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Case Studies in Crisis Communication

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ABSTRACT : Crisis poses a potential threat to business organisation's reputation, welfare, health and safety of employees and public residing around the plant, and corporate brands. Generally, it is an unexpected and unplanned event. In crisis management, organisations have to identify, evaluate and manage a crisis by organising a communication among the concerned publics, by enlightening them about the incident and also allotting resources and handling the crisis. Crisis could be minor and major. There are varieties of crisis. They are explosions, epidemics, equipment malfunctioning, civil disturbances, fires, environmental degradation, dangerous material spills and many other types of incidents. In this research paper, several case studies are discussed to understand lessons learned from the crises management. Every organisation small or big must have crisis communication plan approved by experts and Board of Management, and made available for the employees concerned. So responsible employees would immediately respond in a professional manner. And also, crisis communication plan will enable to communicate to internal and external publics. Otherwise, there would be utter chaos in handling the crisis and irresponsibility may damage the reputation of the organisation financially and image wise too. Standard operating procedure has to be clearly dealt out in Organisational Crisis Management Plan. Now-a-days, we are living in a VUCA world (Volatile, Uncertainty, Complexity and ambiguity). Professional handling of the crisis will enable to restore organisational reputation and image fast. Case studies will enlighten the readers to have an understanding and building confidence, what to do in times of crisis? And What not to do? Case studies teach and train employees in effective and efficient management of crisis.

KEYWORDS: Crisis communication, Types of crisis, PR planning crisis, Media guidelines, Stages in crisis and Crisis management.

I. INTRODUCTION

A crisis may be defined as "an unpredictable major threat that has a negative effect on the organisation or stakeholders" (Reddi,2013a).Crisis is also defined as "a time of intense difficulty or danger, a moment of dissonance"(Reddi,2013b). Regester and Larkin (2005) define a crisis as: "an event which causes the company to become the subject of widespread, potentially unfavourable, attention from the international and national media and other groups such as customers, shareholders, employees and their families, politicians, trade unionists and environmental pressure groups who, for one reason or another, have a vested interest in the activities of the organisation". Crisis situations have negative fallout. It's after-effects usually damage organisations reputation, financial condition, products, customers, employees, investors, community etc. Crisis is a disaster or destruction sometimes. It will have effect on employees, customers, investors and organisations. It could be accident or negligence or criminal behaviour of an organisation or individuals. Product tampering, sabotages, property damages, loss of life, organisational bankruptcy and frauds could also happen. Crisis also may disrupt system physically. It also may have victims, whose life changes forever. Generally, crisis results in: 1) Loss of the organisational reputation. 2) Financial loss to the organisation 3) It affects day to day operations of the organisation 4) Affects positive image of the organisation 5) It comes under media, public and government scrutiny.

Crisis is unanticipated or unexpected. However, organisations should anticipate crisis now-a-days. To manage crisis, swift and timely intervention is necessary to curtail huge losses. Objectives of the organisations may also get overturned due to crisis.

There are various types of Crisis: i) Fire accidents: They commonly occur in manufacturing companies. There may be possibility of human tragedy and equipment getting damaged. Manufacturing may get stopped for some time. It might affect financial status of the company. ii) Environmental degradation and pollution: It may cause health hazards. In New Delhi, environmental pollution in winter is causing issues. It is impacting quality of work of the people. This issue has to be addressed in long term and permanently. iii) Mergers and Take overs: Unwanted or unanticipated mergers and take overs could cause crisis in an organisation. There are incidents in history, where companies resisted unwanted mergers and take overs. iv) Technological crisis: Modern companies are dependent on technological progress. Many a time technology fails leading to a crisis. Bhopal gas leak disaster in 1984. Technology failed and this disaster happened. v) Product related crisis: Problems with products. Pepsi and Coca-Cola had pesticide content more than permitted level by the government regulations. vi) Laws and regulation related crisis: Government promulgates new rules and regulations. Because of which organisations may face crisis. vii) Man-made crisis: Mining accidents, derailments, plane crashes, chemical explosions etc. viii) Natural calamities crisis: Like earthquakes, droughts, tsunamis, cyclones, and tidal waves. ix) Sabotages and Kidnaps cause by crisis: Extremist groups, militants, terrorists or ordinary individuals or groups attacking a city or putting bombs and causing disruption to life and businesses. x) Management caused crisis: If the management does not resolve issues pertaining to employees or suppliers etc in time, it may lead to crisis. Lockouts and strikes may happen.

Classification of Crisis can be done as: i) Starting **crisis**: Start-ups have teething troubles in the first few years. ii) **Cash crisis**: exorbitant investment to develop sales. iii) **Delegation crisis**: by delegating powers, management may lose its control. iv) **Leadership crisis**: by exiting of present leadership and not training subsequent leadership, organisation may face leadership crunch. v) **Prosperity crisis**: Failure to foresee future emerging competition due to complacency may lead to profit crunch. vi) **Financial crisis**: Frauds and lack of loan availability due to reputation loss. vii) **Management-succession crisis**: Sometimes leaders due to lack of vision, do not train the successors, therefore, it may lead to crisis.

(Reddi, 2013c) Crisis management is “planning, application and communication of strategies and tactics that can prevent or lessen the impact of the crisis on the company but also maintain its reputation”. When a crisis attacks the organisation, thinking, designing and acting should be able to resolve the crisis. These factors are planned to fight crises and reduce the damage caused by a crisis.

Crisis Management Stages

How can Crisis be managed? Three important stages of crisis management: before the crisis, during the crisis and after the crisis. The crisis management team should take all the stakeholders and organisation's goals into confidence in all the stages of crisis.

1. Before the crisis: Initially, Organisations must identify crisis problems and issues well in advance so that those problems may not turn into serious crisis. To tackle “unanticipated or unexpected” problems, a standard operating procedure or emergency plan must be developed. When a crisis suddenly emerges that situation could be handled with effortless ease. It helps in averting crisis before getting media or government attention. Any organisation must always keep doors open to receive complaints from the public or employees, so that crisis can be tackled or foreseen before it emerges. Organisations must always keep in touch with all stakeholders. Organisation has to prepare a road map for crisis handling. Organisation has to catalogue possible areas, where crisis may occur. A manual has to be prepared in writing to prevent a crisis

or manage it. A policy has to be evolved before a crisis. Role of communication has to be defined with clarity. Crisis management plan has to be tested to make it feasible for implementation. Back ground information has to be developed and kept ready for use in time of crisis by an organisation. An organisation may get into several types of crisis. So, types of crisis have to be visualised in advance and background material has to be prepared to use in time of need. Fire accident may occur, Trade union may go on strike, Product tampering may take place or could be any other crisis.

