public when common values are shared between the public and the organization. Allen and Caillouet states that the common values creates identification between the organization and its stakeholders (in Coombs, 1995). Praising others is often used when organizations want to win approval from the target of the praise, and this action should lead to improved image for the organization (Allen & Caillouet in Coombs, 1995).

The mortification strategies strives to win forgiveness and acceptance from the public. There are three mortification strategies; repentance, rectification and remediation. Remediation offers help or compensation (money, goods, aid) to victims of the crisis (Marcus & Goodman in Coombs, 1995). The positive actions should outdo the negative feelings of the crisis, and help the people injured by the crisis. The public forgives the organization, when they see their willingness to help the victims. Repentance basically asks for forgiveness, Sharkey and Stafford states that the organization should apologize for the crisis (in Coombs, 1995). When the public accept the apology from the organization, their image should be strengthening (Marcus & Goodman in Coombs, 1995). Rectification takes action in order to prevent similar crisis in the future (Benoit in Coombs, 1995). The organization seeks forgiveness as they construct programs to protect the public in the future. The suffering strategy is a rather unique strategy, and it strives to win the sympathy from the public. The organization is presented as unfair victims of some malicious being. The portrait of companies hurt by product tampering is an example of the suffering strategy (Berg & Robb in Coombs, 1995).
2.2.5 Public Relations Strategies

According to Arpan and Pompper (2003) there are at least three factors that make communication activities during a crisis more complicated which contradicts the often cited statement "tell it all and tell it fast". Those factors are (1) risk, (2) timing, and (3) control. Determining how to approach the balance between an organization’s legal and social responsibilities involves risk, knowing that the organization will be judged by matters of public opinion and in a court of law. Handling the two most often encompasses different strategies and as previously mentioned finding the balance between the two is crucial. (Arpan & Pompper, 2003, pp. 293-294)

1. State company policy on the issue.
2. Investigate allegations.
3. Be candid with the media.
4. Voluntarily admit any existing problems Immediately announce and implement corrective measures.

Timing is the issue of when to release public relations strategies (Arpan & Pompper, 2003). Arpan and Pompper continues with asking the question of who controls the media, the organization or the media - with the answer often dictating the course of news and the public’s opinion on the matter (ibid.). Donohue et al. state that the organization will benefit if it holds off on public relations strategies long enough for the crisis to vanish, or breaks the news on its own, before the media does (in Arpan & Pompper, 2003). Similarly, if the media breaks the news first on an organization’s crisis, the media will come out on top (ibid.).

The final complicating factor according to Arpan and Pompper (2003) is control of the news production process. During a crisis process, an organization loses some control when it responds to accusations from media and/or the public. On the other hand, active measures taken by an organization may shape media representation of a crisis to only focus on issues laid forth by the organization. (ibid.) However, this procedure has to be used with caution by organizations during a crisis as it might increase the amount of charges (Hearit in Arpan & Pompper, 2003). Arpan and Pompper (2003) argues that organizations need effective communication particularly during crises, whereas the media is not as dependent on organizations. A particular interesting crisis communication strategy that Arpan and Pompper lift out is 'stealing thunder'. (ibid.)

The strategy of 'stealing thunder' is a proactive crisis communication approach, which enables stronger public relations by strengthen the relationships with journalists (Arpan & Pompper, 2003). Stealing thunder in the framework of crisis communication is when an organization admits a mistake or a failure before it is announced by the media or another interest group. Stealing thunder has shown a positive effect among the organizations potential customers. As an example, the negative conception of an organization, among customers, can be reduced by the organization revealing their problems themselves. This method reduces all the harmful speculation against the organization. Studies has shown that when an organization itself reveal information regarding e.g. a product failure, respondents rates the organization more credible. (ibid.)
To steal thunder in a crisis situation, Arpan and Pompper (2003) suggest that an organization has to be the first breaking the news, not waiting to respond to inquiries from key public or the media. This strategy is ethically sound and can reduce the likelihood of journalists using their typical crisis situation framework. As a result, public relations practitioners may increase credibility among journalists and shape news into something more favorable. There are a couple of theories supporting the act of stealing thunder. First, one theory of the efficacy of stealing thunder rests in perceiving messages as commodities - if there are more of them, the less value each carry. Second, the theory of disconfirmation of expectations could also explain the efficacy of stealing thunder. (ibid.)

Infringing on audiences' expectations through the reveal of negative information about oneself will according to theory raise credibility (Eagly et al. in Arpan & Pompper, 2003). Finally, as Arpan and Pompper (2003) stated, public relations practitioners that offer immediate self disclosure may disconfirm journalists' expectation of public relations practitioners being biased. This could result in greater acceptance from journalists. Moreover, it could generate more credibility to an organization thus strengthening the relationship between it and journalists. (ibid.)

The stealing thunder method offers a great deal of benefits, although the method can backfire. It could be viewed as a public relation trick by the journalists, despite the intended reverse effect. Stakeholders may urge for a deeper understanding, and therefore digs deeper in facts that the organization did not reveal. However, if journalists perceive the stealing thunder attempt as honest and frank, they will accept the message on a broader basis. Vice versa, if the message sent by the organization is interpret the wrong way, their reputation could be harmed. (Arpan & Pompper, 2003)

2.2.6 Crisis Communication Strategies

The rhetorical concept of apologia is deeply rooted in the symbolic approach. Apologia analyzes how people use communication to guard their image from public offense. The first authors to adapt apologia and use it to analyze how organizations protect their character from public attacks, were Dionisopoulos and Vibbert (in Coombs, 1998). Apologia splits the term communication into four different strategies that are used to construct four apologetic permits or stances of self-defense. The fact that a crisis can threaten an organization's image, crisis communication strategies (CCS) were developed by using apologia. To develop the CCS one step further, the organization needs to push itself outside the limited strategies that apologia offers. (Coombs, 1998)

The accounts literature provides the energy for this action. Accounts are announcement used to explain the organization's doubtful actions that might threaten their image. Accounts involves a basic form of "image threat response" to shield their image, similar to apologia. Benoit mixed the terms apologia and accounts to develop a model by using 14 different strategies that all applies to crisis management (in Coombs, 1998). Allen and Caillouet based their studies on accounts and impression management (in Coombs, 1998). Impression management states that communication is the key component if you want to make an impact on the public image of an organization.
Basically, crises threatens the image of an organization, and impression management strategies are put into action to reestablish the image. (Coombs, 1998)

TABLE 2.3: Crisis Communication Strategies Defined

<table>
<thead>
<tr>
<th></th>
<th>Crisis Communication Strategies Defined</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ATTACK THE ACCUSER</td>
<td>Crisis manager confronts the person or group who claims that a crisis exists. This may include a threat to use 'force' (e.g. a lawsuit) against the accuser.</td>
</tr>
<tr>
<td>2. DENIAL</td>
<td>Crisis manager states that no crisis exists. This may include explaining why there is no crisis.</td>
</tr>
<tr>
<td>3. EXCUSE</td>
<td>Crisis manager tries to minimize the organization’s responsibility for the crisis. This can include denying any intention to do harm, claiming the organization had no control of the events that led to the crisis, or both.</td>
</tr>
<tr>
<td>4. JUSTIFICATION</td>
<td>Crisis manager tries to minimize the perceived damage associated with the crisis. This can include stating there was no serious damage or injuries or claiming that the victims deserved what they received.</td>
</tr>
<tr>
<td>5. INGRATIATION</td>
<td>Actions are designed to make stakeholders like the organization.</td>
</tr>
<tr>
<td>6. CORRECTIVE ACTION</td>
<td>Crisis manager seeks to repair the damage from the crisis, take steps to prevent a repeat of the crisis, or both.</td>
</tr>
<tr>
<td>7. FULL APOLOGY</td>
<td>Crisis manager publicly states that the organization takes full responsibility for the crisis and asks forgiveness for the crisis. Some compensation (e.g. money or aid) may be included with the apology.</td>
</tr>
</tbody>
</table>

SOURCE: Adapted from Coombs, 1998, p. 180

About 20 different impression management strategies were developed to use when managing crises. Table 2.3 displays a compilation of CCSs captured from works by Benoit, Allen and Caillouet, and others that has influenced the field of crisis responses (in Coombs, 1998). The compilation consists of strategies that appear in multiple discussions of crisis responses. The inflow of ideas from accounts and impression management has extended the scope of the CCSs array way beyond the original apologia. The exact numbers of CCS's are up to this date unknown, and it makes no sense to speculate. Benoit noticed that the level of abstraction used by a researcher influence the number of strategies identified (in Coombs, 1998). A dynamic approach to CCS's is to discover underlying similarities between the different strategies. The similarities are used by crisis managers to organize the CCS's in an effective way. When you look back at accounts and factors related to business communication, a larger picture of the “connections” begins to unfold.

When reviewing accounts for failed events, Cody, McLaughlin, and O'Hair positioned their account strategies alongside mitigation-aggravation continuum (in Coombs, 1998). Mitigation displays concerns for organizations damaged by the action, and is exemplified by clearly acknowledging peoples guilt. Aggravation tries to defend the organization's image, and is exemplified by denying guilt for the failed action (McLaughlin et al. in Coombs, 1998). Putting these ideas into crisis management terms, mitigation helps the victim of the crisis, and the aggravation helps to defend the organization. Similar theories to the mitigation-aggravation continuum could be found in business communication literature. Marcus and Goodman used the equivalent continuum when they looked deeper into crisis responses (in Coombs, 1998). The two
authors split the responses into either accommodative or defensive actions. Accommodative strategies strives for responsibilities. (Coombs, 1998)

Coombs (1998) claims that crisis responsibility is natural link between a crisis situation and a certain crisis communication response. Crisis responsibility according to Coombs is to what degree an organization's stakeholders blame the organization for a particular crisis. With a strengthened perception of crisis, responsibility becomes a larger threat of image and reputational damage. As Coombs posits the perceptions of stakeholders are of great concern to an organization in a crisis. As the perception of responsibility increasingly falls on an organization, it needs to implement more accommodative strategies which emphasizes image repair. On the other hand, defensive strategies becomes less effective under such circumstances (shown in figure 2.4). As a result, Coombs identified the importance of analyzing crisis responsibility in different crises types. (ibid.)

![Accommodative Defensive Continuum](source)

According to Coombs (1998) little direct research has been done on crisis situation and its effect on the perception crisis responsibility. However, Coombs indicates that some research support the claim that crisis situation affects the perception of crisis responsibility. Moreover, there are three factors affecting the perception of crisis responsibility; (1) crisis attributions; (2) organizational performance; and (3) severity of the crisis. (ibid.) In an earlier study, Coombs (1995) posited that crises prompt attribution of cause consisting of two basic dimensions; (a) external control; and (b) personal control/locus of causality. External control is to which extent the cause can be attributed to external agents, while personal control/locus of causality is the extent to which the organization itself can be attributed the influence on a crisis situation (ibid.). If the perception of external control exceeds the perception of personal control/locus of causality less crisis responsibility will be attributed to the organization as it could have done little or nothing to
prevent a crisis (Coombs, 1998). The opposite occurs when the perception of personal control/locus of causality becomes stronger and eclipse external control (ibid.).

Organizational performance is according to Coombs (1998) often highlighted as an element that mitigate the negative impact of a crisis on an organization's image. The positive effects will present themselves if an organization has a history of positive performance. On the other hand, an organization with a history of below par performance will instead amplify the negative effects on its image. Coombs brings up examples of poor performance such as repeated crises and shady practices. The repercussion is a public more critical towards an organization. (ibid.)

The final element that Coombs (1998) states has an effect on crisis responsibility is the severity of crises. Crises vary greatly in the amount of damage they inflict, including injuries, financial damage, environmental damage, and even deaths. Coombs posited increased severity of a crisis produces a considerably larger negative effect on an organization's image compared to crises less severe with only minor damage. (ibid.)

2.3 Conceptual Framework
This section will present a conceptual framework that is based on the literature above. The theories selected for the framework were carefully considered, and best suited to answer our research questions. Miles and Huberman (1994) states that a conceptual framework should explain the main things to be studied, the key factors and variables. This could be displayed either graphically or in fluently text, and should declare the relationship between the variables. The frameworks can be fundamental or complex, theory-based or commonsensical, and descriptive or informal.

2.3.1 Conceptualization of RQ1 - Crisis Types
Research question one states the different types of crises, and how they can be described. In order to get a better understanding of the various types of crises that exists, the conceptual framework will be based on the two dimensional crisis type matrix developed by Coombs (1995). This theory is the most relevant theory for RQ1 due to its efficiency and simplicity. In addition, Coombs is universally known in the world of crisis management and has med extensive research into the topic, which strengthens the validity and choice of his work as a reference even further. The matrix explores the different types of crises that might strike an organization, both internal and external. The crisis could be both intentional and unintentional, and these four topics creates the foundation of the matrix. The matrix will be used to identify the various types of crises, and how they can be described. Coombs (1995) states the four different categories of crises as;
According to Coombs (1995), the four categories helps to gain a deeper understanding of various crises. To put a label on the crises could result in more efficient crises management, since the organizations know what threat they are facing. These facts makes the matrix the most appropriate theory to answer RQ1 (figure 2.5).

![Crisis Type Matrix](source: Adapted from Coombs, 1995, p. 455)

### 2.3.2 Conceptualization of RQ2 - Communication Strategy

Research question two concerns the different types of communication used during an organization's crisis. As a part of the overall purpose of this study, RQ2 aims to describe different crisis communication types used by organizations to handle a crisis. A framework for answering RQ2 will be based on theory presented in previous sections of the literature review.

