

Managing the communication of organizations' crises to media

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Abstract:

Organizations strive to create a positive image, which is a positive, impressive and supportive feature. The distorted picture is one of the most serious consequences of crises of various shapes and sizes. It requires an intense and rapid effort on the part of the Department and the Organization's focal points to respond to them and to change them through accurate and accurate information, especially since each crisis is unique and requires its own response. Effective operational preparedness to deal with various crises is the best strategic solution for the organizations to be able to take advantage of calm conditions in order to strengthen their capacity to respond to the demands of prospective and informative crises, and requires a focus on instilling a culture of media vigilance among staff; That would prevent organizations from creating media tensions and from falling into crisis.

Key words: Media, Integration, Conflict, Crisis Communication Management, Organizations.

الملخص:

تسعى المنظمات جاهدة لأجل خلق صورة إيجابية، والتي تتشكل من سمات إيجابية تثير الإعجاب والتأييد. وتعتبر الصورة المشوهة من أخطر نتائج الأزمات المختلفة الأشكال والأحجام، فهي تحتاج إلى جهد مكثف وسريع من جانب الإدارة والقائمين بالاتصال في المنظمة لمواجهةها والعمل على تغييرها من خلال معلومات دقيقة وصحيحة، خصوصا وأن كل أزمة فريدة من نوعها وتحتاج إلى استجابة خاصة بها. ويعد الاستعداد الاتصالي الفعال للتعامل مع مختلف الأزمات أفضل حل استراتيجي للمنظمات، للتمكن من استغلال الظروف الهادئة لأجل تعزيز قدراتها التجاوبية مع مقتضيات الأزمات المرتقبة والمستهدفة اعلاميا، ويشترط التركيز على زرع ثقافة اليقظة الاعلامية لدى الموظفين؛ والتي من شأنها وقاية المنظمات من التوترات الاعلامية وتفادي الوقوع في الأزمات.

الكلمات المفتاحية: وسائل الإعلام، التكامل، الصراع، إدارة اتصال الأزمات، المنظمات.

1. INTRODUCTION:

The media occupy an important place in any country, as they are the fourth authority because of its heavy weight in the public opinion industry and its direction, and the media are varied and asked according to the nature of the media pillar. It has also passed several historic stations to be based now on the third industrial revolution, taking advantage of the advantages, options and solutions offered by the second generation of the Internet, from the rapid dissemination and circulation of information across social media.

At the organizational level, the media are not different in view, and the press is an effective and distinct actor that, through media targeting, can raise or destabilize its image to its outside audience, and this media pressure is increasing during crises.

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The problem of the study lies in the urgent need to prepare and prepare to meet the media on more than one level; at the level of the organization's culture, human resources must be nurtured by a culture of media pre-emption, especially the spokesperson and members of the crisis cell. The duality of "media organizations" represents a sharp competition, especially in the case of crises between two different sectors in nature and similar in terms of objectives. This results in an imbalance of power between the two sides during the calm and firm situations. The question that can be asked is:

How do the media help organizations during their crises to regain the trust of their customers and public opinion?

We aim to focus on the marketing/ communication approach, given its strong relationship with the Media/ organizations.

During periods of calm, organizations view their relationship with the media from several angles (such as the advertising angle; Media tools represent important advertising spaces, and attract significant viewership and hearing, which represents an opportunity for organizations to target their customers, who are at the same time considered media customers, who always seek to please them by providing the latest news and most important to them.

With regard to the theoretical aspect of the study: We adopted the descriptive approach which allows describing the phenomenon under study, based on the most important theoretical literature of books, theses and scientific periodicals on the concepts of Managing the communication of organizations' crises and media.

2. Organizations and media:

2.1. The Media:

Media is institutions which informs the society, notify them, enables an individual participate public on public matters and inspects the management on behalf of public¹.

2.1.1. Definition of the media:

A media is a tool, a medium for disseminating information that mediates between the real world and the thought of a human being².

'The media' is not a monolithic entity but rather a broad term encompassing a variety of content provided to the public, or sectors of the public, over a range of platforms. There is no closed list of content provided by the media: news, politics, business, current affairs, entertainment, motoring, gardening, religion, home decor, fashion, food, celebrity and lifestyle are some of the many topics covered by the media³

2.1.2. Types of Media:

Television: Television is considered the medium with the farthest reach, but with a growing number of cable stations, it is important to choose a television outlet or program based on its audience and then tailors your message to fit its scope of coverage. The question of the transitivity of discourse arises, not only at the television level, but at the political level, since the policy borrows the television codes, for to denounce the excessive transitivity of new media. This defines the power is the impossibility of responding to it. The legislative will, to mark a greater influence of public institutions on private space, would therefore also be a sort of the State and the main economic and institutional players, in the face of new opportunities of citizens⁴.