2. During the crisis: Organisations must immediately implement crisis plan to control crisis. As soon as the crisis emerges, it has to be assessed and damage control exercise has to be undertaken. Relief and rehabilitations measures have to be implemented to rescue people from crisis. Crisis communication must be given top priority. A crisis management group has to be constituted and it should share information with all the stakeholders transparently. Rumours must not be allowed to spread. Close media relations have to be maintained to disseminate information.

3. After the crisis: Reviewing of the situation has to be done. Guidelines have to be prepared for future use by studying the steps implemented during the crisis. Summative account of all the activities done, has to be prepared as a case study to share with public, employees and for future reference.

Crisis Team: Generally, a crisis management team consists of important people from the organisation: CEO, consultants, employees from human resource, operations, public relations, legal experts, finance, security etc. It adopts a pragmatic approach, works with focus, and tries to deal the crisis strategically to control collateral damage.

Crisis PR Planning: Public relations department must prepare a crisis communication plans. Public relations follow symmetric type of communication. Two-way communication process helps in understanding the crisis from internal and external publics. Public relations must prepare a communication plan to manage crisis. Crisis communication can be defined as communication strategy of corporates to collect and disseminating information pertaining to risk to internal and external publics.

Crisis PR Strategy: According to Coombs (2005), there are two general uses of the term 'crisis communication': (i) crisis communication as information, (ii) crisis communication as strategy.

(i) Crisis communication as information: There is a need to collect and disseminate information during a crisis. The information is collected to fill the information void of a crisis and thereby allows the crisis management team to understand what is happening and what actions and decisions they need to take in a crisis.

(ii) Crisis communication as strategy: The use of communication messages to repair relationships with stakeholders. What an organisation says and does after a crisis, the crisis response strategies, affects its relationships with stakeholders. Thus, the crisis communication is a factor throughout the four stages of a crisis: prevention, preparation, response and learning.

Public Relations should facilitate two-way communication: In a crisis circumstance, the main aim of public relations is to manage two-way information effectively and efficiently. Public Relations must infer the crisis to both internal and external publics. A public relations officer should know when to react, with whom to react, when not to react, how to react. Public relations should see that rumours does not spread. Unbelievable rumours spread very fast. Disinformation, misinformation, and rumours gets filled, if information is not made available in time during the crisis. Public relations professionals should work transparently and share information related to crisis as well as credentials of the organisations to the public.

Initially, the crisis response team should be able to handle the situation with 3Rs are regret, resolution and reform. Regret is a delicate issue. Organisation in crisis must express regret on incident happened. As a result, “first R” must be used to respond to the critical circumstance. However, subject experts may disagree with this act. Public should be communicated effectively about resolution that will be implemented immediately. Organisation’s resolution to control crisis must build confidence among various stakeholders. Reforms assures stakeholders that crisis will not repeat again.

Establishment of Crisis Information Centre(CIC): Organisation must immediately establish Crisis Information Centre. It should be staffed with well—informed and trained personnel. So that crisis communication resolution plan can be successfully implemented. CIC must be equipped with communication equipment. It should act as information dissemination centre.

Effective and efficient media relations in a crisis: According to Napoleon Bonaparte, the French Emperor said, “Four hostile newspapers are more feared than a thousand bayonets”. In a crisis, media cannot be ignored, as it can create a mountain out of mole hill. A crisis management team should have a specially designated person to be in touch with media 24X7. Reporters of various media houses must be allowed to regular media briefings. Press releases, Video News Releases, Audio News Releases should be provided to media houses from time to time. Press tours to crisis sites have to be arranged to media persons for on the spot assessment. Facts have to be provided. All questions of the reporters must be answered with credible facts. Crisis management team must monitor information shared on social, electronic and print media. Rejoinders and clarifications with facts have to be issued, wherever it is necessary. Public Relations Officers should maintain log book of information shared to the media for knowledge of the Crisis management team and organisation. Management should be updated with reactions of the public and media by the public relations team. Updated information on the crisis must be prepared and kept ready for distribution to media persons from time to time.

Accurate and credible information: Public Relations team must collect factual information about the crisis and release an official version as soon as the crisis comes out into the public. It should give factual details about the incident with the approval of the CEO or concerned authority. It should provide information on background of the crisis, persons dead or injured, if any, the extent of damage and financial loss. Relief and rehabilitation measures taken to control the crisis should also be informed. Rumours and speculations should not be allowed as media might provide imaginary information, if official version is not provided. By being continuously accessible to the media in public interest, corporate image can be put intact and also earn goodwill of media houses. Generally, media publishes negative information as soon as the crisis emerges. Public relations officers must share restoration work done by the organisation to re-work the damage caused by the crisis.

Due to globalisation, crisis is no more local, it becomes global in no time, if the crisis is a major incident. Internet can spread the information around the world in seconds. Media focus grows, if the incident is not taken responsibility by the organisation involved in it. Public outrage also grows. So in public interest organisation must respond immediately. Corporates should behave responsibly. In 2004, tsunami hit was felt from India to Indonesia. As soon as, the news spread, international humanitarian aid was pledged to these countries. Media closely monitors the relief and rehabilitation work. If any mishandling is done it gets exposed. Any crisis handling must be done sensitively to the satisfaction all stakeholders.

Credible and reliable information must be shared to internal and external publics. Only truth has to be told. Accurate information will keep the reputation of the organisation intact. If the organisation is blunt, uncaring, unresponsive, lacks clarity what to do? inconsistent in organisational behaviour etc, leads to reputation lose. Once the reputation is inflicted with bad image, then restoring it would be difficult as the crisis will be etched in public memory permanently.

During a crisis, what can go wrong? Despite careful planning, things may go hay-wire during a crisis. Public Relations officials must be able to handle any emergency crisis. What are the crisis issues that may rise? :i) Crisis managing team (CMT) may get into panic sometimes, because of public and media reaction. So best laid out plans may turn upside-down. ii) Sometimes several spokespersons will be voicing their contradictory views on the crisis. iii) Crisis management team stays away from media queries. iv) CMT doesn't like media in-depth intrusion and queries. v) Truth is suppressed vi) CMT doesn't like taking help from experts.vii) Sometimes experts from other domains are allowed to advise to deal with the crisis. viii) CMT may not take internal and external public into confidence. ix) Top management meeting the media without public relations professionals. x) Censuring public relations professionals for bad reporting by media.