The six theories presented corroborate the use of communication as a tool to circumvent or tackle an organization's crisis. However, the extensive research done by Coombs (1995; 1998) into the field of crisis communication describing different crisis communication strategies will serve as a conceptual framework for RQ2. Coombs (1998) made an effort in his research to step away from the use of apologia as a crisis communication tool and focused on other means of handling crises. Coombs concluded that there are an extensive amount of crisis communication strategies. Instead of studying each variation of crisis communication strategies, Coombs compiled them into seven overall communication strategies in an attempt to find underlying similarities so that communication strategies may be organized more effectively. Furthermore, Coombs incorporated seven defined communication strategies along a continuum ranging from defensive to
accommodative. A more accommodative crisis communication strategy means that more responsibility falls on the organization in a crisis.

Coombs extensive research into crisis management (Coombs, 1995; 1998; 2004; 2007) warrants the use of his theory when researching the topic of crisis management. Coombs (1998) uses a broader approach to define crisis communication strategies. Furthermore, Coombs research has been referenced and used in a wide range of studies related to crisis management (Williams & Olinarian, 2002; Huang, 2006; Kim, Cha, & Kim, 2008; Arpan, Pompper, 2003).

Arpan and Pompper (2003) adds an interesting perspective to crisis management and crisis communication strategies and will therefore be incorporated into the conceptual framework. Arpan and Pompper suggests the use of stealing thunder as a proactive approach to crisis management. Their research into the subject of crisis management and stealing thunder points towards having an effect on an organizations credibility - which according to Arpan and Pompper, is critical when developing relationships with the media and generating approval for an organizations crisis communication message. (ibid.) By incorporating the concept of stealing thunder (Arpan & Pompper, 2003) to the accommodative-defensive continuum (Coombs, 1998) adds a dimension to the crisis communication strategies defined by Coombs (1998), thus enabling each crisis communication strategy to be either preemptive or non-preemptive (figure 2.6).

FIGURE 2.6: Accommodative Defensive Continuum
SOURCE: Adapted from Coombs, 1998, p. 181
3. METHODOLOGY

The methodology chapter will present by which means data will be collected for this study so that the research questions may be adequately answered and research purpose reached. This chapter will include (3.1) purpose of the research, (3.2) research approach, (3.3) research strategy, (3.4) data collection method, (3.5) sample selection, (3.6) analysis of data, and finally (3.7) validity and reliability.

3.1 Purpose of the Research

To state a purpose of the research implicates that one specifies what the thesis should achieve and how the result could be used (Eriksson & Wiedersheim-Paul, 2006). The purpose of the research can be compiled into various groups (ibid.). The three most relevant groups are: explore, explain and describe. Since this thesis will touch the each of the three groups a brief explanation of these will be provided. Studies are considered to be exploratory when they aim to:

- Problem discussions and problem precision, often expressed in hypothesis,
- Help the investigator understand the stated questions,
- Show the investigator the known facts of the research area,
- Develop a precise and sustainable research plan (purpose, methods, data collection, analysis).

Literature reviews, expert interviews, and case studies are all used extensively in exploratory research. Kumar (1999) states that an exploratory research should investigate possibilities of undertaking a certain research study. These types of research are also known as feasibility study or a pilot study. This type of study are commonly used when the researchers wants to explore parts that are unknown to them. First off, a small study is conducted in order to evaluate if it is worth it to carry out detailed investigations. Exploratory studies are carried out to create, refine, and put procedures into practice. According to Kumar the main theme for exploratory research is “To ascertain if there is a relationship” (p. 11). (ibid.)

When the main reason for a study is to describe, the study is descriptive. Descriptive studies strives to describe problems, programs, phenomena and describe, for example, people’s attitude towards a crisis. As an example, descriptive studies attempts to describe many different scenarios in life, such as the living condition of people living in the outback of USA, the organizational structure of a company, the employees attitudes towards the management, or certain weather phenomenon. (Kumar, 1999). What does the term descriptive refer to? To describe means that you record and observe. It also means that you identify and map out vital data. Eriksson and Wiedersheim-Paul (2006) state that descriptive means that choose aspects, perspectives, levels, terms and so forth. To gain advantage of this method, it is utterly important to state what the description should be used for, what one wants to find out, and what knowledge one wants to gain. Every description must stand behind a powerful purpose in order to be useful. A good description is often a vital foundation in order to understand, make decisions, explain, and predict matters. (ibid.)
Explanatory research shines a light on why and how there is a relationship between two different features of events and phenomenon. This method attempts to illustrate, for example, why excessive smoking leads to lung cancer, why too much stress might lead to a heart attack, and how teenager’s grades are related to their home environment (Kumar 1999). The term explain means that one studies the relationship between cause and effect. Explanations are made out of different starting-points, similar to the descriptive term. One has to funnel down these terms, and specify in what context the explanation is going to be used in. There are often several models applicable to a specific situation. For example, a strike could be described from several points of views. The psychologist explains the strike by blaming a person's character, and the economist explains the strike by blaming the labor market. (Eriksson & Wiedersheim-Paul, 2006)

Due to the direction of this thesis, all three purposes will be utilized. The thesis will be explanatory, exploratory, but mainly, descriptive. It could be considered explanatory, due to its intention to answer the stated research questions at the end. The thesis is exploratory, since the framework used in the thesis is new and unique to this context. However, the study is primarily descriptive, since the research questions are “how can the types of crises be described?” and "how can the communication strategy used to handle a crisis be described?".

3.2 Research Approach
Qualitative studies helps to understand how people perceive themselves, their surroundings and the environment they act in. The vital fact is how the world is perceived, not necessary how the worlds actually is. Qualitative studies are therefore perfect for research questions that strives to, for example, understand people and groups attitude towards success, diseases, and salary systems. In order to get a better understanding of how people think and act, it is necessary to interpret their actions, behaviors, and choices. This method explains how investigators, based on observations of behavior, interprets a theory. These theories enables researchers to predict how people are going to act in specific situations. (Lundahl & Skärvad, 1999)

Kumar (1999) states that a study is considered qualitative if “the purpose of the study is primarily to describe a situation, phenomenon, problem or event; the information is gathered through the use of variables measured on nominal or ordinal scales (qualitative measurement scales); and if analysis is done to establish the variation in the situation, phenomenon or problem without quantifying it” (p. 11). Examples of qualitative research are the description of the health situation in a community, the description of an observed situation, and an account of the different views people have regarding a problem. A qualitative approach for the established purpose is preferred, since it will gain more in-depth information. This information will provide better understanding of the overall purpose of the thesis. (ibid.)

3.3 Research Strategy
The research method this study will employ is case study as its purpose is requiring a more in-depth and extensive understanding of a phenomena. In order to determine the case study procedure as an appropriate research strategy for the purpose of answering the previously established research questions, Yin's (2008) approach of deciding the relevant research strategy
will be applied. Establishing the proper research strategy involves answering three questions; (a) the type of research question posed; (b) the extent of control an investigator has over actual behavioral events; and (c) the degree of focus on contemporary as opposed to historical events (p. 8). Table 3.1 illustrates this and assigns answers to the question of which the appropriate research strategy (method) is. (ibid.)

<table>
<thead>
<tr>
<th>METHOD</th>
<th>(1) FORM OF RESEARCH QUESTION</th>
<th>(2) REQUIRES CONTROL OF BEHAVIORAL EVENTS</th>
<th>(3) FOCUSES ON CONTEMPORARY EVENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXPERIMENT</td>
<td>HOW, WHY?</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>SURVEY</td>
<td>WHO, WHAT, WHERE, HOW MANY, HOW MUCH?</td>
<td>NO</td>
<td>YES</td>
</tr>
<tr>
<td>ARCHIVAL RESEARCH</td>
<td>WHO, WHAT, WHERE, HOW MANY, HOW MUCH?</td>
<td>NO</td>
<td>YES/NO</td>
</tr>
<tr>
<td>HISTORY</td>
<td>HOW, WHY?</td>
<td>NO</td>
<td>NO</td>
</tr>
<tr>
<td>CASE STUDY</td>
<td>HOW, WHY?</td>
<td>NO</td>
<td>YES</td>
</tr>
</tbody>
</table>

**SOURCE:** Adapted from Yin, 2008, p. 8

First, the foremost condition when differentiating the purpose of this study is an attempt to answer 'how' research questions - thus limiting possible methods to three. The preferred methods for 'how' questions are experiments, histories, and case studies. Following the form of research question as a defining element of research methods is the extent the research requires control over behavioral events. The purpose of this study does not indicate a need for control, leaving the option of a historical or case study approach. However, the focus of this study will be on contemporary events which only renders one available research method. Worth noting is that the history method may cover contemporary events. Under such circumstances, the history event and case study event will start to overlap. That is why distinguishing the two becomes easier with the use of Yin's three conditions. (Yin, 2008)

Case study research has been used frequently as a method when researching into social sciences. The advantage of a case study approach is that it preserves the holistic features of studied phenomena. However, despite the benefits of a case study approach it is sometimes regarded only as a preliminary research method with the sole purpose of being exploratory. However, that viewpoint is inaccurate as some of the foremost case studies has been exploratory, descriptive, as well as explanatory. (Yin, 2008)

**3.4 Data Collection Method**

This study will apply the use of documentation as data collection method. This section will focus on supporting the choice of documentation as a valid and constructive instrument when gathering data. Yin (2008) presents six sources of evidence commonly used in case studies, documentation being one of them. However, each of the six sources may be a valid form of collecting data on
any case study. Yin constructed an overview of the six presented data collection methods and attributed each with its comparative strengths and weaknesses (p. 102). It becomes apparent when analyzing the sources' comparative strengths and weaknesses that none of the six methods is superior over all the others. Moreover, Yin concludes the methods being complementary to one another. Despite the obvious advantage of several sources of evidence, time constraints in this study limits the choice of method to one. (ibid.)

Documentation is according to Yin (2008) an appropriate method of collecting data in practically every case study. To begin with, the strength of documentation as a method lies in its stability - a printed source can be reviewed and revisited repeatedly without any loss of data. Second, documentation is unobtrusive and not created specifically for a certain case study. Third, the method is explicit and detailed containing names, references and an event's details. Last is the broad coverage the documentation provides, spanning over long periods of time, several events and settings. However, there are some issues with documentation. Problems include irretrievability, biased selectivity, reporting bias, and access. Due to recent development in information technology and the internet however, documentation has become more readily available through websites and online databases. (ibid.)

Another issue Yin (2008) bring up is that documentation is sometimes by mistake assumed to contain the unmitigated truth. What many do not realize is that even 'verbatim' transcripts from elements of the official government are deliberately edited before being presented in their final form. It is therefore important to bear in mind that documents are infused with a specific purpose and intended for a specific audience, thus adding bias to the documentation. Reviewing documentation therefore requires the researcher to constantly keep the purpose and audience in mind. (ibid.)

No matter what data collection method that is applied, the benefits from a data source is maximized when following three principles; (1) using multiple sources of evidence; (2) creating a case study database; and (3) maintaining a chain of evidence (Yin, 2008, pp. 114-124). The first principle pertains to the use of several sources of evidence - the use of more than one source of evidence strengthens construct validity through triangulation. Validity will be covered in further detailed in section 3.7, especially as this study will only employ a single source of evidence (documentation). The second principle concerns the use of a database as it dramatically increases reliability. Data collected from the documentation will therefore be scanned, printed and entered into a database (i.e. article notebook). (ibid.)

Maintaining a chain of evidence is the third and final principle for data collection. This principle allows observers "to follow the derivation of any evidence from initial research questions to ultimate case study conclusions" (Yin, 2008, p. 122). To accomplish this, adequate references and citations to the case study database needs to be incorporated into the study. Furthermore, the database should reveal the actual evidence and by which means the evidence was collected. The collection of evidence also needs to be consistent with the procedures and questions contained in the case study protocol in order to show that the evidence has been correctly gathered. (ibid.)
3.5 Sample Selection
Samples of crises will be collected through the scanning of content in three domestic newspapers; (1) Dagens Industri (DI); (2) Dagens Nyheter (DN); and (3) Svenska Dagbladet (SvD) during a five-week period between April and May (2010). The choice of newspapers fell partly due to practical reasons - the availability of other newspapers was severely constricted. The newspapers were provided by the university library and made copying each article possible. For the purpose of this study online databases of news articles could not be used. Had such databases been used, data would have been collected through an individual search of each article. The risk of separating known crises from those unknown would have under such circumstances been too great. With that in mind, the only choice left was to go through each newspaper, date by date.

To further restrict sample size only corporate crises will be sampled from each newspaper. However, corporations may be partitioned into subcategories depending on size, turnover, and net worth. As crises may strike any corporation regardless of industry or market, the samples will not be restricted in size. The sample selection will be supported and argued for in the following paragraphs.

Crises may strike organizations other than private corporations such as public institutions and individuals. According to González-Herrero and Pratt (1996) crisis communications management in corporations is especially important because of an increase in media scrutiny, a substantial growth in liability lawsuits, and the tremendous impact of corporate crises on matters other than a corporation's reputation and the financial and social status. A moderately older study by Coombs (1995) points to the underdeveloped topic of crisis management and what organizations communicate to the public after the occurrence of a crisis. Stephens et al. (2005) claim that the message a corporation conveys to the public will affect the public perception of the corporation's image. Other studies have also made similar conclusions (Coombs & Holladay; Ashcroft, 1997). Therefore, (private) corporations should be regarded as a valid sample limitation.