Radio: Like other media outlets, there are more radio stations than ever before. Most tailor their programming to a specific audience. News organizations, including radio stations, are involved more than ever before in social media, viewing services like Facebook and Twitter “as opportunities to market and distribute content”. Since news-consumption behavior of people around the world is continuously changing, many radio stations have realized a need to change their traditional one-way communication strategy by allowing listeners to further interact with the news on their Web sites. Methods for doing this have included creating comments sections, allowing users to customize online platforms to their own preferences. And sometimes publishing or airing readers’ comments. Further, several news organizations have created multimedia plat-forms in which the news experience is characterized by three main features: being portable, personalized, and participatory⁵.

Newspapers: The newspaper targets not only the readers interested in local information but also those interested in events in general⁶. Newspapers provide ongoing, up to date coverage of national and local stories. This medium reaches decision makers in your community, business leaders, elected officials and experts. Reporters are looking for you to provide them the "who", "what", "where", "when", "why" and "how" of a story. Daily newspapers often target larger metropolitan areas and focus on a wide variety of news. These papers have much larger staffs than weekly publications and often seek information from a variety of sources.

Magazines: Magazines, like newspapers, focus on stories with detailed and fact driven information and often report on a particular angle of a story that will be most interesting to the audience. When you pitch to a magazine you must tailor your message to each magazines target audience. Special interested or community magazines in your area will be receptive to your message. Unlike newspapers, magazines require a much longer lead time. Often, a story will hit the newsstands several months after it is pitched. This requires you to plan far in advance for the types of stories that are well suited for magazines, such as personal profiles of volunteers or significant results from a new initiative. many publishers use the expression “digital magazine” wrongly, just to characterize a site or the online presence of a print magazine, even if they don’t have a beginning, a middle or an end or periodic issues. Josh Gordon goes further and speaks of interactive digital magazines to rule out the simple PDF replicas. He lists three characteristics that distinguish them⁷:

- interactive digital magazines are designed to compete for the attention of online readers, not print readers, so pages are formatted to be viewed on a computer screen with larger type, contain “digital extras”, such as flash animation, embedded video, etc.;
- interactive digital magazines are designed for easy interaction between readers and the magazine. For example, readers can share their thoughts, comments, complete a survey, click to play content in the form of digital extras or click to download additional content, register for membership, share the magazine on social media, etc.;
- interactive digital magazines contain ads that readers can interact with.

Internet: In today's fast paced world, the internet specifically news oriented websites are becoming a heavily relied upon source for easily accessed, reliable and up to date information. News websites typically target a specific audience.

It is a global computer network interconnection system, using a standardized set of data transfer protocols. It is made up of millions of public, private, academic, commercial, governmental,

institutional networks, etc. Thus, it allows the transmission of a considerable amount of information between the different networks and is thus called "Network of networks". Without a nerve Centre, the Internet carries a broad spectrum of information and allows the development of various applications and services such as e-mail, instant messaging, the World Wide Web, file sharing of various types (text, sound, image). Its peculiarity is to offer the user the opportunity to intervene, thus completely transforming for the first time in the history of media the passive role of the receiver⁸.

Social Media: The reason of the positive image of social media on societies is buried in the characteristics of social media. Social media characteristics are listed below⁹:

- Interactivity: Virtual communication environments such as MSN, Facebook, Twitter, and Myspace are interactive environments. While in traditional media, communication is one-way, and messages are produced by a specific source according to specific rules; in social media, communication is both ways. Individuals are both producers and consumers in all stages of communication.
- Instantaneity: Transferring the messages which can be accomplished by traditional media in an instant manner, is the main feature of the communication through the Internet.
- Not pursuing a commercial profit goal: It's implied that individuals using the media for communication purposes do not pursue a commercial goal. On the other hand, each social media environment is already built up for commercial purposes; and users come across to advertisements at every step they take.
- Serving to individuals and masses: Whereas traditional media aims at masses, and it is a one-way communication; social media aims at communicating with both masses and individuals.
- No requirement for professionalism: While production and transfer of messages requires professionalism in traditional media, it is enough to be a computer user for these purposes in social media.
- Not giving importance to hierarchic relationships or classlessness: In social media, a sincere communication exists where hierarchical relationships can be ignored. However, this is applicable when identities are hidden. When identities are visible, it is not possible to call someone who is in an upper-class hierarchical level in society, "you". Social media is an environment where people from all classes in a society can get together and talk, without paying attention to education, job, gender, income criteria.
- Being beyond space and time: Especially after the improvements in mobile communication technologies, time and place of communication through social media has become unimportant. Everyone, everywhere, whenever they want (as long as they are in coverage zone), can send and receive messages.
- Changeability of messages: In traditional media, it is not possible to undo or change a message which has been sent. However, in social media environment, messages which have been sent can be undone, edited, changed.
- Difference in Property Structure: Social media is also a property of a specific individual or institution, like traditional media. However, property structure of social media does not affect the content, in contrast to traditional media. Profits of the boss are not primary interest of social media users. In this aspect, it can be claimed that it is freer.
- Information pollution: Social media serves to the creation of an information society which gives

the false impression that “it is very easy to access information”, as exactly today’s capitalist system tries to achieve.

