



Book of Abstracts: [ET] Crisis Communication

The role of proximity in international news coverage of crises: A critical discourse analysis of the mediation of the 2003 SARS outbreak.

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News carries a unique signifying power, a power to represent events in particular ways (Fairclough 1995). Applying Critical Discourse Analysis and Chouliaraki's theory on the mediation of suffering (2006), this paper explores the news representation of the 2003 global SARS outbreak. Following a case-based methodology, we investigate how two Belgian television stations have covered the international outbreak of SARS. By looking into the mediation of four selected discursive moments, underlying discourses of power, hierarchy and compassion were unraveled. The analysis further identified the key role of proximity in international news reporting and supports the claim that Western news media mainly reproduce a Euro-American centered world order. This paper argues that news coverage of international crises such as SARS constructs and maintains the socio-cultural difference between 'us' and 'them' as well as articulating global power hierarchies and a division of the world in zones of poverty and prosperity, danger and safety.

Media and Swine flu outbreak in Mexico: a survey study

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This is a report of a survey conducted during the two weeks that followed the outbreak of the swine influenza in Mexico City of Mexico at the beginning of May of 2009, just when the local and national authorities decided to paralyze the activities of the entire population. The sample consists of 500 questionnaires applied to the inhabitants of the metropolitan zone of Mexico City. The objectives of the study were: a. to explore the use of mass media by the local population; b. to value the effectiveness of the governmental health communication strategy; c. to identify the satisfaction of the population with the governmental information; d. to evaluate the impact of the informal communication during the crisis; and, e. to propose strategies to make more efficient the design of crisis communication. Among the finding in this study we found that the Mexican audiences rely heavily on traditional electronic media as a source of information; and on the other hand, the insignificant impact of digital social networks is proven.

Anti-crisis' programs in 23 world cities: the communication of local governments to face up to the financial tsunami

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The paper analyzes the 'anti-crisis' programs of 23 world cities, which were announced between December 2008 and February 2009 as part of the role played by local governments of large cities in the construction of the news

agenda derived from the financial tsunami that began in September 2008. This paper presents a reflection about the growing importance that have acquired the urban agglomerations in the global economy, which transfers to local governments greater visibility and prominence not only as creators and implementers of the 'anti-crisis' policies but also as generators of messages and key actors in building the news agenda in times of crisis.

Comparing Strawberries and Quandongs: Assessing International Crisis Response Consistency Across Industries

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Previous research (e.g., Allen & Calliouet; 1994; Coombs & Schmidt, 2000; Diers, 2009) has argued that not only is it important to move beyond a 'case-study' treatment of crisis communication but to focus on cross-sectional analyses of crisis response messages in order to more meaningfully understand, predict, and evaluate organizations' rhetorical strategies. Yet, few studies of crisis response strategies: include multiple channels of crisis response, address the ways in which social media is actively integrated into crisis response, and in the new digital age where national boundaries are blurred by both the spheres of organizational and media (including social media) effectively compare organizational crisis response to identify the degree to which our studies' findings are unique to nation of origin or more broadly generalizable. The present study builds on findings from a cross-sectional study (Diers, 2009) evaluating the influence that organization and crisis type had on the choice of tactics (for previous research identifying more than 40 individual tactics organizations use, see e.g., Benoit, 2004; Mohamed, Gardner, & Paolillo, 1999) used by organizations when strategically responding to crises, which identified eight distinctive strategies: future-oriented; present-oriented; aggressive; defensive; explanative; offensive; and single-tactic endeavors by directly comparing the crisis response messages from several sets of organizations. Organizations selected for comparison were identified based on two criteria. First, a set of two or three organizations within the same industry were identified where each organization was experiencing a crisis. Second, each of the organizations in the industry set selected had to be based in a different nation.

Communications from these organizations in the mass media, their own websites, and any available social media (e.g., Facebook or blogs) were tracked for a period of eight weeks and coded on the basis of tactics and channels used. Data were analyzed and discussed based on differences in response strategies based on nation of origin, channel, type of crisis, and type of organization. In recent years, much ado in the 'blogosphere' has been made about the role that the digital age plays on organizations' crisis responses. Yet, we have very little empirical data analyzing these trends—especially across national boundaries in our increasingly global marketplace. This study represents an important cross-national evaluation of the influence that the digital age and social media has on crisis communication and our global sense of community. References Allen, M. W., & Caillouet, R. H. (1994). Legitimation endeavors: Impression management strategies used by an organization in crisis. *Communication Monographs*, 61, 44-64. Benoit, W. L. (2004). Image Restoration Discourse and Crisis Communication. In D. P. Millar & R. L. Heath (Eds.), *Responding to Crisis: A Rhetorical Approach to Crisis Communication* (pp. 263-280). Mahwah, NJ: Lawrence Erlbaum Associates. Coombs, W. T., & Schmidt, L. (2000). An empirical analysis of image restoration: Texaco's racism crisis. *Journal of Public Relations Research*, 12(2), 163-178. Diers, A. R. (2009). Strategic crisis response: The strategic model of organizational crisis communication. Saarbrücken, Germany: VDM Verlag. Mohamed, A. A., Gardner, W. L., & Paolillo, J. G. P. (1999). A taxonomy of organizational impression management tactics. *Advances in Competitiveness Research*, 7(1), 108-128.