3.5.1 Screening the Candidate "Cases"
According to Yin (2008) an important step in sample selection is the final selection of cases (crises). The selection may sometimes be rather straightforward and not cause any major problems. However, the selection of appropriate cases may sometimes be more difficult due to a large quantity of candidates. The screening procedure is therefore vital in order to identify the final cases prior to data collection. Not doing so may result in cases not intended for a specific study. With a large quantity of potential cases the extensive initial screening process becomes somewhat of a small case study of each candidate. Before collecting data to be screened, a defined set of operational criteria should have been established. When applied to each possible candidate, the candidate may be deemed either to be a good or bad case. (ibid.)

The screening of corporate crises in the newspapers has three criteria, matching the previously mentioned definition of crises. The definition of a crisis according to the three dimensions is somewhat arbitrary as they do not exactly specify how they might present themselves to the
company. The broad meaning of each definition may therefore result in a large number of crises. Each potential case will be screened according to the following criteria (Hermann, 1963).

- Threatens high priority values of the organization
- Presents a restricted amount of time in which a response can be made
- Is unexpected or unanticipated by the organization

To illustrate the dimensions arbitrariness an example of each will be given. First, as an outside observer it may be difficult to identify an organization's high priority values. An observer must therefore guess what such priorities might entail. Second, as newspaper articles are printed and published a certain date, organizations must issue comment before the article is printed. Furthermore, organizations cannot possibly know what the media is currently working on which also limit the amount of time in which organizations can respond. Last, an organization may be aware of an issue yet unaware that the news media intends to run a story about it. A expected, anticipated, or even known issue might therefore come to be unexpected and unanticipated.

### 3.6 Analysis of Data

Yin (2009) states that the analysis of data is the most difficult part of the entire case study. In many cases, investigators conduct case studies without any clue of how they should interpret the evidence. It is important to develop tools to get the wanted analytic result. However, the tools may be helpful, but only if the investigators knows what they are looking for. (ibid.)

Miles and Huberman (1994) state that the qualitative analysis consists of data that appears in word, rather than numbers. The used data could be collected in several different ways, such as interviews, observations, and extracts from documents. This data is often processed in some way, before it is used. The data could be processed through, for example, dictation, editing, or transcription. Miles and Huberman consider that a qualitative data analysis consists of concurrent streams of activity: *data reduction, data display* and *conclusion drawing*. (ibid.)

*Data reduction* strives to reduce the raw data into more wieldable data by selecting, focusing, simplifying, and transforming it. The data reduction is a part of the analysis, and should include analytic choices, such as choices of which data to code, which to leave out, which patterns to summarize, and what the evolving story is. The data reduction should sharpen, focus, sort, and organize the raw data, so that a final conclusion could be drawn out of it. The term data reduction does not necessarily refer to quantification, and the qualitative data can be transformed into various types. (Miles & Huberman, 1999)

*Data display* is the second part of the analysis activities. Miles and Huberman (1999) define display as “an organized assembly of information that permits conclusion drawing and action taking” (p. 21). Analyzing this topic helps us to understand what is happening. Furthermore, future actions that are based on that understanding. Yet again it is important to look at the data display as a part of the analysis, not as a separate action. A good data display is the foundation of a strong and valid qualitative analysis. (ibid.)
Conclusion drawing is the third action when it comes to analysis activities. The qualitative analyze is the start of deciding what things mean, and the final conclusion may not appear until the collection of data is over. This topic is the final analytical tool for the qualitative research. In this topic, the researcher starts to get the entire picture, and are able to draw conclusions out of it. Miles and Huber 1999 also states that the qualitative analysis has to be documented as an action that is far more complete than it is at this point. (Miles & Huberman, 1999)

The three-step-model by Miles and Huberman (1999) will be employed in order to analyze the qualitative data. The collected data will go through the three steps, in order to draw conclusions out of it. Focus will be on conducting a within-case analysis, where comparisons will be performed between collected data and the compiled theory of the conceptual framework.

3.7 Validity and Reliability
A research design should consist of a logical set of statements, and one should be able to judge the quality of the design by comparing it to certain logical tests. Examples of concepts for these tests are credibility, trustworthiness, and confirmability. To maintain a high quality level of all empirical social research that are conducted, four different tests are used. These tests are also applicable on case studies, due to the nature of these. (Yin, 2008)

The study will compile and present these four tests. Construct validity determines operational measures for the concepts being studied. Internal validity fits only casual and explanatory studies, and strives to establish a casual relationship where one condition leads to another condition. External validity illustrates a domain to which a study's conclusions can be generalized. Reliability clarifies that the conclusions of a study can be repeated, with the same results. Each topic above should be given explicit attention. When conducting case studies, the multiple tactics used in dealing with the tests should be applied throughout the entire case study.

Construct validity. This test is the most challenging when it comes to case study research. Yin (2009) states three different case study tactics designed for this topic: Use multiple source of evidence, establish chain of evidence, and have key informants review draft case study report. First, three different newspapers will be reviewed in order to utilize triangulation. Second, quotes and references to the collected data will be given in order to establish the chain of evidence. Finally, copies of the articles found will be stored in a data notebook in order to strengthen the validity of the research. (ibid.)

Internal validity. This test is mainly applicable on explanatory case studies, when the investigator tries to explain why one action leads to another. The intention is to use pattern matching, which is comparing the collected data with the appropriate theories. This will raise the internal validity of the research, since it will draw conclusions out of the various patterns. Internal validity tends to rise by using logical models as part of the conceptual framework. (Yin, 2008)

External validity. The third test shines a light on the problem caused by the uncertainty of if a study's conclusions are generalized beyond the direct case study. This test is often a problem in
case studies, and is considered to be a large barrier in research. There are mainly two tactics used for increasing the external validity, to use theory in single-case studies, and to use multiple replication logic in multiple-case studies. This study will focus on the first action, and apply theory to our single-case study. By using the theory explained in the conceptual framework, and comparing it to collected data, the level of external validity will increase. All four tests will be implemented so that the credibility of the research may improve. (Yin, 2008)

Reliability: The objective of this test is to make sure that if another researcher conduct the same procedures as described by an earlier researcher, the two researchers should get correspondent result and conclusions. This test minimize errors and biases of the research. In general, there are two tactics used for increasing reliability, to use case study protocol, and to develop case study database. This study will include a developed database by compiling the newspaper articles found on the subject of crises. Going back and doing similar research again on the same data will therefore become much less complicated. (Yin, 2008)

3.7.1 The Issue of Validity in News Media Documentation
This study will rely on documentation collected from newspapers. Therefore, scrutinizing each source is important to strengthen its validity, especially as the truth value of newspaper articles can be questioned. DN is an independent, liberal, daily newspaper published in Stockholm. The newspaper sold an average of 330,000 newspapers per day in 2009 (www.ne.se). DN is published by AB Dagens Nyheter which in turn is owned by Bonnier AB. DN’s liberal direction was strengthened in 1973. During the same year DN decided to claim its 'independence'. The newspaper is printed in tabloid format, characterized by more pictures and smaller size. The tabloid format is not synonymous with tabloid newspapers whose primary function is to report scandals and gossip. (ibid.)

SvD is similar to DN also independent but has a more conservative direction compared to the liberal direction of DN (www.ne.se). The newspaper is published in Stockholm sold an average of 200,200 copies per day in 2009. A majority share owner of SvD was acquired by the Wallenberg group in 1994, only to be sold to the Norwegian media company Schibsted in 1998. SvD is also printed in a tabloid format. Finally, DI is also a daily newspaper but its content is more business oriented. It is averaging about 100,000 copies per day (2009). Owned by Bonnier AB, it is Sweden’s most profitable daily newspaper and has numerous subsidiaries abroad. (ibid.)

The private ownership of DN, SvD, and DI is almost synonymous to the demand for profit. The pursuit for profitability may give rise to question the validity of the printed documentation. The private ownership may also affect what is being printed in each newspaper and has to be taken into account when reviewing the material. However, regardless of the newspaper printing the truth or versions of it, what is printed may be perceived as true and therefore damaging to a corporation in an implied crisis.
4. EMPIRICAL DATA

This chapter will present the empirical data collected through three Swedish newspapers. The data was collected in the form of a case study on crisis management. Due to the nature of newspaper articles the content may vary greatly and is important to keep in mind when the data is presented.

The documentation consisted of three newspapers with varying political ideologies and topic direction. DI is a business newspaper focusing primarily on news events regarding the business climate. DN and SvD do have specific business sections, but also cover culture, politics, sports, and international news. The data will be briefly described on a week-by-week basis, starting April 5. A brief description of the crisis and communication strategy has been derived from the newspaper article which is included in the data notebook.

<table>
<thead>
<tr>
<th>PUBL.</th>
<th>Date</th>
<th>Crisis Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Page</td>
<td></td>
<td>Crisis Communication Description</td>
</tr>
<tr>
<td>ID</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Description of the data will begin by stating the publication name (DI, DN, or SvD). Each article will be labeled with its date and page number(s), followed by a brief description of the crisis and communication by the affected company. The description of the crisis will refer to data that can be analyzed with the established conceptual framework. The approach of presenting a company's communication will be identical to that of crisis description. However, some newspaper articles do not include any communication from an affected company. If no communication by an affected company exists, this will be indicated with "no communication from company/organization". Each article will also be given a unique identification so that data analysis can be more easily read and not take as much space. The identification is built up by three numbers (x.x.x). The first number indicates which week the article is published. The second number identifies which publication, one (1) being DI, two (2) DN, and three (3) SvD. The last number represents an article in a specific newspaper. An article with the identification 2.3.5 is from the second week in SvD and article number five.

4.1 Week One

**DI**

<table>
<thead>
<tr>
<th>Date</th>
<th>Crisis Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 7  p. 13</td>
<td>An iron ore manufacturer wants a major increase of the price of iron ore.Ellström claims that the increase comes at a delicate time in Europe's economy.</td>
</tr>
<tr>
<td>April 7  p. 14</td>
<td>Renault is expected to confirm the cooperation with German Daimler. The question of information security is brought up.Gardell states that if Renault cannot guarantee the safety of precious information, Renault should leave the board.</td>
</tr>
<tr>
<td>April 8  p. 22</td>
<td>Apple is accused of benefitting from others patents and the opponents demand that their product to be removed.</td>
</tr>
</tbody>
</table>

- No communication from Apple.
Due to its financial instability, and major losses in some projects, Kockums is risking losing its liquidity. Johansson confirms the problem in some projects. Furthermore he specifically says it is the submarine projects going badly, but that the problems have been corrected.

Vattenfall released more carbon dioxide last year, close to the most in the entire Europe. The reason for this is acquisitions of coal and gas power plants. Vadasz says it is the purchase of Nuon that is responsible for the increase of emissions, and also affirms that the total emissions actually was lowered. Vadasz listens to the critique but claims it to be unfair.

The Finland ferries knowingly have a high exchange rate for the euro, making purchases of goods more expensive. Engblom says that the exchange rate will be lowered and lifts up the issue of retagging every item on the shelf.

A Chinese cargo ship has stranded on the great barrier reef, just outside the coast of Australia. However, the risk of an oil-leak is reducing, due to various rescue actions. Anna Bligh, told journalists that fixing the oil-leak has the highest priority.

25 people were killed in an explosion at a coal-mine in West Virginia. It is the worst mining accident in USA for over 25 years. No communication from the mining company.

Work done on the black labor market are on the rise at fast-food chains in Sweden. The fast-food chains are hiring illegal cleaning labor. No communication from the fast-food chains.

Fortum's coal power plant in Stockholm is in topping the list of the worst polluters in the district heating business. Approximately 2.2 million tons of carbon dioxide, 4.4 percent of the total pollution in Sweden today, is due to the mineral fuels. No communication from Fortum.

The US authority for safety in traffic has ordered Toyota to pay a large amount of money for not reporting their throttle problem in time. Toyota hid a lethal error on some of their cars, and has to pay 16.4 million dollars as compensation. Toyota states that they will pay the fee, and then put this story behind them.

Palm created the market for hand-held computers, but now they are facing hard times. Palm has been on the edge of extermination, but always managed to survive. Devices like Apples iPad and advanced mobile phones posts the biggest threats against Palm's future. No communication from Palm.

The consumer administration failed all ten baby carriers when they performed their annual test. The carriers had severe faults, such as malfunctioning brakes and broken handles. Roughly 600 to 700 kids are harmed every year, due to malfunctioning carriers. No communication from the companies.

When the government dispatched the bonus system for Telia Sonera, they were forced to raise the fixed salaries for their employees. Tom von Weymarn stated that he was glad to feel the support from the people, but was not satisfied with the outcome of the discussion.
European steel companies are accusing the mining industry of forming illegal pricing cartels. Chinese steel companies want a boycott of the cartels, while the American companies want to beat them.

Increases in pricing of 80-100 percents are not realistic, and cannot be derived from the increase in demand, says Gordon Moffat.

The four employees that were accused for receiving bribes, was sentenced to prison for 7-14 years. One witness, the director of Rio Tinto, confirmed that he paid the four employees millions of dollars.

No communication from Rio Tinto.

The price level for electricity are going through the roof, and the suspicion of a cartel formed between Fortum, Eon and Vattenfall is growing. Five of Sweden's nuclear reactors has been out of operation, due to maintenance work, and the company claims this to be the main reason for the increasing price levels.

Torbjörn Wahlborg claims that they have no power to manipulate or control the price of electricity.

4.2 Week Two

DI

Vattenfall's has issues with falling profits and the nuclear power plants not running smoothly.

Loseith is proud of the company and says it is one of the largest energy producers in Europe. He listens to the critique on nuclear power plants and looks for change.

SSAB is accused of forming a cartel and driven up steel prices through lowered production.

Bergstrand says SSAB has made internal investigation and states that the accusation is wrong.

