

Communicating with the Media During a Crisis

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- What is Crisis Management?
- Communicating with the Media during a Crisis
- Resources

Crisis Management

Crisis management is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders (Coombs, 2014)

A crisis can create three related threats:

- (1) public safety
- (2) financial loss
- (3) reputation loss

<https://instituteforpr.org/crisis-management-communications/>

Communicating with the Media During a Crisis

- What are important elements of an effective crisis response?
- What makes a spokesperson effective during a crisis?
- Videos of CEO interviews with the media during a crisis

How does the media frame a crisis? (An & Gower, 2009)

- Attribution of Responsibility
- Economic Frame
- Human Interest Frame
- Conflict Frame
- Morality Frame

What are important elements of an effective crisis response?

- Quick
- Consistent
- Open
- Expressing sympathy
- Instructing stakeholders
- Taking ownership for crisis, and making changes when necessary

What makes a spokesperson effective during a crisis?

- Importance of conveying concern and control
- Authenticity is important!
- An effective spokesperson will increase the likelihood that stakeholders will accept the company's version of the story

What makes a spokesperson effective during a crisis? (Coombs, 2015)

- Body Language during interview
 - Maintain eye contact with audience
 - Use hand gestures to emphasize points
 - Vary voice to avoid a monotone delivery
 - Change facial expressions
- Verbal Communications
 - Answer questions effectively
 - Present crisis information clearly
 - Handle difficult questions
- Importance of Advanced Preparation and Training

CEO Interviews with the Media

United Airlines

https://m.youtube.com/watch?v=90jSUE_vdhM

Toyota

<https://www.youtube.com/watch?v=9oH6u3r7-ZM>

Laufer, Daniel “**Charting a Course Through Crisis: How can business schools prepare students to anticipate, prevent, and handle disasters?**” AACSB BizEd Magazine (Sept/Oct 2010):

<https://bized.aacsb.edu/articles/2010/09/charting-a-course-through-crisis>

Crisis Management Column in the Herald (2019)

- Guilty by Association - How companies can protect themselves from crisis contagion
https://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=12208055
- Beware of judging in uncertain times
https://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=12219782
- What causes consumer outrage, and how can companies prevent it from happening
<https://www.victoria.ac.nz/vbs/about/news/1751637-what-causes-consumer-outrage,-and-how-can-companies-prevent-it-from-happening>

Crisis Management Column in the Herald (2019)

- Should the CEO of a company be a spokesperson during a crisis?
<https://www.victoria.ac.nz/vbs/about/news/should-the-ceo-of-a-company-be-a-spokesperson-during-a-crisis>
- Risk of reputational damage – Can celebrity endorser crises spread to companies?
<https://www.victoria.ac.nz/vbs/about/news/1755380-risk-of-reputational-damage-can-celebrity-endorser-crises-spread-to-companies>
- Who should investigate a crisis?
<https://www.victoria.ac.nz/vbs/about/news/1762750-who-should-investigate-a-crisis>
- How to avoid costly mistakes when managing a product recall
<https://www.victoria.ac.nz/vbs/about/news/1768262-how-to-avoid-costly-mistakes-when-managing-a-product-recall>
- Firms losing victim status in hacker attack
<https://www.victoria.ac.nz/vbs/about/news/crisis-management-firms-losing-victim-status-in-data-hacks>