What are the media guidelines to be followed during the crisis management? Public relations professionals should always follow standard operating procedure approved by the top management. Always truth must be told, even if hurts the organisation. Once reputation is lost it is difficult to regain. Public relations officials must write in simple language. Avoiding technical jargon is always better. Press releases must have exact time and date, when it can be released. All media releases must go official with a contact person from the organisation. All media releases must be vetted by legal cell and other competent authorities, so complications can be avoided. Messages must have clarity. One cannot speculate. Only reliable and accurate information about crisis, relief, rehabilitation and restoration must be shared to media. Latest updates must be shared to the media from time to time. All organisation's communication channel must be reviewed from time to time. Organisation's website must be updated on real time basis. Irrelevant information must be removed from the website. All the media guidelines pertaining to media relations must be followed. Policy must be developed on media relations by the organisation in time before the crisis and during the crisis. Monotonous statements must be avoided by the spokesperson.CMT should never say "No Comment". If technical persons are addressing the media on crisis, then CMT should share guidelines on how to address media. Otherwise, they may land up in trouble. All the activities of the CMT must be recorded in a log book for reference and review.

Case studies must be prepared for discussion and learning: An evaluation report must be prepared of all the activities under taken before and after the crisis. A log book has to be maintained during crisis. After the crisis, public relations professionals must discuss with CMT and affected people, the way the crisis was handled. The review will give insights and introspection will help in learning lessons for the future. Case studies must be prepared to discuss and train people working in the organisation. Case study method will give possible solutions in handling the crisis.

Case Study: 1 Domino Pizza Crisis Management

In April, 2009, On Easter Sunday, two Domino employees working in North Carolina store, bored with their job posted a hilarious video "defiling sandwich ingredients". Two employees created five videos in all. In one video, an employee was seen defiling mozzarella cheese with his nose. Later on, the cheese was blown on the sandwich. Two employees were unhygienic in preparing sandwiches. All the videos were uploaded to YouTube. Around one million viewers saw those videos before it was removed two days later.

In the first 24 hours, Tim McIntyre, Vice-president of Corporate Communications, Domino Pizza assessed the situation and came to a conclusion that videos were true. He then started communicating to internal and external publics to find out the culprits. They found out that Kristy Hammond and Michel Setzer were rogue employees. Queries poured from the media persons, customers and other stakeholders. Domino started replying to the queries on Twitter. Patrick Doyle, president of Domino's Pizza issued a recorded public apology, which was uploaded to You Tube. Media persons, academics and bloggers etc tracked the crisis in the form of case studies, news items and articles on timelines.

According to Arthur W. Page, reputed Public Relations firm's website, a crisis has to be handled by following principles: (1) *Tell the truth*; (2) *Prove it with action*; (3) *Listen to the customer*; (4) *Manage for tomorrow*; (5) *Conduct public relations as if the whole company depends on it*; (6) *Realize a company's true character is expressed by its people*; and lastly, (7) *Remain calm, patient and good-humored*.

These principles were similar to Seeger (2006), 10 best communication practices: (1) *Process approaches and policy development* (2) *Pre-event planning* (3) *Partnership with the public* (4) *Listen to the public's concerns and understand the audience* (5) *Honesty, candour, and openness* (6) *Collaborate and coordinate with credible sources* (7) *Meet the needs of the media and remain accessible* (8) *Communicate with compassion, concern and empathy* (9) *Accept uncertainty and ambiguity*; and (10) *Messages of self-efficacy*.

As Domino crisis happened on Social media, it has to be incorporated as part of crisis management plan. Social media tools have to be used to scan the environment, contain rumours and communicate messages interpersonally to all stakeholders. Generally, crisis and disasters are unpredictable, unique in manifestation and inherently vigorous and forceful. So the principles act as guidelines for Crisis communication plan and crisis response. Depend on the Crisis, these principles will reveal and advance differently in each particular situation. In Domino's case, it was not responsible for crisis directly, its employees were responsible, and this type of crisis did not occur before in corporate world. Domino's crisis management strategy of aligning with the social media with crisis communication has brought it out of the crisis and won the confidence of its customers and other stakeholders. It pledged to prosecute the offenders and assured customers to implement safety measures in preparation of Domino's menu in future.

Case Study: 2 Facebook crisis communication

The basis for effective crisis management goes through good communication management before, during and after the crisis. As such, there are three phases in the crisis communication process: pre-crisis, crisis and post-crisis. In the pre-crisis communication phase, a company should put an effort in preventing, identifying and get ready for potential crisis events (Coombs, 2010). This includes identifying risks and train people who will be involved.

In 2014, when "this is your digital life" app was made and placed as an attachment to Facebook, the privacy policy of social networking site didn't guard Facebook's users and personal information of friends. Facebook tacitly allowed the app to collect users likes and other messages to generate psychographic profile to politically target them. It is concluded that, Facebook allowed the data to be collected, harvested and use for some other purpose not spelt out initially. Facebook came to know that Cambridge Analytics(CA) in 2015 traded user's data. Facebook's careless and irresponsible behaviour not assuring itself that private data collected lead to breach of privacy of millions of users. Despite Facebook's knowledge of data issue, it didn't admit that it is aware of it and as a result scandal came out of the bag.

Around 87 million Facebook users worldwide were affected in the data breach case of Facebook. Millions of Facebook users downloaded "this is your digital life" app and filled the survey. Facebook users trusted Facebook, that it would protect their private information, however, users did not expect that their privacy would be compromised. Users expected that Facebook would notify them, if their private information is compromised as there was no data protection. "this is your digital life" app was collecting information of users' gender, name, place of residence etc. Users did not expect their personal information to be used for other purposes.

During crisis communication phase, main objective is to find out the causes of the crisis and respond by coming up with strategy to tackle the crisis. The Guardian and The New York times published news that data pertaining to 87million users is used for pursuing voters in 2016 U.S elections and vote for leaving

Brexit campaign. Facebook found out the source of the scandal news break and warned to take legal action against the newspapers. During this phase, Facebook should have acted swiftly, credibly, truthfully and consistently. However, Facebook did not respond fast. It has taken five long days to reply to the news break. And it replied through a Facebook post. On the contrary, it should have studied the causes of the scandal and replied on the same day, because negative news spreads like wildfire around the world. The company should have alerted the users about data breach way back in 2015. But, the company did not take the matter seriously and allowed the breach to be reported by media. Facebook failed in giving accurate and reliable information to its users always. Earlier too the company promised to protect private information being used for the purpose other than for which it is collected. It did not keep its promise made to the users through Facebook. In the post-crisis communication phase, Facebook assured the users that next time such incidents would not repeat again. The company also made efforts to reach out to stakeholders and learn from the incident.