2.2. Media use as a mean of integration and conflict:

2.2.1. Media use as a mean of integration:

In the Media Effect Paradigm, media use is the center of the integration process. Scholars see integration itself as a communicative process, and mass communication plays a vital role in the whole process of integration. Sutter illustrated a figure of both social and systemic integration, where mass communication is the core in each process. Media functioned as an actual and symbolic integration tool in the processing and delivery of topics from every social sector. There are three types of media integration: media segregation, assimilative media integration, and intercultural media integration¹⁰.

2.2.2. Media use as a mean of conflict:

The growing recognition of the crucial role the media can play in helping provoke conflict has led many to examine how the media can play a constructive role in resolving conflict. The obvious problem with such an approach is that it might involve taking sides in a conflict – after all, conflicts require a solution that addresses the underlying problems and this means assessing the weight of the different claims in a conflict and seeking to resolve them. Peace is something more than the absence of war. The dangers of journalists taking sides in a conflict are obvious – professional independence is impossible to maintain, access to the other sides’ combatants will disappear and journalists will become even more of a target than they already are. Some media organizations have argued that the very practice of good professional journalism is itself a form of conflict resolution – or at least is something that has strong parallels to conflict resolution¹¹.

Any analysis of media roles in conflict resolution must address both the traditional media (newspapers, television, and radio) and the new media (Internet). Evolutions in communication technologies have created global news networks and various online social networks. Global news networks can broadcast live from almost any place in the world to any other place. Commentators and scholars invented the term —CNN effect to describe how dominant global television coverage has become in world affairs, especially in acute international conflicts. The term implies that television coverage forces policy makers to take actions they otherwise would not have taken. Thus, the media determine the national interest and usurp policy making from elected and appointed officials. The Internet provides many non-state actors with access to people around the world and, consequently, with endless opportunities to exchange and debate events and processes both inside and outside political entities. The Internet provides people with access to news from a variety of sources, up-to-the-minute information on events and processes, and different points of view. It also allows unprecedented interactivity, from simple talk back to blogs and placement of text, picture, and video on rapidly growing social networks such as Twitter, YouTube, Facebook, and Myspace¹².

3. Crisis Management and how organizations use the media:

It was observed that a good number of studies have paid close attention to the nexus between social media and crisis management. These studies maintained that the practitioners of public relations have adopted social media in running an organization and this has also been extended to manage crisis¹³.

3.1. Crisis Management:

Many organizations have a CMP to deal with crises. One of the CMP models is the three-stage approach by Coombs (2012), which consists of the pre-crisis, crisis, and post-crisis and explained as follows¹⁴:

The pre-crisis stage calls for a proactive approach and tends to take all possible actions to prevent crises. The pre-crisis stage is divided into three sub-stages of signal detection, prevention, and crisis preparation. "The pre-crisis stage entails actions to be performed before a crisis is encountered. However, not all crises can be prevented, so organization members must prepare for crises as well". The signal detection, or prodromes, calls for dealing with the early warning signs emitted by the crises, because if early action is taken, then the crises can be avoided all together. Coombs also emphasizes, in this stage, that once a potential crisis has been detected, actions must be taken to prevent the crisis from taking place.

The second stage, the crisis, begins with a trigger event that marks the beginning of the crisis. According to Coombs (2012), this phase has two sub-stages: crisis recognition and crisis containment. Appropriate communication to stakeholders at this stage is crucial. Crisis containment "focuses on the organization's crisis response, including the importance and content of the initial response, communication's relationship to reputational management, contingency plans, and follow-up concerns".

The third and last stage is the post-crisis. Coombs (2012) explains that when a crisis is resolved and is over, the organization must consider what to do next. He notes that post-crisis actions help to make the organization better prepared for the next crisis, make sure stakeholders are left with a positive impression of the organization's crisis management efforts, and check to make sure that the crisis is truly over. Thus, as articulated by Coombs' three-stage model, the importance of crisis management cannot be overemphasized. In the same regard, the value of crisis communication before, during, and after a crisis cannot be ignored.