The ongoing establishment of 1101 wind power plants in Piteä threatens the reindeer business.

Lundgren says that the parties have to meet each other half way. Through acceptable deals wind power plants and reindeers can coexist.

The ongoing establishment of 1101 wind power plants in Piteä threatens the reindeer business.

Kyrk states that the demand for compensation far exceeds the Same yearly production and is too large.

The price of Kraft pulp is continuing to rise which may threat paper making companies.

Altan will not comment and refers to the period before presenting financial reports.

An SEB broker is suspected of insider crime. It is the second time in a short period this happens.

SEB will not comment on the suspicion of insider crimes.

The paper union demands more than the paper companies want to agree upon.

Lindberg is furious because the union wants more than double the amount than everybody else and do not care about anyone else.

Due to the volcanic outbreak and present rules, SAS is forced to compensate travelers that cannot get home.

Lindström says that the focus for SAS is caring for their passengers.

DN

The labor union for paper workers are in a conflict, which means that they cannot hire any more employees. The conflict was a fact when the labor union turned down an offer from the members of Opo.

No communication from paper industry.

The members of the union for paper workers refuse to work extra time, due to the lock-out. This is the first conflict between the actors since 1995.

No communication from the union.
2.2.3 The federation of labor unions for electricians and paper workers has ended up in a conflict. They demand a raise in salary with 3.2 percent. They were given an offer, but it was declined.
- No communication from paper industry.

2.2.4 The Chinese cargo-ship that was stranded on the great barrier reef earlier, are now free to operate again. Australian rescue-workers succeeded to toe the large ship away from the reef, without causing any damage.
- No communication from the shipping company.

2.2.5 Two people, a man and a female, claims that they are victims of sexual abuse conducted by priests of the Catholic church in Sweden. They were taken advantage of when they were children, but wants to report this incident now.
- The Catholic church will investigate the accusations further, says the priest Anders Arborelius.

2.2.6 The giant Chinese cargo-ship has caused more damage on the great barrier reef, than earlier expected. A one kilometer long rip was discovered when rescue-workers inspected the reef.
- No communication from the shipping company.

2.2.7 The Australian authorities are sharpening the rules concerning cargo-ships passing the great barrier reef. The authorities demands satellite surveillance, to be able to see how the ships are moving.
- No communication from the shipping company.

2.2.8 The man that was sexual abused by a Catholic priest, at the age of thirteen, says that someone has to shine a light on the abuse against children today.
- The Catholic priest Anders Arborelius says that he offers the victims an apology and invites them to a conversation at the same time.

2.2.9 The union labor for paper workers that are on strike are getting closer to settle a deal. The negotiations are at an intensive final stage.
- Jan-Henrik Sandberg says that the actors has solved some problems, but he can not specify any particular.

2.2.10 In the middle of the current crises for the Red Cross, the present business manager Christer Zettergren decides to step down from his position. According to Christer, the step down is due to the current crisis.
- My decision will surprise the board of directors, Christer says.

2.2.11 The crew of the former stranded Chinese cargo-ship are now facing charges for the incident. The captain risks a fine up to 55 000 dollars, and the responsible navigator faces a fine up to 220 000 dollars.
- No communication from the shipping company.

2.2.12 The homosexual community in Italy are protesting against the statement made by the Pope's next man, Cardinal Tarciscio Bertone. Tarciscio claims that there is a strong correlation between homosexuals and people that commits pedophile related crimes.
- He denies the accusation, and say that he based his statement on various psychiatrists and sociologists, without mention any.

2.2.13 The union labor for paper workers are calling a strike for its 3000 members on six different locations in Sweden. This far, there has been no contact between the two actors of the strike.
- No communication from the union.

2.2.14 Prosecutors in Russia has conducted a house search at the world’s largest computer manufacturer, Hewlett-Packard. The search was ordered by German authorities, and was based on suspicion of bribes.
- No communication from Hewlett-Packard.
April 17
pp. 2-3
2.2.15
The first strike for over 15 years was a fact, when the union for paper workers declared the situation this morning. The strike is due to the discrepancy between the two parties when it comes to the increase of salary.
- Jan-Henrik Sanberg says that the strike hits hard on the parts of society that are dependent on the industry.

April 17
pp. 6-7
2.2.16
Swedbank forces a Latish family to sell their house, due to the economic crisis in the country. The family cannot afford to pay back the mortgage on the house, therefore Swedbank has no other options but to reposse the house.
- The bank does what it can to renegotiate terms in order to avoid foreclosures.

SvD

April 13
p. 6
2.3.1
There is a current blockage of over time in the paper industry. This is the first conflict in the history of the industry agreement, and the situation is hardening between the union and the paper industry. The over time blockage is affecting all employees in the union, and they are concerned over the outcome.
- Jan-Henrik Sanberg says that the employers has consistently broken the agreement for the industry.

April 14
pp. 6-7
50's, and the victims are adults today.
2.3.2
The Catholic church in Sweden has received two reports of child abuse. These incidents took place in the 50's, and the victims are adults today.
- The bishop Anders Arborelius asks for forgiveness, and feel for the victims and the pain they have gone through.

April 14
p. 7
2.3.3
A statement made clear that Geely's company in Hongkong wants to acquire Volvo PV. This statement contradicts earlier promises made that Volvo should remain an independent company.
- Gui Shengyue stated that Geely Automobiles is planning to eventually recruit Volvo PV from the organization in China.

April 15
p. 8
2.3.4
The strike for the paper industry is getting closer. Negotiations are not leading anywhere, and the strike may break lose any time. The main issue is the increase of salary for the employees.
- Leif Brodén stated that the paper industry has rejected an offer, because they have a target that is twice the amount of the offer.

April 15
p. 8
2.3.5
The Catholic priest that is accused of child molesting is not living in Sweden any more. The incidents happened in the 1950's, at a temporary home for boys. The Catholic church is now starting an investigation regarding the incidents.
- Maria Hasselgren says that the accused priest is not working any longer, and is really old. However, he will be faced with the accusation.

April 16
p. 7
2.3.6
The airliners offered a new trip or money back as compensation to the stranded passengers. But for SAS, the volcano is causing millions in lost revenue. The airliners has to compensate stranded passengers for hotels and meals.
- Elisabeth Manzi says that she does not know how many that wants to re-book their tickets, or demands the money back.

April 16
p. 6
2.3.7
Fortum has to repay 40 million SEK to its customers, due to a hidden fault. During ten years, the customers has been paying larger bills than normally. Fortum looked over their tariffs, and saw that they were not correct. This caused the rising bills, but according to Fortum the problem is fixed.
- Anna Lindberg says that she is really sorry on the behalf of Fortum.

April 16
p. 7
2.3.8
3000 employees in the paper industry is calling a strike. It is the discussion of increased salary that fueled the strike, and the consequences may be severe. The conflict is the first since the agreement was signed, in 1997.
- Lotta Larsson says that they have to negotiate about different solutions to the current problem.
EMPIRICAL DATA

4.3 Week Three

DI

April 20  Due to the volcanic outbreak SAS is losing hundreds of millions due to loss of income and regulations that forces SAS to care for their passengers.
pp. 6-7
3.1.1  - Jansson claims this is similar to the banking crisis and therefore requires a bailout package. Further on he says that if it continues it will have an effect on the world economy.

April 20  Volvo's and Ericsson's private jet was allowed to land despite the flight restrictions in Sweden's airspace.
p. 10
3.1.2  - Sténson simply confirms the airplane landing in Kiruna. He will not however comment on who was in the plane.

April 20  Vattenfall's agreement with its German subsidiary includes Vattenfall taking on its subsidiary's commitments, something that Maud Olofsson does not approve of.
p. 12
3.1.3  - Klackenberg states that he had prepared documents and pictures to show the state secretary. Klackenberg however was not granted a meeting with them for a year.

April 23  Statistics show that Electrolux is the company with the highest percentage of employees on sick leave.
pp. 6-7
3.1.4  - Edholm states that due to layoffs and those staying being on sick leave the percentage has gone up. However, the trend is positive, he concludes.

April 23  The volcanic outbreak on Iceland threatens the new issue of shares in SAS due to the losses the company incurs every day.
p. 9
3.1.5  - Jansson claims that he has not heard anything worrying from investors. Furthermore, he claims that 2011 looks to become a good year for SAS.

April 23  Nokia is struggling with falling profits. A part of the problem seems to be delayed product launches.
p. 10
3.1.6  - No communication from Nokia.

April 23  There is a struggle over the rights to use the brand Saab. The defense company does not want Spyker to use the name.
p. 11
3.1.7  - Hugenholtz says that Spyker is having talks with Saab about the issue to find a solution. He also says that it does not have to be resolved immediately.

April 24  Spyker has no right to use the brand name Saab. Saab AB says no.
p. 12
3.1.8  - Blom only confirms that a dialogue on brand usage has started. He adds that Saab Automobile has the right to use the name on cars produced by Saab Automobile.

DN

April 19  A majority of the airports in Europe are closed, due to the ash cloud from the Icelandic volcano. Major European airlines states that the decision to shut down all traffic in Europe was overhasty. Lufthansa says that they want more reliable measures in the future, if the airports are closing. SAS looses approximately 50-70 million Swedish crowns per day.

3.2.1  - Hans Kjäll says that he knows that the ash is very harmful for the engines of the airplane.

April 19  SAS receives a large amount of criticism regarding the level of compensation due to the canceled flights.
p. 6
3.2.2  - SAS has interpreted the rules of compensation their own way, claims the Swedish Consumer Agency. SAS has dictated a time limit of how long they are willing to compensate the stranded passengers in the world.

- Every company is interpreting the situation their own way, but it is basically a part of a paragraph in a constitution, says Manzi.

April 20  The Japanese car manufacturer Toyota has to pay a 16.4 million dollar fine, due to hiding a known defect on the throttle pedal of the cars. This fine is the largest amount for a car company to pay, in the history of the United States of America.

3.2.3  - Toyota says that they reject the accusation and claims that they are innocent.
The ash from the Icelandic volcano threatens to force multiple airlines out of business. If the air space continues to be closed, the airliners could be bankrupt in August. The European airliners are approximately loosing 1.4 billion Swedish crowns a day, due to the volcano.

- Elisabeth Manzi says that SAS are following directives given by the European Union.

Toyota are recalling 13 500 cars in the world, due to problems with the stability of the car. The problem was discovered when Toyota made an advanced driving test with the particular car.

- No communication from Toyota.

SAS are limiting the compensation for stranded passengers in Asia and the USA to 48 hours.

- Jessi Cargill-Ek says that the rule for compensations has no time limit of 48 hours.

The executive leader of the Red Cross, Johan af Donner, is facing charges for scamming the organization for over 7 million Swedish crowns. This trail is the largest in the history of the organization in Sweden.

- According to his lawyer, Johan is regretful and wants to repair the damage he has done

Johan is Donner were supposed to give an explanation for his acts when he scammed the Red Cross for more than 7 million Swedish Crowns. Instead, he apologized to his former colleges.

- He said that he had betrayed his family and friends, and that he could not hope for their forgiveness. It feels very hard for me, I have to carry this responsibility all by myself, a burdened Johan said.

The credit institution Moody's lowered the car manufacturer Toyota's credit grade, due to the uncertainties of the quality of their cars. The recent call backs has affected Moody's decision. This down grade reflects the lowered level of profit that Toyota struggles with.

- No communication from Toyota.

Johan as Donner were supposed to give an explanation for his acts when he scammed the Red Cross for more than 7 million Swedish Crowns. Instead, he apologized to his former colleges.

- He said that he had betrayed his family and friends, and that he could not hope for their forgiveness. It feels very hard for me, I have to carry this responsibility all by myself, a burdened Johan said.

The ash cloud, caused by the Icelandic volcano, has made SAS lose hundreds of millions of Swedish crowns. The company wants to reduce their costs by reducing education, vacations and over-time.

- This is very much a financial disaster, but it is not only causing problems for us, says Mats Jansson. He continues and says that SAS has a very hard situation to handle right now.

The Icelandic volcano is causing big problems for the airliners in Europe. SAS has estimated a loss of some ten million Swedish Crowns a day.

- Sture Stölen says that SAS are losing up to at least 10 to 20 million SEK per day.

The Catholic church in Sweden are facing another report of child abuse. The assault took place in 1960. A female emailed Maria Hasselgren, and explained what she had experienced.

- No communication from the Catholic church.

The Pope, Benedictus XVI, accepted a letter of resignation from a Belgian bishop that plead guilty of child molesting.

- The bishop asked for forgiveness and states that the victims has mental scars.

The molested women comes forward and gives her story of the incident. She is very upset by the double standards of the Catholic church, and has confronted the accused priest numerous times.

- The priest should have denied the situation, and told the girl that she was judging him.

For over 20 years, the Catholic church in Sweden has been aware of that a young girl and her sister were molested by a priest. They had to give three accusations before the charges were published. The priest may lose his right to preach, due to the accusations.