Because, of this incident various stakeholders associated with Facebook were affected. Especially, employees, users and advertisers lost trust on the company. Stakeholders were disappointed that private information was sold to Cambridge Analytica and Mark Zuckerberg did not respond in time to save users information from being misused. Investors were also unhappy with the crisis development. As the trust on Facebook took a drubbing, the share price and company value has come down. Stakeholders were also concerned with fake news being circulated. During 2016 presidential elections, fake political advertising on social media was much talked about. In U.S, lawmakers trust was lost on Facebook, as it did not protect users' privacy.

All felt that social media must be regulated. Generally, public felt insecure to use Facebook or any other social media. As they were afraid of privacy. Many non-victims deleted their account and other potential Facebook users didn't open their account. Facebook lost reputation and also there was dip in financial results. Later on Facebook made efforts to regain its lost popularity. It did everything to build lost positive perception. According to Attribution theory, there are broad three dimensions: they are locus of control, stability and controllability. According to locus of control: data breach of Facebook was seen to be caused due to internal issues, effort to hide illegal collection of users' data, unreliable privacy policies as well as consulting and marketing organisations collected the user's data without consent of user's. Later on it was disclosed by the company that Cambridge Analytica collected the data of user's from 2014 to 2018. As for stability of the crisis, the duration of data collection was long and the purpose of data collection and usage was unethical. And for controllability, it felt that Facebook should have protected user's data and their privacy. The company would have informed the user's in advance before the media broke the news to the public. Spreading of news lead to negative impact on Facebook.

Facebook planned to adopt appropriate strategy to regain the reputation. The company should adopt a strategy based on the type of crisis: the damage happened, the evidence collected and the performance history of the company. There are four crisis types, namely Faux Pas, terrorism, accidents and transgressions (Coombs, 1995). The case of Facebook comes under accident, as third party collected user's personal data due to the policy of the company. It can also come under "terrorism" as the Cambridge Analytica and "this is your digital life" collected data for the purpose not intended for. The both the firms used the data for political reasons and commercial purpose. Evidence is also admitted by Facebook and third party. The damaged is also visible, as it affected stakeholders. Regarding Facebook performance history, these leakages happen several times previously also. Facebook's CEO time and again assured users of data privacy but, the company did not live up to it. The company's performance was negative.

Mark Zuckerberg deposed before committee of congressmen. He answered their questions and assured the committee that suitable and appropriate strategies would be adopted to safeguard user's privacy and third party apps. Facebook came out the crisis after damage caused. As of now people still have apprehensions on

user's privacy. Of course, measures taken by Facebook have enhanced perceptions of various stakeholders that user's privacy will be protected.

Case study: 3 26/11 Mumbai Terrorist Attack and Media

On 26th November, 2008 Ten terrorists from Pakistan attacked Hotel Taj, Hotel Oberoi and Nariman House killing around 200 people and injuring 300 people in three places. National Security Guards (NSG) commandos took three days to take control of the situation. They killed nine terrorists and apprehended one terrorist.

After a day after terrorist attack and Mumbai siege began, several journalists reported that Twitter and Flickr users were first to break the news and gave eyewitness accounts on the ghastly attack as violent scenes unfolded and information disseminated. Spectators uploaded photos to their blogs, hostages inside the hotels spoke to their families and friends over phones. They also sent emails and text messages, when they could. Hostages also tweeted that terrorists were asking about nationalities of the guests in the hotel. News channels were present in all locations, broadcasting the events live. Handlers and terrorists' calls were intercepted. By this it is concluded that handlers were watching news channels. Handlers were motivating the terrorists to sacrifice their life for the cause of martyrdom. During the crisis, role of journalists becomes critical as readers or viewers become demanding for more information. It is but natural for Journalist to strike a judicious balance between national interest and public interest.

Incidentally, during terror attack there was no crisis protocol for the media to be followed. Government sources say that media would have complied with crisis protocol. Generally, during crisis law enforcement agencies and government would establish control room to get in touch with the families of those who effected and personnel involved in crisis management. But, during this crisis in Mumbai this did not happen. Officials staffing control room should have provided credible information transparently to the media and public concerned. There was no official providing any information to the public. Everything seemed to be haywire. Even during the crisis camera persons and reporters were seen beside NSG Chief J.K. Datta given directions to the commando operations. Many operational details were also broadcasted live. As there was no protocol, journalists showed whatever they saw and showed whatever came their way. Terrorists came to know about ignited fires and that helicopters were landing on Oberoi hotels and Chabad house, where an American Rabbi and his family were held captive. Media might have in hindsight introspected their behaviour during the crisis.

On 26th November, 2008, Crisis Management Group comprising of defence personnel, bureaucrats and high intelligence officials met and reprimanded television channels to stop broadcasting wall to wall of the incident. Aaj Tak and India TV were warned against unrestrained broadcast and notices were issued.

After the Mumbai attack, a committee was constituted under retired Supreme Court Judge, J.S. Verma and an autonomous body, Indian Broadcasters Association of TV channels. The committee came with guidelines to be followed by media in time of crisis and conflict or in emergence situation. In *MdAijmal Amir Kasab vs State of Maharashtra* case, Supreme Court of India in its judgement on Mumbai terrorist attack in 2012 allotted entire section to the media's behaviour during 26/11 terrorist attack and how it threatened military operations. Since 26/11 the media has become influential and powerful in shaping public and disseminating information around the world.

Supreme court on the role of media during terrorist attack opined that:

From the transcripts, especially those from Taj Hotel and Nariman House, it is evident that the terrorists who were entrenched at those places and more than them, their collaborators across the border were watching the full show on TV. In the transcripts, there are many references to the media reports and the visuals being shown on the TV screen. The collaborators sitting in their hideouts across the border came to know about the appellant being caught alive from Indian TV: they came to know about the killing of high ranking police officers also from Indian TV. ... At another place in the transcript, the collaborators tell the terrorists in Taj Hotel that the dome at the top (of the building) had caught fire. The terrorists holed up in some room were not aware of this. The collaborators further advise the terrorists that the stronger they make the fire the better it would be for them. ... At yet another place the collaborators tell the terrorists at Taj Hotel the exact position taken by the policemen (close to a building that belonged to the navy but was given to the civilians) and from where they were taking aim and firing at them (the terrorists) and advised them the best position for them to hit back at those policemen.