3.2. How organizations use the media:

The crisis for the organization is a situation where the organization cannot operate normally, and as such, prevents the attainment of the objectives and threatens the viability and survival of the organization. Depending on the context and nature of the crisis, there are positive and negative crisis. The first type of crisis brings certain benefits for a given organization, while the second has a negative impact on an organization's operations. An example of positive crisis can be a crisis situation from which the organization draws particular benefit (for example, companies whose products have had increase in demand in times of crisis). On the other hand, negative crisis are the ones that in some way threaten the organization. Crisis differs from organizational failure because they represent the transformation of the old system for external needs for change. Failure is more inherent to inefficiency and ineffectiveness of business organization¹⁵.

There are five different social media use types that support different organizational purposes which are¹⁶:

Broadcast: The 'broadcast' use of social media is the use of social media for the unidirectional broadcasting of information. According to participants, organizations take advantage of the 'immense broadcasting power' (called so by several participants) of social media. The broadcast use of social media is not primarily aimed at getting responses and engaging in a back-and-forth dialogue but to reach many users with a preconceived message.

Dialogue: The 'dialogue' use of social media is the use of social media for facilitating dialogue between internal or external users. In this use type, social media are not for 'getting a message out' but about getting feedback and engaging in open-ended communication.

Collaboration: The 'collaboration' use of social media is the facilitation of the co-creation of a particular, defined outcome (solution, product or service). That is, social media used in this way are not primarily facilitating communication, but primarily facilitating action and work.

knowledge management: The 'knowledge management' use of social media is the use of social media for the storage, maintenance and retrieval of knowledge.

Sociability: The 'sociability' use of social media is the use of social media for generating fellowship, loyalty and social relations between users. That is, the 'social' aspects of 'social' media are not 'means' but rather 'ends' in this use type.

4. RESULTS AND DISCUSSION:

With the enormous development of the potential of different traditional and new media, the role of the media in dealing with crises in particular has grown, and the rules and scientific basis for crisis management, whatever their scope, must be adhered to by the media (media, politicians, diplomats, or officials). These foundations include:

- The media, through its various means, has become the tool of interaction between the crisis and many of its parties, even those not directly involved in it, and it is no longer possible to obscure or silence media on any crises of any magnitude or magnitude, and it has become very difficult to conceal or ignore any crisis of our time. Of course, the degree of popular interest locally, regionally and internationally in any crisis varies from crisis to crisis, but the media still have a major role to play in publicizing it and interacting with its own.

- Careful preparation of crisis management, by assessing the size, strength and impact of counter-media locally or externally, and not alone in managing the crisis in the media without the involvement of the competent authorities responsible for the nature of the crisis. For example, internal media action to contain an internal economic crisis is in the context of consultation with relevant ministries, bodies, institutions and experts, and external media action is through political discourse and diplomatic action at the external and international levels.

- Recognizing the existence of a crisis, in the sense that it is not denied and that the correct media message is sent, for example, that a media official or spokesman has identified the expected questions and the appropriate answers to them before any media meeting begins, bearing in mind that the media are told of incorrect information or data. Evading or refraining from answering certain questions is counterproductive and undesirable. Thus, the search for an optimal solution or at least a better solution among the available alternatives is the basis for a proper settlement of the crisis.

- Monitoring the lessons learned from the crisis before the file is folded, and such lessons are an indispensable knowledge accumulation to confront future crises before they break out and increase, and the knowledge accumulation is also a reference for media training from the experience gained.

5. CONCLUSION:

The credibility of the media is particularly important during crises; Where these means require special performance, professional, ethical and national, and for the media to optimize their roles,

performance must be more credible, by committing themselves to a number of controls that govern their role in crisis management, including:

- The immediate transmission of the crisis, its identification and timely provision to the public of detailed facts, depth and comprehensiveness in covering its various aspects, restraint and objectivity in public opinion, recognition of errors that may occur during coverage, and return and reliance on authentic sources.
- It is important to recognize that public credibility and the electorate in all its areas is not easy to achieve, especially during long-term crises, and that an information law that arranges and exchanges is the main gate to achieving information that contributes to crisis, rather than information that creates crises or exaggerates each other.

In order to cope with crises, it must be committed to:

- Accept responsibility: That does not mean accepting the blame.
- Make a difference between negative media and the real crisis, and identify your action on this basis.
- Using scientific research and survey techniques to determine the method of confrontation.
- Recruit a third party to speak on your behalf.
- Anticipate complaint and litigation.
- Keep go ahead and analyze what is being published in the new and traditional media at close range.
- Highlight a empathizing, engaged, and engaged engagement with the event and people.
- The first 24 hours were taken with the utmost seriousness and attention.
- Start the crisis management program by building the foundations and assets of the Organization's reputation; in the course of the crisis, it is not important to the Organization's reputation.

Let the media address at all levels of any crisis always be aimed at helping society to cope with and overcome it, instilling the values of resilience and a spirit of hope rather than frustration or division of society.

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