- Anders Arborelius admits that the Catholic church were aware of the situations, but without talking any actions. Yes, we might have lost control of the situation, Anders says.
SvD

April 20
p. 9
3.3.1
The ash from the Icelandic volcano is causing a fight between the airliners and the travel agencies. According to EU directions, the airliners are forced to pay compensation for hotels and other requisite. The closed air space risk putting small companies out of business.
- **Richard Durlow states that the airliners makes their own interpretation of the directives, and are not following the rules for compensation.**

April 20
p. 10
3.3.2
Toyota has agreed to pay a large fee of 16.4 million dollars to the American government for holding back severe information regarding a faulty throttle pedal. Toyota is facing a series of law suits and controls, due to the incident.
- **Toyota pays fine.**

April 21
p. 8
3.3.3
Johan af Donner is accused for scamming the largest charity organization in Sweden. This event has caused massive negative publication for the Red Cross.
- **Johan af Donner does not want to make any comments regarding the accusation, but he pleads guilty.**

April 21
p. 4
3.3.4
The strike in the paper industry is still on, and the negotiations are continuing. The strike may expand to include six other industries, and this will result in that 75 percent of Europe's total cardboard production will stand still.
- **Jörgen Haglind says that if the conflict may cause problem if it is long-lived.**

April 21
p. 6
3.3.5
Many European air lines is suffering financially because of the flight restrictions that has been imposed.
- **Bartels realizes that there is ash in the air. However the concentration does not warrant the flight restriction. Lauda from Fly Niki says it is the largest scandal in the industry and is considering demanding compensation from the government.**

April 21
p. 7
3.3.6
As the volcanic outbreak has covered most of Europe, SAS is looking for investors to the upcoming new issue of shares. The timing could not have been worse.
- **No communication from SAS.**

April 22
p. 8
3.3.7
How the air lines will reimburse stranded passengers is still unknown. All air lines send different messages. A stranded passenger is entitled to food and accommodations.
- **Lufthansa pays its passengers compensations but recognizes that if the crisis continues, some air lines risk bankruptcy. Finnair does not compensate, claiming it is not financially possible. SAS does compensate, but has limited the time period.**

April 22
pp. 4-5
3.3.8
With a week left to SAS new issue of shares questions arises. The ongoing crisis due to the volcanic outbreak is a clear example of when investor may discontinue their commitment.
- **Stölen thinks that the crisis will not affect investor relationships. He believes that it will take more than that for investor to bail out.**

April 22
p. 6
3.3.9
There is a possibility that Swedish air lines may become bankrupt in the near future. With all the fixed costs the air lines risk losing their liquidity.
- **Browall says that the air line has stood still for six days. The endurance of small air lines is very limited. This is the equivalent to the financial crisis.**

April 23
pp. 4-5
3.3.10
The volcanic outbreak is affecting the new issue of shares in SAS. The crisis has up to this day cost SAS 630 million SEK.
- **Jansson claims that the market is recovering, despite of recent events. However, he also adds that this is the worst recession in the industry yet.**

April 23
p. 8
3.3.11
The government in Uzbekistan is not pleased with the expansion of the mobile network and threaten to withdraw the license from Telia Sonera's subsidiary, UCell. The management of the expansion is what the government is criticizing.
- **Edström claims it is not UCell that has caused the problem but its suppliers. According to Edström, there are no demands or threats pointed at UCell.**
Nokia is faced with lower profit margins due to an increase in the product segment of more expensive products which has changed the entire mobile phone market.

- Nokia plans to launch more computer-like cell phones using a new version of Symbian.

There has been new a new report of sexual abuse within the catholic church. The abuse is to have taken place during the 1960's. The victim mentions the priest by name.

- Hasselgren immediately recognizes the report as true. Arborelius will contact the woman when he returns from a trip.

Ericsson is being criticized for its bonus program. Despite a growing market, Ericsson has been unsuccessful at staying ahead partly due to Chinese competitors.

- No communication from Ericsson.

Due to significantly increased prices on iron ore, the price for steel has gone up. The price for iron ore for the third quarter has not yet been set.

- No communication from steel industry.

Due to surging costs, SCA id facing difficulties. Primarily it is the cost of raw materials that has gone up.

- Johansson expects SCA to mitigate rising costs when capacity is back to normal in Chile. Profit margins is expected to return to about 10 percent.

Despite a positive financial report, the crisis in the Mexican Gulf overshadowed the doubled profit. BP is responsible for covering the costs of sanitation.

- Hayward says that improved weather conditions will make work easier. The favorable characteristics of the oil is also in favor of a cheap and simple sanitation.

It has become clear that the oil leak is much larger than expected. The mechanism that was supposed to stop the leak is malfunctioning.

- BP states that the reason why the automatic valve did not work is unclear.

The bishop of the Catholic church in Sweden might be forced to resign from his position. This is a result of the accusations of a child molesting priest. The catholic priest is accused for child molesting, 50 years ago.

- Due to this situation, Anders Arborelius is ready to resign from his position as a priest.

Under water vessels are trying to mend the leaking oil source, just outside the coast of the USA. People are concerned that the oil leak would be worse than the Exxon Valdez accident, 1989. BP's oil rig Deepwater Horizon had an explosion, and sunk to the bottom of the ocean. Eleven employees are missing, and are most probably dead.

- No communication from BP.

The wrecked oil rig “Deepwater Horizon” continues to erupt 100 000 liters of oil. The US coastguards are desperately trying to burn the surfaced oil to minimize the risk of hitting the US coastline. Experts believe that the leakage may continue for months.

- A spokesman for BP says that they are going to drill another hole to reduce the pressure, and the leakage, from the first hole.
Personnel from the oil industry and the US coastguard struggled desperately to reduce the damage from the leaking oil rig in the Mexican gulf. The oil is drifting closer to the sensitive coastline of Louisiana. If the leakage continues for another two months, many experts believe this to be a possible scenario; this incident will be of worse proportions than the “Exxon Valdez” accident in 1989.

- A spokesperson from BP said that they have found new leakage, and that there are three in total.

The criticism against BP's handling of the current oil crisis is on the rise. BP has tried to mend the leakage, but without any success. The USA are giving BP a hard time, and asks BP to give more resources to the accident.

- BP has said that they are willing to pay “reasonable” fees.

The catholic church was aware of the sexual abuse on two girls during the 50's and 60's. In 1990, one of the victims contacted the bishop about the abuse.

- Arborelius is ready to step down if it turns out that he is responsible for the new sexual abuse cases not being investigated.

SAS is looking for compensation due to the losses incurred from the volcanic outbreak. The EU commission is presenting measures that will be used to mitigate the crisis.

- Manzi at SAS says that it is important that all air lines have a common approach on the handling of the crisis as everyone has been affected equally.

USA is threatening to introduce sanctions on companies working within the oil industry of Iran.

- Statoil has previously informed that the company will discontinue its investments in Iran due to the current situation, according to Mostol.

Gordon Brown met with voters face to face. Statements afterwards by Brown recorded by accident, shows a clearly aggravated Brown.

- Brown spent 40 minutes with the voter apologizing.

The size and magnitude of the oil leak is considered to be larger than first anticipated. BP has the economic responsibility for the oil leak and the cleaning up.

- BP representatives has previously taken full responsibility for the consequences. However, BP also lifts up that the oil rig was previously owned and run by Transocean.

The oil leak continues in the Mexican Gulf. BP is using volunteers to counter the oil leaking up to the surface and approaching Louisiana.

- Hayward states that BP will compensate legitimate claims and that the rig was run by another company previously, stating that it is really not BP's accident. Moreover, he lifts up the tremendous difficulties of blocking the leak.

The time of the oil rig explosion could not have come at a worse time. The states along the Mexican Gulf is dependent on tourism and the fishing industry. Companies are forced to close shop due to the oil leak.

- BP has promised to reimburse reasonable demands for compensation, including demands above the 75 million dollar ceiling.

The volcanic outbreak caused the passenger numbers for SAS to plummet. The cost for the crisis is expected to reach 700 million SEK. Cost include the loss of income and compensation to stranded passengers.

- SAS however, claims that the number of passengers, after being adjusted for the volcanic outbreak is actually increasing.
New banking regulations may force Swedish banks to disregard assets well and beyond 10 billion SEK that are connected to Swedbank. This has an effect on how the banks can lend money. Puskaric hopes to have a constructive debate on the new regulations. He also brings up the positive collaboration between the smaller banks and Swedbank.

The US government will not issue permits to drill in the Mexican Gulf until an investigation into the safety of drilling is completed. No communication from oil companies.

The oil leak is steadily approaching the coast of the USA. BP made a statement and said that they are going to clean up after the disaster and cover all the expenses that the disaster has generated.

Tony Hayward, group CEO of BP, are charming the US media. Despite this, BP's environmental profile is damage for a long time, says Thina Saltvedt. Every since the disaster struck, BP has spent an enormous amount of resources to reduce the oil spill. BP says that they are going to cover all the expenses that comes with the cleaning of the oil and that it is their responsibility.

The new director of the Red Cross is receiving the same amount of salary as the fired Christer Zettergren had. This is despite the criticism for the already high salaries for the directors in the organization. Bengt Westerberg says that the Red Cross has to pay these amounts to attract people with the right competence.

BP has managed to mend one of the three holes that leaks oil into the Mexican gulf. It is estimated to be the same leak of oil with the two holes, but it is going to be much easier to handle just two holes, Brandon Blackwell said.

BP did not have to fulfill all the requirements of the detailed analyzes that was done for the oil rig “Deepwater Horizon”. A person from MMS gave BP the right to not do the entire environmental analysis that normally is required. BP said that the exception did not make them ignore possible effects on the environmental.

BP has invested a lot into counter the oil leak. The question is if these efforts are enough. BP affirms that the company can handle the crisis. The company has also assumed responsibility for the accident and stated that the company will clean up the oil.

A horrific amount of abuses conducted by the catholic church on under-aged have been recently revealed. Arborelius states that stricter rules have been put in place in recent years to counter such abuse. The Vatican has handled 3,000 report of abuse which is only 0.7 percent of all priests.

BP was exempted from any environmental analysis on the project that now threatens the coast. This analysis is normally required by law. No communication from BP.

Borg and Odell has managed to lose the governments majority in Nordea due to their negative attitude towards bonuses. The ideology of the government has collided with private interests. Odell believes that an owner with clear expressions is most important. Furthermore, there is a harmony within the board of directors and how Nordea is run.
5. DATA ANALYSIS
This chapter will compare the data outlined in chapter four against the conceptual framework established at the end of chapter two. The retrieved data will be reduced in order to focus and simplify it. The remaining data will be possible to compare against the conceptual framework. The analysis will be displayed in a similar manner to that of chapter four. The chapter will begin to answer the research questions.

5.1 Types of Crises
The compiled data was compared to the conceptual framework, in order to get a better understanding of the research questions. The various variables from the conceptual framework were taken under consideration and matched with the articles. The result is presented and summarized in a table found in the appendices, one for each research question. If an article match the framework, the relevant variable is displayed in the table. 'No fit' is displayed if an article does not match the given theories. Finally, the different types of crises and communication are presented to the far right in the tables.

Coombs (1995) states four different kinds of crises, faux pas, terrorism, accidents and transgressions. Coombs describe faux pas to be a combination of external and unintentional crises, e.g. when an external agent tries to transform an unintentional action into crises. When analyzing the collected data, the study found that three out of 114 articles fitted the criteria to be labeled as a faux pas. An article that match the description of being a faux pas, is the article 3.3.11 Telia Sonera is risking a backlash in Uzbekistan (SvD, April 23, p. 8). The article describes how the Swedish company Telia Sonera risk losing their license to operate in Uzbekistan. The Uzbekistan government threatens to suspend the license for Telia Sonera, since they are unsatisfied with the way Telia Sonera is developing the brand new telephone network. Telia Sonera states that they have done nothing wrong, and that the government intentional is trying to transform this action into a crisis.

A crisis can be described as terrorism if the crisis strikes external and is intentional (Coombs, 1995). Coombs 1995 states that sabotages, bombings and workplace violence are all examples of terrorism acts. When data was compared with the conceptual framework, 17 out of 114 articles was found to fit the description of terrorism. An article that match the description of being terrorism is 2.2.15, Historical strike in the industry (DN, April 17, p. 2). The article describes how the first strike for over 15 years broke loose at a paper mill. The union for paper workers encourage their members to join the strike and to fight for their rights.

Accidents are combinations of internal and unintentional crises. This category can be divided into two subcategories, acts-of-nature (earthquakes, volcanoes, tsunamis) and human errors (product defects, industrial accidents and injuries at workplace) (Coombs, 1995). When analyzing the collected data, it was found that 27 out of the 114 articles matches the criteria of being labeled as an accident. DN (article 4.2.4) describes the accident outside the coast of Louisiana, were an oil rig exploded and sunk into the ocean. The oil are drifting towards to coast of USA, and threatens...
the fragile animal life (DN, April 30, p. 18). This is a good example of an accident that turns into a crisis.

Coombs (1995) describes transgressions as a combination of internal an intentional crises. Examples of transgressions are when organizations sells dangerous or defective products, violating laws and keeps back safety information from authorities (Coombs 1995). The study found out that 25 of the 114 articles fitted the criteria of being transgressions crises. Article 3.3.2 in SvD describes the scenario were Toyota is fined to pay a large sum for hiding a severe product fault on their cars. Toyota states that they accept the responsibilities for their actions, even though they are facing multiple law suits (SvD, April 20, p. 10).

Out of the 114 articles, 71 matched the framework and were labeled as crises. However, 43 of the articles does not fit the given framework. Figure 5.1 summarizes the identified crisis types.

![FIGURE 5.1: Crisis Types Summary](image)

<table>
<thead>
<tr>
<th></th>
<th>UNINTENTIONAL</th>
<th>INTENTIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>EXTERNAL</td>
<td>Faux Pas 3</td>
<td>Terrorism 17*</td>
</tr>
<tr>
<td>INTERNAL</td>
<td>Accidents 27</td>
<td>Transgressions 25*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No fit 43</td>
</tr>
</tbody>
</table>

* One crisis corresponded to two crisis types.