Supreme Court of India in its judgement observed that due to live telecast of the incidents of terrorists by the media on television helped the terrorists and their handlers. The SC felt that terrorist handlers were watching every movement of Indian security forces and supervising terrorists' operations on the ground on the information gathered.

The court said in its judgement said that media has telecasted whole terrorist attack and security forces counter—attack on television channels without any gap. The channels covered security forces movements and positions, who were engaged in flushing out the terrorist in the counter- attack. Initially, security forces did not have any idea on the location of the terrorists nor weapons they were using. Because of the irresponsible coverage of the channels, Pakistani handlers had knowledge of security forces movements and they were conveying the same to the terrorists over mobiles phones.

The SC judgement concludes that “it is beyond doubt that the way their operations were freely shown made the task of the security forces not only exceedingly difficult but also dangerous and risky.” Though court could not come to a conclusion, whether due to live telecast casualty or injuries happened among security personnel.

The court finds fault with the Television channels and comments in the judgement that “Any attempt to justify the conduct of the TV channels by citing the right to freedom of speech and expression would be totally wrong and unacceptable in such a situation. The freedom of expression, like all other freedoms under Article 19, is subject to reasonable restrictions. An action tending to violate another person's right to life guaranteed under Article 21 or putting the national security in jeopardy can never be justified by taking the plea of freedom of speech and expression.” The judgement says that media's role in the terrorist attack cannot be defended on the basis of freedom of expression as its was threatening the precious lives of our security personnel. The judgement also highlighted that “by covering live the terrorists attack Mumbai in the way it was done, the Indian TV channels were not serving any national interest or social cause. On the contrary, they were acting in their own commercial interests putting the national security in jeopardy”.

NBA Guidelines for Crisis and Conflict in Emergency situation

- 1) Coverage is to be tested on the “touchstone of public interest”, and must be factually accurate and objective.
- 2) There should be no live reporting that “facilitates publicity of any terrorist or militant outfit, its ideology or tends to evoke sympathy towards or glamorise their cause.”



- 3) During live hostage situations and rescues, no details of pending rescue operations should be given or broadcast regarding methods or personnel.
- 4) Respect should be shown to the dead and no gory visuals should be shown on TV.
- 5) Reporters should refrain from being in live, direct contact with victims, security forces, technical personnel or perpetrators.
- 6) Networks should refrain from continuous/unnecessary broadcast of archival footage that may agitate the viewers. (If any such footage is shown, it should clearly indicate “file” with date and time).

Case study: 4 Nestlé’s Maggi Noodles Crisis management

In the last fortnight of May, 2015, Indian Food Security Monitoring Organisation FASSAI ordered Nestle India to recall Maggi packets worth 50 million US dollars, due to presence of MSG and lead content than the permissible levels.

On 21st May, 2015: FASSAI has ordered to recall certain batch of Maggi to be recalled from state of Uttar Pradesh. FASSAI found Maggi to be “unsafe and hazardous”. FASSAI accused Nestle of not complying with government norms. Initial response from Nestle on its Website and Social Media accounts was that it did not receive order for recalling of Maggie packets. On 2nd June, 2015, Nestle answered queries of customers on Twitter and Facebook about MSG and lead content presence more than permissible level. Nestle time and again assured the customers that there was no MSG and lead content was also under permissible levels. Nestle stand was that lead content might be from soil and water used for preparing Maggie. On 3rd June, 2015, Nestle posted a FAQ page on its official Website to answer customer questions. Nestle also engaged customer’s queries on Twitter and Facebook. On 4th June, 2015, Nestle took a U-turn and recalled its products from the market. Nestle announced that it was working with the authorities to resolve the issue. On 16th June, 2015, Nestle destroyed 50 million dollars’ worth of Maggie after government authorities declared them unsafe to consume. On 3rd July, 2015, Nestle announced that Maggie was tested in UK and Canada found that lead was within permissible limits.

On 13th August, 2015, the Bombay High court has lifted the ban on noodles sales. Court also ordered noodles to be tested in three different laboratories to find out lead content and MSG in the noodles. Bombay High Court lifted orders of FASSAI and Maharashtra Food Regulator. On 16th November, 2015, FASSAI went to Supreme Court against Bombay High Court order of lifting ban on Maggie noodles. Maggie assured the Supreme court that 9 variants of Maggie’s formula wouldn’t be changed and same would be sold.

Nestle India lost around \$50 million by destroying 30,000 tons of Maggie. Nestle India managed the crisis by using social media and court authorities. Ministry of Consumer affairs for the first time sought 640 crores as damages from Nestle India for alleged misleading advertisements, false labelling, and unfair trade practices. Ministry took the company to National Consumer Dispute Redressal Commission (NCDRC). Maggie is relaunched and could gain its market share to some extent. When Maggie was out of market, several competitors have entered noodles market with different flavours. As on today also stigma of MSG and lead content presence in excessive quantities is attached to Maggie and public memory.

Case Study:5 Cadbury Worm Controversy Crisis Management

In October, 2003, The Food and Drug Administration Commissioner received a complaint that two Cadbury Dairy Milk bars were infested. Cadbury India as a brand has a share of 70% in the market. The Commissioner ordered an enquiry and went to the media. After that, there was adverse media coverage on Cadbury infestations. The Company came under intense scrutiny. Its reputation and credibility was questioned as its sales fell drastically. Diwali festival was one month away. Normally, its sales increases before the festival. The retailers didn’t show enthusiasm to stock the chocolates. The sales of chocolates

plummeted drastically in the first two and half months. Morale of employees fell significantly. Primarily, the company had a challenge to get back confidence of the all the stakeholders—employees, customers, government authorities, investors etc. The company has to restore credibility of the corporate brand. It has to use same media channels, which disseminated information about chocolate infestation to the public to regain brand's reputation.

In reply, Cadbury gave a statement that infestation of chocolates with worms could have happened during storage at retail shop due to poor storage facilities and not at manufacturing unit. But FDA did not agree with the argument, the commissioner responded to the media "It is presumed that worms got into it at the storage level, but then what about the packing—packaging was not proper or aright, either ways it's a manufacturing defect with unhygienic conditions or improper packaging". There were allegations and counter—allegations between FDA and Cadbury. As a result, due to negative publicity, sales have dropped by 30% . Otherwise, there should have been hike of around 15% in sales due to Diwali festival. Consequently, Cadbury took out its advertisements for one and half month after Diwali festival. For some time, due to controversy consumers did not dare to consume chocolates.