**SOURCE:** Adapted from Coombs, 1995, p. 455

### 5.2 Communication Strategies

Arpan and Pompper (2003) mention that stealing thunder is an effective measure of mitigating the effects of a crisis. When organizations employ this strategy the organization admits a mistake or failure before the news media uncovers the event, and not wait for inquiries. The strategy has been proven effective as it has shown positive effects among an organization's potential customers. Furthermore, journalists may shape the news into something more favorable to an organization using stealing thunder. (ibid.) The theory of stealing thunder was therefore coupled with Coombs' (1998) defensive accommodative continuum that include seven crisis communication strategies that organization can use.

When summarizing the articles, it revealed that a majority of organizations did not employ the use of a preemptive approach (stealing thunder) to their communication strategy. One article of 114 indicated that the organization had used a preemptive approach. Only Fortum (article 2.3.7) seems to have used a preemptive approach to its crisis communication strategy (DI, April 16, p. 6). According to the director of communication, Anna Lidberg, Fortum discovered a problem with the invoices sent to customers. Fortum took corrective action and reimbursed affected customers. (ibid.) None of the other 113 articles showed signs of stealing thunder. Despite
Fortum's use of *stealing thunder*, the story covered an entire page and included a rather critical headline. Overall, the article was presented in a manner that appeared to make Fortum look bad.

The conceptual framework adopted from Coombs (1998) include seven crisis communication strategies. These were compiled from 20 strategies developed from earlier research. The first strategy is *attacking the accuser*, which is at the end of the defensive accommodative continuum, the most defensive strategy. The strategy can broadly be defined as confronting the accuser who claims there is a crisis. The strategy more specifically includes (except from confrontation), threat of lawsuit and intimidation. (ibid.) There were four distinct articles that matched the description of 'attack the accuser'. In article 1.3.6 steel manufacturers accuse iron ore producers of raising the price on iron ore which according to the analysis indicates that the steel manufacturers are taking a confronting stance. Kyrk makes similar statements in article 2.1.4 on behalf of the companies behind the wind power project in Markbygden, Piteå. He confronts the indigenous population with arguments that their financial claim lack support and is unacceptable. Other examples of *attack accuser* as a strategy can be found in the article analysis tables.

The strategy of *denial* fundamentally entails claiming that no crisis exists. There are six variables that indicate if a crisis communication strategy can be classified as denial; (1) claim there is no crisis; (2) explain why there is no crisis; (3) 'no comment' approach; (4) silence from organization; (5) assign blame to others; and (6) deny fault. (Coombs, 1998) Article 2.1.2 showed signs of denial with the variables one and two. SSAB claimed that the lawsuit regarding the formation of a cartel to be ungrounded and that an internal investigation supported that statement (DI, April 16, pp. 6-7). In the articles 2.1.5 and 2.1.6 the organization used the strategy of 'no comments'. The total amount of articles that could be identified as *denial* as the sole strategy amounted to eight. BP in article 5.1.2 combines two strategies in their crisis communication. As a part of the company's strategy BP denies being a part of the accident and hints at the previous owner of the oil rig. Other examples of *denial* as a strategy can be found in the article analysis tables.

*Excuse* as a strategy includes the four elements. When using excuse as a strategy an organization can try to minimize an organization's responsibility of the crisis. (Coombs, 1998) Article 3.2.2 exemplifies this when SAS states that the regulations outside of Europe with regards to passenger compensation looks different and therefore does not force SAS to compensate a passenger's expenses incurred due to canceled flights. An organization may also deny intention, claim no control, or remove the link between organization and crisis. There were a total of seven specific cases that pointed at *excuse* as a crisis communication response. In article 4.3.3 Statoil states that the company is not affected by the decision by the US government to use sanctions against companies operating in Iran. A spokesperson from Statoil claims that the company has already discontinued its activities in Iran, thus separating the company from the crisis. Other examples of *excuse* as a strategy can be found in the article analysis tables.

The overall definition of *justification* as a crisis communication strategy is minimizing the perceived damage associated with a crisis. This incorporates variables such as (except from
minimizing perceived damage) stating that no serious damage incurred, claiming that the victims deserved it, and defending the action. (Coombs, 1998) There is support for justification being used in seven articles. Sture Stölen responsible for investor relationships at SAS claims that in article 3.3.8 the volcanic outbreak will have little to no effect on the new issue of shares which fits with the variable of minimizing perceived damage. Another example of justification as a crisis communication strategy can be identified in article 5.3.4. Mats Odell tries to minimize the perceived damage due to a clash between shareholders in Nordea by claims that a decisive owner is important and that the company is operated in harmony. Otherwise six other articles indicated justification as a strategy.

Ingratiation refers to measures taken by an organization to make stakeholders look at the organization more favorably (Coombs, 1998). There are two variables that support this strategy; making stakeholders like the organization; and lifting up an organization's positive sides. Four articles bring up organizations using ingratiation as a strategy. As an example Finnair in article 3.2.4 claims that despite the threat of flying restrictions having an effect on the organization financial statement, the financial stability is not at risk. SAS makes a similar statement with regards to passenger numbers (article 5.1.4). When removing the effects of the ash cloud, the passenger numbers have, in fact, gone up. Both examples show how organizations tried to lift up the organization's positive sides. Article 2.1.1 points toward an example when ingratiation was used in combination with another theory. In the article, Loseth mentions that Vattenfall is a fantastic company and one Europe's largest energy corporations which clearly indicates an attempt to lift up an organization's positive sides.

The corrective action strategy is comprised of repairing damage from crisis and taking steps to prevent a repetition of a crisis. At this point, the strategy has become a lot more accommodative as compared to previous strategies. (Coombs, 1998) In six articles evidence of corrective action as a strategy was determined. Article 4.2.3 covers the ongoing oil leak in the Mexican Gulf. In the article BP states that it is working hard to block the gap in order to prevent any more leakage. The statement indicates that BP is taking steps to repair the damage from the crisis. The final communication strategy is full apology. Using this strategy entails taking full responsibility, admitting, asking for forgiveness and compensating. The risk with using the full apology approach is that an organization opens up to potential lawsuits and liability claims. (Coombs, 1998) Eleven articles give examples of the strategy. In article 5.2.2 BP takes full responsibility for the oil leak. Moreover, the company promises to reimburse legitimate financial claims. Another example of when a company takes corrective action is article 2.2.5. In the article bishop Arborelius sympathizes with the victims of sexual abuse made by priests and lifts up the Catholic church's intention to investigate the incidents and take steps in order to prevent such things never happening again.

The 114 articles contained evidence of 48 cases where organizations used a single crisis communication. However, 12 articles did not fit the established framework, and 25 did not contain any communication from an affected organization. Furthermore, another 28 articles contained a combination of strategies implemented by the organization. In such instances,
organizations had one or more variable of each established communication strategy. Table 5.1 summarizes the strategies.

<table>
<thead>
<tr>
<th>TABLE 5.1: Crisis Communication Strategies Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attack Accuser</td>
</tr>
<tr>
<td>Justification</td>
</tr>
<tr>
<td>Full Apology</td>
</tr>
<tr>
<td>No communication</td>
</tr>
</tbody>
</table>

Articles that contained communication from an organization but did not correspond to a variable in the conceptual framework included several types of different 'statements'. As these statements could not be defined by the conceptual framework, the statements were analyzed and narrowed down to the following variables.

- Confirming crisis
- Show remorse
- Ask for assistance
- Be completely transparent
- Be mortified
- Simple apology
- Show empathy/sympathy

5.3 Comparing Crises to Crisis Communication Strategies
For even further analysis, crisis types and crisis communication strategies were compared to one another in order to find other intriguing aspects of crisis in the media. This comparison makes it possible to illustrate the usage of a particular crisis communication strategies in any given crisis type, in accordance with the established conceptual frameworks for RQ1 and RQ2. This data was compiled of both single and 'dual' crisis communication strategies. Therefore the amount of strategies used will exceed 114 which is the total amount of articles (crises)

5.3.1 Faux Pas
Coombs (1995) describes faux pas to be a combination of external and unintentional crises, e.g. when an external agent tries to transform an unintentional action. Table 5.2 illustrates how the newspapers have portrayed the corporations' use crisis communication strategies.
TABLE 5.2: Crisis Communication Strategies in *Faux Pas*

Due to very few crises identified as *faux pas*, table 5.2 does not provide a lot of information when comparing crisis types with crisis communication strategies. However, three different strategies are used and at one time, the communication from the corporation as it was relayed by the newspaper, did not fit the established framework.

5.3.2 *Terrorism*

*Terrorism*, due to its more frequent display in newspaper, rendered more crisis communication strategies than *faux pas*. Below is a summary of all the strategies available according to the conceptual framework and those that the organizations chose to use when faced with *terrorism* type crises (table 5.3).

The table shows that defensive strategies were used most frequently (*attack accuser* and *denial*). However, at six occasions the communication did not fit the conceptual framework (2) or the article did not include any statements from the affected organization. As Coombs (1995) claims, a *suffering* strategy (not included in the framework) is well suited for handling *terrorism*. 

49
5.3.3 Accidents

As accidents were the most frequently depicted (27) in the newspaper, it also rendered many crisis communication strategies. Accidents are internal and unintentional actions, that happens during normal operation of the organization. Due to the fact that accidents are random and often total unintentional, the organization has minimal responsibility of the situations. Excuses are often given as a response to an accident. (Coombs, 1995) As the summary clarifies, this is not always the case (table 5.4).

<table>
<thead>
<tr>
<th>TABLE 5.4: Crisis Communication Strategies in Accidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attack Accuser</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Frequency</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>6</td>
</tr>
<tr>
<td>8</td>
</tr>
<tr>
<td>10</td>
</tr>
<tr>
<td>12</td>
</tr>
<tr>
<td>14</td>
</tr>
</tbody>
</table>

The trend of the table hints at organizations choosing to use more accommodative strategies when faced with accidents. However, many of the articles did not even include any communication from the affected organization. Moreover, Coombs (1995) states that excuses are often used by companies when accidents occur.

5.3.4 Transgressions

The second most illustrated crisis in the newspapers was identified as transgressions. These types of crises are situations created by organizations when they intentionally hides harmful information from the public. Coombs (1995) posits that the best way to cope with these crises are mortification, since it does not deny responsibility but works to repent the crisis in some way. Mortification is similar to the suffering strategy, not included in the conceptual framework. Table 5.5 shows how organizations have used crisis communication strategies to mitigate the effects of a transgression crisis.
As the table shows, there is a small peak on denial and a considerably larger peak on full apology. Worth noticing is that Coombs (1995) mentions that mortification implies responsibility even though the organization does not clearly state it. As previously mentioned, taking full responsibility is a variable to full apology.
6. FINDINGS AND CONCLUSIONS

In the previous chapters the study provided a background into the field of crisis management and laid a foundation through the problem discussion. Chapter two highlighted studies relevant to the asked research questions and established a conceptual framework that would be applied to collected data in order to answer each research question, respectively. Chapter three outlined the research approach and how data were to be collected, data is then presented in chapter four. Chapter five applied the conceptual framework to the data collected in chapter four. The sixth and final chapter will answer the research questions and thus fulfilling the purpose of this thesis; to provide a deeper understanding of how media portrays a crisis.

6.1 How can the types of crises be described?

Since a majority of the articles are supported by the theory in the conceptual framework, this study supports that the four categories, faux pas, terrorism, accidents and transgressions, describes the types of crises portrayed in the media. During the time period for which the collected data was stretching, accidents was the most portrayed crises in the media, closely followed by transgressions. Terrorism ends up on third place, and faux pas was the crises type that is portrayed the least in the media. According to the developed checklist, “Often random actions that are totally unintentional” is the variable that was found the most in the articles. However, this is a rather broad statement that might fit an article even though it is not a distinct crisis. faux pas was the type of crises that has the least space in the newspapers; only two articles are determined to cover such crises. The reasons might be that the given variables for this type of crisis are to narrow or that it simply did not occur many faux pas crises during the time period when the data was collected.

The study identified most of the type of crises in DN (35), followed by SvD (23) and DI (13). The high amount of crises found in DN could be explained by the broad orientation of the newspaper. However, it is remarkable that merely 13 crises were identified in DI, which may or may not be attributed to the business orientation that the newspaper has. DI describes the crises out of an economical point of view, which affects the content of the articles. This hints that the theory given in the conceptual framework does not support financial types of crises to the full extent.

One interesting phenomenon discovered was the large amount of article that did not fit the given theory. Therefore, the articles could not be classified as any type of crises. In total, 43 out of the 114 articles did not match the determined checklist. When reviewing these 43 articles in order to discover patterns and similarities between them, there were generally two variables that has repetitive occurrences in these articles; environmental issues and financial issues. Out of these 43 'non-fitting' articles, six had to do with environmental issues, and 30 dealt with financial issues. This is a remarkable finding, and show that the theory used in the conceptual framework does not support financial crises. This is somehow in line with the finding that the newspaper DI hosts the least amount of articles that fits our conceptual framework.
Since financial crises was identified as the common denominator among the 'non-fitting' articles, this thesis suggests modifications to the Crises Type Matrix (Coombs 1995) by adding an additional level. Financial crises often strikes internally, but can occur externally as well. The financial crises could also occur both intentional and unintentional. As seen in figure 6.1, the new dimension is situated in the middle of the matrix, due to the mixture of all four variables in the crises type. By adding this finding to the theory, it increases the likelihood of identifying additional crises types, and contributing to the field of research at the same time.

One interesting finding is that several of the variables for terrorism matches the articles dealing with the strike in the paper industry. It was primarily the variable “external actors takes internal action.” that matched the articles. The union for paper workers (external actor) implore their members to go on strike (internal action). This action is meant to harm the organization, since the industries loose revenue due to the hampering of the production. Since the 9/11 incident, the term terrorism is closely related to bombings and Al Qaida. Evidently there is much more to it than just 'usual' terrorism, and given the variable, this type of crisis is indeed an appropriate term to associate with strikes.

The media seems to magnify incidents, and thereby creating a story that does not really fall under the category of crises. It could very well be argued that the media act this way, dramatizing incidents, in order to create more sensational news which raises the interest of the potential readers and therefore increases sales. A plausible explanation for the non-fitting articles could be the conceptual framework itself. The variables used to explain each type of crisis could be too narrow, and therefore miss obvious crises in the media. Using a broader set of variables to identify crises would result in a higher target rate, and additional identified types of crises in the articles.

The theory used in the conceptual framework is developed by Coombs in 1995. This suggests that the date of the theory explains some of the articles that was not identified as any type of crises. The society has evolved a lot the past 15 years. New ways of communication has been implemented, information spreads a lot faster and the technical level has been raised significantly. The crises that strikes today are partly influenced by this evolution, and differs from the crises...
that struck 15 years ago. If more recent theory would have been applied to the conceptual framework, non fit articles might have been drastically reduced.

The results of this study are heavily influenced on the crises that hit during the time period for the data collection. In our case, the BP incident in the Mexican gulf and the volcano eruption on Iceland was the most frequently covered crises in the media. This made the crises type accidents receive the largest amount of interest from us, since there were so much useful data for this particular type. To be able to give a more representative scenario of how crises types are portrayed in the media, one must review a longer period of time. Therefore, too drastic findings and conclusions cannot be attributed from the result, but the study is still able to provide the reader with a broad picture of the field of crises management.

The following conclusions were made with regards to RQ1.

- Crises types can be described as faux pas, terrorism, accidents and transgressions.
- Financial crises can be resembled as a mixture of all four crises types.
- According to our study, accidents are the most common crises type portrayed by the media, closely followed by transgression. terrorism and faux pas are the least common crises types.
- Strikes fits the criteria for being labeled as terrorism, due to the nature of the crisis.
- The media tends to dramatize incidents in order to create their own crisis.
- A broader orientation of the newspaper will result in a higher amount of crises discovered.

6.2 How can the communication strategy used to handle a crisis be described?

A majority of the identified and analyzed crisis communication strategy can be described according to the conceptual framework applied in this study. However, worth mentioning is that merely one case of stealing thunder (preemptive action) could be determined out of 114 crises. Moreover, the study does not indicate why only one case of stealing thunder could be identified. It is possible that organizations will not adopt stealing thunder because the effects of it are uncertain. The strategy may give rise to positive results in the news media on an organization's image, reputation and financials, or may have the opposite effect.

Something that became clear through the analysis is that many organizations use a combination of strategies. In cases when a combination of communication was applied by an organization, the strategies was most often neighboring strategies on the defensive accommodative continuum. The reason is probably that strategies are likely more intertwined than the conceptual framework illustrates and the study gives some support of this statement. As an example, many organizations used a combination of justification and ingratiation or ingratiation and corrective action. Furthermore, the use of one strategy does not imply that all others are wrong. The message that a combined strategy puts out may complement each other rather well. To illustrate this, visualize an organization using denial and ingratiation simultaneously. A simple denial of a crisis might not be enough and is therefore strengthened with the strategy of lifting up an organization's positive sides.
There were instances when organizations used a combination of strategies with one strategy from each end of the continuum. Toyota decided to pay a fine which was interpreted as the compensation variable under full apology yet at the same time denying fault (denial). As combined communication used closely related strategies, the case of Toyota presents a unique scenario. This particular scenario did however include a government fine and not liability claims. Such claims however, could have appeared if Toyota took responsibility.

Another aspect of an organization's choice of crisis communication is time. An organization's strategy may or may not change over time. As a crisis progresses, the initial circumstances of which the crisis appeared may change and come to include other aspects. A preliminary appropriate crisis response might be to deny that the crisis exists in the expectation that the crisis will die out. However, should new information emerge, implicating the affected organization to such an extent that the use of denial as a crisis communication strategy might even be hurtful, a suitable response from the organization would be to change the crisis communication strategy. That is how the crisis communication strategy may be affected over time.

Despite the fact that many crises communications could be described according to the conceptual framework, in 12 the crisis communication from the organization did not fit the conceptual framework. The variables that emerged from the 'no fit' cases could possibly be inserted into already existing communication strategies - some variables may even be stand-alone communication strategies. The variable simple apology appeared as organizations did not seem to neither take full responsibility nor ask for forgiveness, but did make an apology. This could very well indicate that simple apology should be a variable to full apology. Show remorse and be mortified clearly did not fit any of the existing crisis communication strategies and may therefore act as a stand-alone strategy. Some organizations simply confirmed the crisis without additional statements - others willingly and openly (transparency) stated the effects of the crisis on the organization.

In 25 articles no communication was presented from the company. Why some articles did not contain any communication from an affected company is however shrouded with uncertainty. Statements from an organization could possibly have been left out or disregarded. Smaller articles included a description of the crisis but seldom contained statements from the affected organization. This could be an issue of an articles assigned space and/or newsworthiness. It is unlikely that when faced with an imminent crisis organization will opt to not communicate with the public through the news media.

Interestingly enough, the study found that despite the apparent risks with the strategy of full apology, this strategy was used a majority of times when organizations used a single communication strategy. The risk with this approach is that an organization opens itself to lawsuits and liability claims. Despite the risk of financial injury it is remarkable that so many organizations choose this strategy. However, the crisis in the Catholic church revolving sexual abuse by priests did not entail possible financial claims by the victim as the crimes (not even investigated) had been declared a crime statute-barred. Even though financial liability claims may
not be relevant, there is a clear impact on the image and reputation of the Catholic church. A limitation of this study is that it does not measure the effects of an organization's crisis communication efforts. It is not possible to assume that the choice of crisis communication by default is the appropriate strategy in any given crisis situation.

The conceptual framework gives some suggestion as to what crisis communication strategy should be used in a certain crisis type. When faced with terrorism, organizations should, according to Coombs (1995), strive to look as the victim of the crisis. Even though that particular strategy is not included it certainly does not fit any of the most commonly used strategies that this study recognized organizations were using. Similarly, Coombs claims that organizations often use excuse as a strategy when dealing with accident type crises (ibid.). However, this study determined that corrective action and full apology were the most used crisis communication strategies. Last, Coombs posits that transgressions make organizations use the strategy of mortification, which is not included in the conceptual framework. Even so, the variable that Coombs describes is similar to a variable under corrective action, which was used by organization during crises that this study identified (ibid.). Organizations also used full apology a lot, which could indicate that mortification is either part of corrective action or full apology, but might also be a standalone crisis communication strategy between the two.

The following conclusions were made with regards to RQ2.

- Organizations will not employ stealing thunder as the empirical effects are uncertain.
- Full apology is the most preferred single crisis communication strategy when organizations face a crisis.
- In crises, attack accuser and ingratiolation are the least favored crisis communication strategies among organizations.
- Of the tested crisis communication strategies the following hierarchical pattern has emerged (the most favored strategy listed first);

1. Combined Strategy
2. Full Apology
3. Corrective Action
4. Denial (sharing third place)
5. Justification
6. Excuse (sharing fifth place)
7. Ingratiation
8. Attack Accuser (Sharing seventh place)

- Many public relation practitioners does not use a single crisis communication strategy and often relies on a combination of two strategies.
- When organizations combine crisis communication strategies, the combination will likely contain closely related strategies.
- Organizations prefer to use a *combined* crisis communication strategy in their belief that it makes for a better crisis communication compared to a *single* crisis communication strategy.

- Newspaper maintain that that crisis communications from organizations are not newsworthy enough to incorporate into shorter articles (no more than two paragraphs).

- When organizations are forced to pay government penalties while staying clear of lawsuits and liability claims from the public, organizations will adopt a combined strategy of *full apology* and *denial*.

- Organizations will make changes to their crisis communication strategies when the circumstances revolving around the crisis and the implications toward the organization change.

- Organizations prefer *corrective action* and *full apology* over excuse when confronted by *accident* type crises.

### 6.3 Implications for Theory

The purpose of this thesis was to gain a deeper understanding of the use of crisis management in various organizations. The thesis has accomplished this by compiling two research questions and attempting to find an answer to them by analyzing collected data with the conceptual framework. The area of crisis management was explored by examining articles found in three major newspapers in Sweden. The results from the analysis was used to describe the issues regarding our research questions. The thesis funnels down to the findings and conclusions were the area of crisis management is explained by answering the previously stated research questions. As knowledge of the research area increased, it became apparent that there is room for more research into the topic of crisis management and how it is dealt with in the media.

### 6.4 Implications for Future Research

The research revealed how crises were described by the media and how organizations used crisis communication as a response to a crisis. The study, however, does have it limits which became apparent when areas of future research were recognized. These alternatives offer topics of future research into the field of crisis management.

- The research into crises depicted in the media may extended by looking at other newspapers such as Aftonbladet, Expressen, or international newspapers.

- A valid topic of research can be how different newspapers portray the same crisis.

- This study does not include crises in a country's domestic government which may be a valid research area.

- Similar research may be extended over a longer period of time, thus removing the short-term effects of a single, major crisis on the statistics of covered crises in the media.

- Research may pursue an answer to why organizations use a combination of different crisis communication strategies.

- Research may pursue an answer to why organizations use a combination of not closely related crisis communication strategies.
Future research may include discovering and adding additional crisis communication strategies to the defensive accommodative continuum. 
Future research may look at and measure the effects of a crisis on an organization's image, reputation, and financials. 
An area of interest could be measuring the specific effects depending on crisis type. 
A possible approach to the area might be analyzing an organization's choice of crisis communication strategy over a period of time, thus measuring changes and/or consistency.

6.5 Implications for Practitioners
This section can be seen as hints and tips for management, based on the findings and conclusions drawn previously. The suggested implications are primarily based on the collected data, analysis, and the conclusions made during this study. However, some conclusions are also derived from theory, applied on collected data through the conceptual framework. Generally, crisis management is an appropriate procedure to mitigate the negative effects of an organizational crisis. However, there are some specific aspects of crisis management that needs to be given additional attention.

- Using full apology as a crisis communication strategy exposes an organization to lawsuits and liability claims. The strategy should therefore be used cautiously as it may likely result in a very expensive judicial process with little to no chance of pleading not guilty (as an organization has already plead guilty of an incident).
- The news media may portray an event as a crisis even though it does not fit the definition of a crisis according to theory on crisis management. Organizations need to be prepared to also handle such 'crises'.
- As theory stipulates, stealing thunder is a viable way of infusing the public and journalists with positive impressions of an organization. Despite not being used particularly often, previous studies suggesting stealing thunder as a good way of handling crises at least warrants an investigation of its effects on an organization's image and reputation.
- The choice of crisis communication strategy does not necessarily have to fall on a single strategy. Many organizations are using a combination of closely related strategies, such as a combined strategy of justification and ingratiation or ingratiation and corrective action.
- A seemingly small incident in an organization may be blown out of proportion by the news media. An organization especially susceptible to changes in the public's perception of the organization may want to pay certain attention to such 'crises'.

FINDINGS AND CONCLUSIONS

58
7. REFERENCES


REFERENCES


REFERENCES


APPENDIX A - CONCEPTUAL FRAMEWORK CHECKLISTS

Types Of Crises Checklist

- Faux Pas
  - External agent transform unintentional action into a crisis.
  - External agent states that the organization took inappropriate actions, the organization states the opposite.
  - The public has to choose which opinion to believe.
  - Umbrage from the public is often transformed into boycotts and protests.

- Terrorism
  - External actors takes internal action.
  - The actions are meant to harm the organization, both their image and their economy.
  - As a response to the attack, the organization often display themselves as victims of an external actor.

- Accidents
  - Often random actions that are totally unintentional.
  - Two categories of accidents, human errors and act of nature.
  - Organizations often meet the public by give an excuse of the situation.