Solution to Worm Controversy

In the first phase: When the news broke about infestation of Cadbury chocolates, a media desk was established and answered all the queries. by the company. Even the Managing Director of Cadbury answered queries of the consumers. After two weeks, second media briefing was done by launching Project Vishwas.

1. A education and monitoring program on retail stores was launched on war footing to resolve storage issue.
2. Cadbury assured the customers and retail stores owners to improve storage conditions within two months.

2ndPhase: New "purity seal" was launched in 2004. Company spent 15 crores on imported packaging machine. The metallic poly pack improved the protection of the chocolate. Legendary actor Amitabh Bachaan was made to endorse Cadbury brand. In advertisements released initially by Cadbury to media, manufacturing and packaging was shown to the audience in television channels. Because of constant communication to the audience, people started believing that Company has corrected its packaging. Media also publicised the information about new packaging being introduced in the market. Customers trusted and credibility of Cadbury brand was restored. Cadbury could regain the lost market share in two months. Company's responsive behaviour made to improve its sales volume and gain back its Corporate image. Public Relations department of Cadbury maintained relations with media and other stakeholder by answering their queries and sharing developments in Cadbury company.

Media outreach program was started to answer the queries of the customers to remove fears. 31 editors of media were met in person by officials of Cadbury to answer their queries in one-to one. "Facts about Cadbury" ads were published around 55 publications in 11 languages. Toll-free numbers and email ids were made available to consumers to know queries. To give emotional support to employees 'town hall meeting were conducted. Audio-visual messages were released to boost the confidence of sales persons. Media played a key role in restoring confidence in Cadbury brand. Cadbury launched a targeted and persuasive advertisement campaign on consumers to rebuild credibility of Cadbury among important stakeholders of the company. Cadbury imported a machinery from abroad for packaging. Which is tamper proof. The same was conveyed to the customers through mass media. The outcome: Cadbury through its media campaign tried to convince the public, that infestation, was due to storage problem and not manufacturing defect or packaging.

Case Study: 6 Super Cyclone in Andhra Pradesh, India 1977.

A devastating super cyclone hit Diviseema of Krishna District of Andhra Pradesh on 14th November, 1977 and dissipated on 21st November,1977, killing 10,000 people. Immediately, relief and rehabilitation

measures were undertaken under the leadership of Chief Minister Jalagam Venkat Rao. He was monitoring the relief work. Public relations department attached to Chief Minister office was maintaining media relations. PR department was providing information every day around 1.00pm in media room of Secretariat. A media release was prepared everyday on all subjects like agriculture, education, industry, transport, health, relief, rehabilitation and restoration work done at affected areas etc. Cordial and transparent relations built positive image of the government. All the criticism of the public and opposition parties were replied sensitively. Government demonstrated solid commitment to help and restore Diviseema as early as possible. Government won support of media and public as it transparently gave crucial information on real time basis to the media houses. All the activities of the government were made available to the public. Experts were all also consulted to carry restoration activities. Fast relief and rehabilitation work of the government was applauded by the public and media alike.

Case Study: 7 Jet airways and Crisis Management

Naresh Goyal founded Jet Airways India Pvt Limited in 1974 to market foreign airline travel. Earlier, he worked as a sales agent for foreign airlines like Lebanese international airlines. He learnt intricacies of airline business by working with several foreign airlines between 1967 to 1974. Naresh Goyal with his vast experience in airline business was developing traffic pattern studies, flight schedules and route structures. He was also formulating operational economics. He opened 60 branches all over India. Indian government withdrew monopoly to Air India and Indian Air Lines and allowed skies for private operators too for flying in 1989. Jet Airways India Pvt Ltd got an opportunity to start its operations in 1991. In post-privatisation, liberalisation and globalisation era. Jet Airways started its operations in 1993. By 1997, Jet airways was only one profitable airline business out of many airlines, which started their businesses. Many of the start-up airlines were grounded.

In 2004, Jet airways and other rival airlines were allowed to fly outside of the country. Jet borrowed around \$800 million to finance its expansion plans throughout Asia. In next few years, it was making profits and was planning to take over Air Sahara in 2006. Jet Airways bought Air Sahara for 1450 crores. It was only private carrier flying abroad from India. Air Sahara was a white elephant and drained Jet Airways on management and financial front. Low cost domestic carriers like Air Deccan were challenging full time carriers. Jet Airways was incurring losses years after year till 2007-08. Taking over Air Sahara was a strategic mistake. During those years Jet Airways was proactively pursuing international destinations and facing intense competition from domestic airlines. Real trouble was sensed, when Jet Airways signed an operational tie-up with Kingfisher of Vijay Mallay.

In October, 2008, Jet Airways fired 1900 of its employees from all departments. To make it a leaner and cut-cost in its operations. Jet Airways justified its layoff due to high prices of fuel and operational cost of running an airline was economically unviable. And also industry was bleeding. Jet Airways said to save 11,100 employees, it was unfortunate to sack 1900 employees. There was a backlash from government, employees and political parties. Jet Airways was forced to take back all 1900 employees. Naresh Goyal said, he was not aware of sacking 1900 employees as he was faraway and management did not inform him about the decision. This statement baffled many experts and analyst in Indian aviation industry. But experts said, as the industry was in a tough phase to remain competitive retrenchment was necessity to survive. Columnist and Journalist commented that Jet Airways sacking and reinstatement was a PR and HR disaster. Chairman of a successful airline, himself was saying, he was ignorant of such a major decision of firing 1900 employees. They asked, who was involved in the debacle? As it was illegal to sack employees without notice. They might have realised it lately and took back 1900 employees back.

After retrenchment and reinstatement episode, employees felt insecure and formed National Aviation Guild (NAG) as there was no union to fight for employees' rights. There was also a talk that due to financial



problems, Jet Airways may also sack its junior pilots. On 24th July, 2009, NAG was registered with Regional Labour Commissioner. On 31st July, 2009, two office bearers of NAG were dismissed from service without citing a reason. An email was sent to the two employees conveying the message. Management blamed the office bearers of NAG, that they were coercing other employees to join the union. Employees requested the management for discussions. But, management did not respond to their request and it fell on deaf ears. With this kind of treatment, employees got enraged and called for a strike on 24th August, 2009. Executive Director Saroj Datta, said dismissing two employees was an internal disciplinary measure and lawyers were consulted before acting upon it. But, sacked employees said they deserve an explanation. And the mass leave of the employees was legal.