- Transgressions
  - Organizations intentionally hides harmful information from the public.
  - Organizations have control over their actions, since the situations occur internal and intentional.
  - The best response to these crises are mortification, since it do not deny responsibility but work to repent the crisis in some way.
Communication Strategy Checklist

• Attack Accuser
  ○ Confronting accuser
  ○ Threat of lawsuit
  ○ Intimidation

• Denial
  ○ Claims there is no crisis
  ○ Explain why there is no crisis
  ○ 'No comment' approach
  ○ Silence from organization
  ○ Assign blame to others
  ○ Deny/claim no fault

• Excuse
  ○ Minimize organization's responsibility
  ○ Deny intention
  ○ Claim no control
  ○ Remove link between organization and crisis

• Justification
  ○ Minimize perceived damage
  ○ State no serious damage
  ○ Claim victims deserved it
  ○ Defend the action

• Ingratiation
  ○ Make stakeholders like organization
  ○ Lift up an organization's positive sides

• Corrective Action
  ○ Repair damage from crisis
  ○ Steps to prevent a repeat of crisis

• Full Apology
  ○ Take full responsibility
  ○ Admission
  ○ Ask forgiveness
  ○ Compensation
APPENDIX B - DATA ANALYSIS SUMMARY

Week One

Crisis Types

1.1.1 No fit
1.1.2 No fit
1.1.3 - External actors take internal action
   - The action are meant to harm the organization, both its image and its economy.
1.1.4 No fit
1.1.5 No fit
1.1.6 No fit
1.2.1 - Often random actions that are totally unintentional.
1.2.2 - Often random actions that are totally unintentional.
1.2.3 - Organizations intentionally hides harmful information from the public. Transmission
   - Organizations have control over their actions, since the situations occur internal and intentional.
1.3.1 No fit
1.3.2 - Organizations intentionally hides harmful information from the public. Transmission
   - Organizations have control over their actions, since the situations occur internal and intentional.
1.3.3 No fit
1.3.4 No fit
1.3.5 No fit
1.3.6 - Organizations intentionally hides harmful information from the public. Transmission
   - Organizations have control over their actions, since the situations occur internal and intentional.
1.3.7 No fit
1.3.8 No fit

Crisis Communication Strategy

1.1.1 No fit
1.1.2 No fit
1.1.3 No communication
1.1.4 - Minimize perceived damage
   - Make stakeholders like organization
1.1.5 - Minimize perceived damage
   - State no serious damage
   - Defend the action
   - Lift up an organization's positive sides
1.1.6 - Defend the action
1.2.1 - Repair damage from crisis
1.2.2 No communication
1.2.3 No communication
1.3.1 No communication
1.3.2 - Compensation Full Apology
1.3.3 No communication
1.3.4 No communication Short
1.3.5 No fit
1.3.6 - Intimidation Attack Accuser
1.3.7 No communication Short
1.3.8 - Assign blame to others Denial /
   - Claim no control Excuse
   - Remove link between organization and crisis

Week Two

Crisis Types

2.1.1 No fit
2.1.2 - Organizations intentionally hides harmful information from the public. Transgressions
   - Organizations have control over their actions, since the situations occur internal and intentional.
2.1.3 No fit
2.1.4 No fit
2.1.5 No fit
2.1.6 No fit
2.1.7 - External actors takes internal action. Terrorism
   - The actions are meant to harm the organization, both their image and their economy.
2.1.8 - Often random actions that are totally unintentional. Accidents
   - Two categories of accidents, human errors and act of nature.
2.2.1 - External actors takes internal action. Terrorism
2.2.2 - External actors takes internal action. Terrorism
   - The actions are meant to harm the organization, both their image and their economy.
2.2.3 - External actors takes internal action. Terrorism Short
2.2.4 - Often random actions that are totally unintentional. Accidents Short
2.2.5 - Organizations intentionally hides harmful information from the public. Transgressions
   - Organizations have control over their actions, since the situations occur internal and intentional.
2.2.6 - Often random actions that are totally unintentional. Accidents Short
2.2.7 - Often random actions that are totally unintentional. Accidents Short
   - Two categories of accidents, human errors and act of nature.
2.2.8 - Organizations intentionally hides harmful information from the public. Transgressions
   - Organizations have control over their actions, since the situations occur internal and intentional.
2.2.9 - External actors takes internal action. Terrorism
2.2.10 - Organizations intentionally hides harmful information from the public. Transgressions
2.2.11 - Often random actions that are totally unintentional. Accidents Short
2.1.12 - External agents transform unintentional action into a crisis Faux Pas
- External agent states that the organization took inappropriate actions, the organization states the opposite

2.2.13 - External actors takes internal action. Terrorism Short

2.2.14 No fit Short

2.2.15 - External actors takes internal action. Terrorism
- The actions are meant to harm the organization, both their image and their economy.

2.2.16 No fit

2.3.1 - External actors takes internal action. Terrorism
- The actions are meant to harm the organization, both their image and their economy.

2.3.2 - Organizations intentionally hides harmful information from the public. Transgressions

2.3.3 - Organizations have control over their actions, since the situations occur internal and intentional.

2.3.4 - External actors takes internal action. Terrorism

2.3.5 - Organizations intentionally hides harmful information from the public. Transgressions
- The best response to these crises are mortification, since it do not deny responsibility but work to repent the crisis in some way.

2.3.6 No fit

2.3.7 No fit

2.3.8 - External actors takes internal action. Terrorism

Crisis Communication Strategy

2.1.1 - Lift up an organization's positive sides Ingratiation / Corrective Action
- Steps to prevent repeat of crisis Corrective Action

2.1.2 - Claims there is no crisis Denial
- Explain why there is no crisis

2.1.3 - Minimize organization's responsibility Excuse

2.1.4 - Confronting accuser Attack Accuser
- Intimidation

2.1.5 - No comment' approach Denial

2.1.6 - No comment' approach Denial

2.1.7 - Confronting accuser Attack Accuser /
- Intimidation Denial
- Assign blame to others

2.1.8 - Lift up an organization's positive sides Ingratiation

2.2.1 No fit

2.2.2 - Assign blame to others Denial

2.2.3 No communication Short

2.2.4 No communication Short

2.2.5 - Steps to prevent a repeat of crisis Corrective Action

2.2.6 No communication Short

2.2.7 No communication Short

2.2.8 - Ask forgiveness Full Apology

2.2.9 - Lift up an organization's positive sides Ingratiation
2.2.10 No fit
2.2.11 No communication
2.2.12 - Remove link between organization and crisis
2.2.13 No communication
2.2.14 No communication
2.2.15 - Assign blame to others
2.2.16 - Lift up an organization's positive sides.
2.3.1 - Confronting accuser
2.3.2 - Ask forgiveness
2.3.3 No communication
2.3.4 - Confronting accuser
2.3.5 - Minimize perceived damage.
2.3.6 No fit
2.3.7 - Repair damage from crisis
2.3.8 - Intimidation

Week Three

Crisis Types

3.1.1 - Often random actions that are totally unintentional.
3.1.2 No fit
3.1.3 No fit
3.1.4 No fit
3.1.5 No fit
3.1.6 No fit
3.1.7 - External actors take internal action.
3.1.8 - External actors take internal action.
3.2.1 No fit
3.2.2 No fit
3.2.3 - Organizations intentionally hides harmful information from the public.
3.2.4 - Often random actions that are totally unintentional.
3.2.5 No fit
3.2.6 No fit
3.2.7 - Organizations intentionally hides harmful information from the public.
3.2.8 No fit

APPENDICES
3.2.9 - Organizations intentionally hides harmful information from the public. Transgressions
3.2.10 - Often random actions that are totally unintentional. Accidents
- Organizations often meet the public by give an excuse of the situation.
3.2.11 - Often random actions that are totally unintentional. Accidents Short
3.2.12 - Organizations intentionally hides harmful information from the public. Transgressions Short
3.2.13 - Organizations intentionally hides harmful information from the public. Transgressions
3.2.14 - Organizations intentionally hides harmful information from the public. Transgressions
3.2.15 - Organizations intentionally hides harmful information from the public. Transgressions
- The best response to this crisis are mortification, since it do not deny responsibility but work to repent the crisis in some way.

3.3.1 - Often random actions that are totally unintentional. Accidents
3.3.2 - Organizations intentionally hides harmful information from the public. Transgressions Short
- Organizations have control over their actions, since the situations occur internal and intentional.
- The best response to these crises are mortification, since it do not deny responsibility but work to repent the crisis in some way.
3.3.3 - Organizations intentionally hides harmful information from the public. Transgressions
- The best response to these crises are mortification, since it do not deny responsibility but work to repent the crisis in some way.
3.3.4 - External actors takes internal action. Terrorism Short
3.3.5 - Often random actions that are totally unintentional. Accidents
- Two categories of accidents, human errors and act of nature.
3.3.6 No fit
3.3.7 - Often random actions that are totally unintentional. Accidents
- Two categories of accidents, human errors and act of nature.
3.3.8 No fit
3.3.9 No fit
3.3.10 - Often random actions that are totally unintentional. Accidents
3.3.11 - External agent transform unintentional action into a crisis. Faux Pas
- External agent states that the organization took inappropriate actions, the organization states the opposite.
3.3.12 No fit
3.3.13 - Organizations intentionally hides harmful information from the public. Transgressions
3.3.14 No fit

Crisis Communication Strategy

3.1.1 No fit
3.1.2 - No comment' approach Denial
3.1.3 - Minimize organization's responsibility Excuse
- Claim no control
3.1.4 - Minimize perceived damage Justification /Ingratiation
- Lift up an organization's positive sides
3.1.5 - Claims there is no crisis Denial
3.1.6 No communication
3.1.7 - Minimize perceived damage Justification
3.1.8 - Minimize perceived damage Justification
3.2.1 - Claim no control Excuse
3.2.2 - Minimize organization's responsibility
    Excuse

3.2.3 - Deny fault
    - Compensation
    Denial / Short

3.2.4 - Lift up an organization's positive sides
    Ingratiation Short

3.2.5 - Repair damage from crisis
    Corrective Action

3.2.6 - No communication

3.2.7 - Repair damage from crisis
    - Admission
    Corrective Action / Full Apology

3.2.8 - No communication
    Short

3.2.9 - Claim no control
    - Take full responsibility
    Full Apology

3.2.10 - Minimize perceived damage
    Justification

3.2.11 - No communication
    Short

3.2.12 - Admission
    Full Apology

3.2.13 - No communication
    Short

3.2.14 - No communication

3.2.15 - Claim no control
    - Admission
    Excuse / Full Apology

3.3.1 - No fit

3.3.2 - Take full responsibility
    - Compensation
    Full Apology Short

3.3.3 - No comment' approach
    - Admission
    Denial / Full Apology

3.3.4 - No fit
    Short

3.3.5 - Claims there is no crisis
    - Explain why there is no crisis
    Denial

3.3.6 - No communication

3.3.7 - Minimize organization's responsibility
    Excuse /
    - Compensation
    Full Apology

3.3.8 - Minimize perceived damage
    Justification

3.3.9 - Claim no control
    Excuse

3.3.10 - Minimize perceived damage
    Justification / Ingratiation
    - Lift up an organization's positive sides

3.3.11 - Remove link between organization and crisis
    - Lift up an organization's positive sides
    Excuse / Ingratiation

3.3.12 - Steps to prevent a repeat of crisis
    Corrective Action

3.3.13 - Repair damage from crisis
    Corrective Action

3.3.14 - No fit
Week Four

Crisis Types

4.1.1 No fit
4.1.2 No fit
4.1.3 Often random actions that are totally unintentional. Accidents
4.1.4 Often random actions that are totally unintentional. Accidents
Two categories of accidents, human errors and act of nature.
4.2.1 Organizations intentionally hides harmful information from the public. Transgressions
4.2.2 Often random actions that are totally unintentional. Accidents Short
4.2.3 Often random actions that are totally unintentional. Accidents
4.2.4 Often random actions that are totally unintentional. Accidents
4.2.5 No fit
4.3.1 Organizations intentionally hides harmful information from the public. Transgressions
The best response to these crises are mortification, since it do not deny responsibility but work to repent the crisis in some way.
4.3.2 No fit
4.3.3 External actors take internal action. Terrorism
4.3.4 External agent transform unintentional action into a crisis. Faux Pas

Crisis Communication Strategy

4.1.1 No fit
4.1.2 Lift up an organization's positive sides Ingratiation /
- Repair damage from crisis Corrective Action
4.1.3 Minimize perceived damage Justification /
- Repair damage from crisis Corrective Action
4.1.4 No fit
4.2.1 Take full responsibility Full Apology Short
4.2.2 No fit
4.2.3 Repair damage from crisis Corrective Action
4.2.4 No fit
4.2.5 Compensation Full Apology
4.3.1 Take full responsibility Full Apology
4.3.2 Steps to prevent a repeat of crisis Corrective Action
4.3.3 Remove link between organization and crisis Excuse
4.3.4 Ask forgiveness Full Apology

Week Five

Crisis Types

5.1.1 Often random actions that are totally unintentional. Accidents
- Organizations often meet the public by give an excuse of the situation.
5.1.2 Often random actions that are totally unintentional. Accidents
5.1.3 Often random actions that are totally unintentional. Accidents
Two categories of accidents, human errors and act of nature.
5.1.4 Lift up an organization’s positive sides Ingratiation
5.1.5 No communication
5.1.6 External actors take internal action. Terrorism Short
5.2.1 - Often random actions that are totally unintentional. Accidents
- Two categories of accidents, human errors and act of nature.
5.2.2 - Organizations often meet the public by give an excuse of the situation. Accidents
5.2.3 - Defend the action Justification Short
5.2.4 - Often random actions that are totally unintentional. Accidents Short
5.2.5 No fit
5.3.1 - Often random actions that are totally unintentional. Accidents
- Organizations often meet the public by give an excuse of the situation.
5.3.2 - Organizations intentionally hides harmful information from the public. Transgressions
- The best response to these crises are mortification, since it do not deny responsibility but work to repent the crisis in some way.
5.3.3 No fit
5.3.4 - External actors take internal action. Transgression /
- Organizations have control over their actions, since the situations occur Terrorism internally and intentionally.

Crisis Communication Strategy
5.1.1 - Assign blame to others Denial /
- Take full responsibility Full Apology
5.1.2 - Assign blame to others Denial /
- Take full responsibility Full Apology
5.1.3 - Compensation Full Apology
5.1.4 - Lift up an organization's positive sides Ingratiation
5.1.5 - Minimize perceived damage Justification /Ingratiation
- Lift up an organization's positive sides
5.1.6 No fit Short
5.2.1 - Repair damage from crisis Corrective Action /
- Compensation Full Apology
5.2.2 - Take full responsibility Full Apology
- Compensation
5.2.3 - Defend the action Justification Short
5.2.4 - Minimize perceived damage Justification Short
5.2.5 - Deny intention Excuse /
- Claim victims deserved it Justification
5.3.1 - Repair damage from crisis Corrective Action /
- Take full responsibility Full Apology
5.3.2 - Minimize perceived damage Justification /
- Steps to prevent a repeat of crisis Corrective Action
5.3.3 No fit
5.3.4 - Minimize perceived damage Justification