Negotiations and discussions between pilots and management failed. Deadlock continued as employees asked for reinstatement of sacked employees. Pilots' strike continued around 750 flights were grounded and 28000 passengers faced problems in travelling. Jet Airways sacked few more employees on 7th September, 2009, as the stalemate continued. Naresh Goyal gave a statement that pilots were behaving like terrorists and taking the organisation to ransom. This statement enraged the pilots and stood firmly with the sacked employees. NAG withdrew the strike on 7th September, 2009, but many of its pilots were reported sick. Pilots demand of reinstatement of the sacked pilots was not given up. Hundreds of flights were cancelled and caused inconvenience to thousands of passengers.

Jet Airways issued a statement that, due to disruption in flights suddenly, Jet Airways would make every effort to accommodate the passengers in other company flights or would refund the travel fare, if customer demanded so. When the management made efforts to draft foreign pilots, NAG filed a Public Interest Litigation in Chennai to restrain Jet Airways.

A Crisis Management Group was established with 15 members in it. It included public relations professionals, planning and revenue officials from Jet Airways to monitor the situation round the clock. Jet Airways officials made arrangement for 80 percent of the passengers stranded, in other flights. Jet Airways website was updated with the latest information on real time basis. SMSs were sent to passengers about travel arrangements and cancelled flights. So that passengers would not face difficulty coming to airport and encounter inconvenience.

At last, with mediation of MP Sanjay Nirupam, a draft was written after negotiation were successful between Naresh Goyal and Employees of Jet Airways. Management agreed to reinstate sacked employees. A grievance committee was constituted with representative from Management and Employees to sort of any grievances. The committee was agreed to function under the supervision of Central Labour Commissioner. Jet Airways resumed its operations soon after negotiations became successful. On 11th September, 2009, ground staff presented roses to the Management as a good will gesture. Mishandling of whole issue received a bad media coverage. Lessons learnt are: Issues could have been handled sensitively. Crisis would have averted had employees taken into confidence. As there was no union, Management could not discuss serious issues with employees. Passenger faced lot of inconvenience. Due to cancellation of flights, huge losses were incurred by Jet Airways.

Case Study: 8 Perrier Benzene Crisis Management

In 1990, Perrier was known for natural pure mineral water. It was 100 years old French company. It was a leading company with 15% market share in U.S market. On 19th January, 1990, traces of benzene were discovered in Perrier bottles by laboratory workers of Mecklenburg County Environmental Protection Department in Charlotte, N.C. Traces were minute between 12.3 and 19.9 parts per billion, in a cup of decaffeinated coffee. Scientifically, it is believed that those traces were harmless. Public went on outrage knowing the presence of traces of benzene. Company failed in managing the crisis and public outrage. It

damaged the reputation of the Perrier brand. Prior to the benzene crisis, the company accounted for 14% of the sales in international market.

Chairman Gustave Leven did not take contamination matter seriously and downplayed the issue in press conference of 14th February, 1990. The Company recalled 160 million bottles from 120 countries costing \$250 mn. For around six weeks, Perrier water bottles were unavailable. The explanations for contamination were contradictory and inadequate. The confidence of the consumer was shaken knowing the reason (the filter that should strain naturally—occurring benzene was not replaced) for source of contamination. The disclosure offended the consumers and its image. It was a mistake of employees, but company was found to be culpable.

Perrier brand was known for purity. Its advertising talks about Perrier was pure and its strapline says: “it’s perfect and its Perrier”. To maintain brand positioning of Perrier, executive withdrew the product. Actually, benzene presence would not have caused any harm to people consuming it. The recall of the products was done to exhibit corporate honesty. The sales fell by 18% and profit was reduced by 21% all over the world. In America, Perrier lost market share. It fell from 13% to 9%. Exor Chairman, Jaques Vincent overthrew Leven after the benzene scandal in June, 1990. Till December, 1991, Perrier couldn’t recover from benzene scandal. Its sales continuously declined for second year in a row. Its stock price could not pick up to pre-benzene scandal days.

Perrier’s first error was; it didn’t prepare for Crisis. It is already known about Tylenol deaths and its publicity 1982. Perrier did not have a crisis plan nor recall insurance for products. Perrier second error was providing incorrect information. Therefore, it lost right to be heard and being authoritative and honest. Perrier tried to ignore the crisis, as a result media turned against it. This global product has only one single source: a spring in Vergezes southern France. So mineral bottles were recalled from around the world. Consumers now have an idea that mineral water is not “pure” because of presence of benzene. As the problem was identified with filters, Perrier was successful in stating the fact that water was uncontaminated. Consequently, it is shown that water was not from “naturally sparkling” mineral water. With product relaunching, Perrier dropped words “natural sparkling” from its label on the bottle as it was artificially carbonated. It took more than five years to win the trust of the consumers. Several competitors filled the void left by Perrier with product recall. From this episode it is learnt that poor crisis planning and communication will damage the reputation of the business and brand as well.

Case Study: 9 The Johnson & Johnson Tylenol Crisis Management

Back in 1980s, Johnson & Johnson was a household name around the world. Through 165 companies, it used to do business in 53 countries. It sold baby products to pharmaceuticals listed as essential items by WHO. It had cordial relations with the media too. Employees were happy working with the company. On 30th September, 1982, media reported that there were deaths due to intake of Extra Strength Tylenol from Chicago area. CEO James Burke was alerted by the staff of the company. At that time, there was no crisis communication plan with the company. McNeil is subsidiary of Johnson & Johnson. It manufactures Tylenol in U.S. There was fear among the executives of the company as no company faced this sort of situation before. A seven-member Crisis Management Group (CMG) was setup. With the approval of James Burke, the team recalled Tylenol capsules from Chicago area stores. They found that cyanide was cause of death. Recalled batches of Tylenol capsules were tested and cyanide was found in two capsules. CMG was puzzled with the presence of cyanide in capsules. They were not sure, the method of getting in it. The company immediately warned the public from taking Tylenol capsules. Johnson & Johnson spokesperson mentioned three reasons for successfully coping with the crisis: 1) The company was transparent with the media. 2) Company did not hesitate in recalling the product. No matter the repercussions. 3) It played to American’s sense of fair play and emphasised on public trust.



Johnson & Johnson worked closely with local police, FBI and Food and Drug Administration to find out the culprit. CMG identified key publics to communicate. 1) Medical professionals 2) Consumers (Media) 3) Internal publics of the company i.e., employees and other groups. 4) Food and Drug Administration. All-important publics were kept in touch continuously. Media continuously carried the story. 33 telephones were installed by the company to communicate to the publics. Toll-free telephone lines were kept open to gather information from the public. Messages were analysed and updated. Full-page advertisements were given in all newspapers in Chicago area that company would exchange Tylenol capsules with Tylenol tablets. FBI and FDA investigation didn't yield any results. CMG's aim was to regain confidence of the public and resale products to them. There was no sales impact on other Johnson & Johnson products.

Consumers didn't boycott the company. Employees were informed about latest developments in crisis management. They were shown the plan to tackle the crisis. Communication was sent through electronic devices to external publics. They in turn shared with distributors, retailers and medical professionals. Because of the crisis, Tylenol capsules were discontinued from production. Within the 10 weeks of crisis, tamper-proof, triple sealed safety containers were put in retail shelves. It costed \$100 million to the company. 100% market share of Tylenol was regained. Totally seven people died in this crisis. Decision of recalling the Tylenol capsules saved many lives in Chicago area. Person responsible for Tylenol crisis was not found. The company declared \$1,00,000 reward for helping the murderer to be found. So far nobody claimed the reward. On 11th October, 1982 Washington Post wrote in front page praising Johnson & Johnson for swift crisis response: Johnson & Johnson has effectively demonstrated how a major business ought to handle a disaster . . . what executives have done is communicate the message that the company is candid, contrite and compassionate, committed to solving the murders and protecting the public (Knight, 1982). After the crisis, Johnson & Johnson expanded internationally. It acquired many companies in USA and all over the world. There were many mergers too with other companies so far .

Case Study:10 Exxon and Valdez Oil Spill Crisis Management

On 24th March, 1989, the Valdez oil spill crisis started after midnight. The Exxon Valdez was a 987-foot oil tanker, was going to unload at Long Beach, California, from Prince William Sound off the coast of Alaska. The ship was longer and larger than three football teams and loaded to the brim with oil. Captain Joseph Hazelwood was commanding the ship. He was experienced seaman with more than 21 years of experience with Exxon. 10 years as a Captain.

Prince William Sound was overwhelmed with beautiful sea life. Captain Joseph Hazelwood has delegated responsibility of navigating the ship to Third Mate Gregory Cousins on fateful day. In normal times, he was qualified to steer the ship. But, on that critical day investigators found out that he was not qualified to sail that ship and manoeuvre it precisely. Cousins waited too long to steer the ship, as a result it collided with the submerged rocks. Hazelwood and Cousins radioed coast guard about the incident and oil spillage. The tanker was stuck on the Bligh Reef and ripped open a hole. In the next few days, 11 million gallons of crude oil was discharged into Prince William Sound. It was worst oil spill in the American history. Reliable sources revealed that over 2 million animals died in the spill. Environmental scientist claimed that to this day flora and fauna might be contaminated. Others say that Prince William Sound is clear of oil spillage.

The media went on frenzy. Many environmentalists reached Valdez to save animals. The top priority of the company was to clean up oil spill at Prince William Sound and re-establish normalcy. Third Mate Cousins attributed the crisis to poor seamanship. Employees censured Exxon corporate culture. Exxon to cut down cost of operations, reduced recruiting sufficient employees. On the fateful day, 31 crew members should have been on the ship, but there were only 19 employees. Limited staff overworked and did not have adequate sleep. Due to human fatigue accident took place. Exxon prepared a strategy and implemented it. It was concerned in three areas. Oil spill disaster's impact was expected on . . . 1) Tourism industry. It was



Alaska's third largest industry. 2) Exxon set up animal rescue centre in Valdez. 3) Alaska's second largest industry is seafood.

Exxon was successful in restoring Tourism industry: As part of the crisis plan, travel writers were invited to Valdez to witness the environment and write the same to the readers to visit Alaska. Telephone lines were established for travel editors to get information fast. Press conferences were held in New York, Los Angeles, San Francisco, and Seattle and the event was lively broadcasted. Advertising campaign was financed by Exxon. 50 million people were exposed to public relations campaign. Both the efforts yielded results in abrogating negative publicity about travel to Alaska.

Exxon started Animal Rescue Centres: Wildlife Professional Groups arrived with equipment to rescue animals. Whole operation was funded by Exxon. Media persons were invited to animal rescue centres and guidelines were issued and assured to protect the animals.

After the oil spill crisis: CEO Rawls did not issue an apology. He conveyed through media about chemicals to be used in clean up oil spill. Exxon issued an advertisement after 10 days of the incident expressing regret and pledged to clean up the spill. The company did not accept the responsibility to the incident. Rawls went to Alaska after three weeks of the incident. Exxon lost its market value in the stock exchange. Public censured Exxon for its irresponsible behaviour. Consumers boycotted Exxon products. It took years for Exxon to achieve confidence of the public. Valdez oil spill is still recalled as blot on Exxon's corporate history.

After ten years of oil spill at Valdez, it was largest marine disaster in American history. Scientist pronounced that Alaska's Prince William Sound was recovering to normalcy. Still full ecological recovery is yet to be achieved. Environmental scientists said, humans cannot do much more than what they have done.

II. CONCLUSION

Crisis is an unanticipated event. But, it is always better to have a crisis communication and management plan. As soon as the crisis surfaces, organisation has to constitute a Crisis Management Group. Top management has to delegate responsibility to CMG to handle the crisis professionally and make decisions swiftly. Communication places a critical role in disseminating the information to the internal and external publics. Various stakeholders must be taken into confidence by the organisation by communicating to them about the crisis and method to handling it. CMG must maintain cordial relationship with media and disseminate information transparently. Case studies discussed in this research papers enlightens the readers the standard operating procedures to be adopted before, during and after the crisis. And mistakes not to be made. How to restore the reputation of the organisation? By studying case studies, readers can get practical insight to handle a crisis. Case studies enable readers to have practical knowledge and wisdom in managing crisis confidently.

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Annexure :1

Name of the Company

Model Crisis Communication plan
Tools of communication



Tools (Date)	Teleph- one	email	Press release	Persoana l visit	Meeting	Newsletter	Pamphlet s	Advertise- ments	Publi city	Video News Release	Bill board s
Publics (Time)											
Employees											
Customers											
Executives											
Daily Newspapers											
Magazines											
Electronic Media											
Community Leaders											
Share holders											
Government											
Suppliers											
Dealers											

It is a model communication plan prepared to communicate during crisis to internal and external publics. It consists of tools of communication and key publics for communication.



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