New-media uses in war time: Internet-based collaborations during the Israel- Hezbollah war (2006)

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The paper studies the use of Web2.0 technologies in Israel, during the war with Hezbollah (2006). This case is illuminating for the study of Internet usage in emergency situations, for three reasons: the high penetration rates of broadband Internet in Israel; the ill-functioning of many state and municipal authorities that left a lot of room

for entrepreneurs to step in; and the extended length of the 2006 war which lasted over a month, which allowed entrepreneurs to organize and come up with innovative web-based tools to be used by officials, organizations and citizens in the participatory spirit of Web 2.0. In the paper I survey some noteworthy initiatives, like mass Internet-based campaigns that mobilized citizens to send pro-Israeli comments to news sites, or a recruiting effort of senior citizens who translated PR materials to numerous languages. I also survey the role of virtual communities that, in some of the towns in the combat areas enabled citizens to exchange information, support and advice. I focus on the significant role of focal collaborative sites, like the site of the Israeli council of volunteering and sites aiming at special populations (like new immigrants or senior citizens). These sites functioned as hubs and platforms to match the supply and demand of assistance. I conclude with lessons about the significance of web-based tools in times of crisis, and offer some practical suggestions.

Crisis Communication and the Role of Stakeholder Attributions: The Effects of Covariation Information and Attributional Inferences on Organizational Reputation

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Regarding the important role that organizations play in almost every part of modern society, the question of how organizational reputation is affected by crises and, as a consequence, might influence stakeholders' behavior towards organizations becomes increasingly crucial. In addition, from the stakeholders' perspective "expectations are now extremely high as to how organizations respond to a crisis and communicate throughout the course of a crisis" (Malone & Coombs, 2009, p. 121). In the last fifteen years especially attribution theories were proven to be useful for explaining how and why stakeholder attitudes towards organizations change in the context of crisis situations (e.g., Coombs & Holladay, 2004; Lee, 2004). The way stakeholders ascribe causes and responsibility for crises to certain organizations has been in the centre of interest as these attributions were found to have substantial impact on organizational reputation. Moreover, attribution theory was applied to develop evidence-based guidelines for the selection of appropriate crisis communication strategies that address organizational responsibility depending on the specific crisis situation. While these guidelines seem to be useful for protecting organizational reputation after the occurrence of crisis incidents we still lack a deeper understanding of the antecedents of stakeholders' causal attributions. Namely, this refers to relevant information dimensions that stakeholders seek and process in the first place in order to make causal inferences. A theory-driven explanation of causal attributions and their antecedents would extend existing approaches, such as situational crisis communication theory (Coombs & Holladay, 2004). In addition, this might be useful to develop crisis communication strategies that go beyond the denial or acceptance of responsibility. Therefore, an experimental study with stakeholders of a German university was conducted (n=420). It aims at the analysis of (1) the antecedents of stakeholders' causal attributions related to observed crisis events as well as their impact on both (2) perceived responsibility and (3) organizational reputation. The covariation principle of Kelley (1973) was applied as theoretical framework with the purpose to improve theory-driven explanations of reputational change due to organizational crisis. Findings show that covariation information patterns as proposed by Kelley are significantly related to causal attributions that stakeholders perform in crisis-like situations. The subsequent structural equation modeling analysis revealed support for the assumption that organizational responsibility mediates the effect of causal attributions on reputation. References: Coombs, W. T., & Holladay, S. J. (2004). Reasoned action in crisis communication: An attribution theory-based approach to crisis management. In D. P. Millar & R. Heath (Eds.), *Responding to crisis. A Rhetorical approach to crisis communication* (pp. 95-115). Mahwah, NJ: Lawrence Erlbaum. Kelley, H. H. (1973). The process of causal attribution. *American Psychologist*, 28, 107-128. Lee, B. K. (2004). Audience-oriented approach to crisis communication: A study of Hong Kong consumers' evaluation of an organizational crisis. *Communication Research*, 31(5), 600-618. Malone, P. C., & Coombs, W. T. (2009). Introduction to Special Issue on Crisis Communication. *Journal of Public Relations Research*, 21(2), 121-122.

Extending the Media Hype Concept in Prolonged Crisis Coverage: How should Organizations Respond?

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In an ideal world, in a crisis, the media plays an objective role in reporting the event and ensuring the public is given unbiased and relevant information that helps shape the public's reading of the situation. However, fallible as the media is, news becomes subjective and as Vasterman (2005) argued, develops "a life of its own" (p. 508). This phenomenon, which Vasterman (2005) termed media hype, sometimes dominates news coverage. Vasterman (2005) argued that media hype occurs when, sparked off by a key event, the media report relentlessly on it, which, by itself, may not necessarily be important compared to other more pressing issues. Media hype is defined as "...a media-generated, wall-to-wall news wave, triggered by one specific event and enlarged by the self-reinforcing processes within the news production of the media" (Vasterman, 2005, p. 515). Hence, the rise in news stories about a topic is a result of responding to 'media-triggered social responses', and not reporting on actual developments. Vasterman (2005) further elaborated that a distinction could be made between "magnifying" and "enlarging" media hypes. "Magnified" media hype refers to a controversy or a scandal in which every minute detail even obscurely related to the case is covered by the media. "Enlarged" media hype refers to a trend or a social problem whereby every story related to this trend will be reported, seemingly enlarging the social problem thereby causing a media hype. If media hype can occur in controversial topics/events, what, if any, is the nature and characteristic of media hype in the reportage of organizational crises that have attracted national attention? Wien and Elmelund-Praestekaer (2009) argued that news would be determined by news values. If so, what, then, would the news values be that drive the reportage of such crises? Second, and more pertinently, how would this inform organizations managing such crises? How should organizations respond? This study extends the media hype concept by investigating what news values were dominant in the prolonged coverage of four crises in Singapore. The four crises were the charity scandal involving Ren Ci Hospital and Medicare Centre (Ren Ci); the abrupt change in leadership at the Association of Women for Action and Research (AWARE); the mini-bonds crisis that the national bank of Singapore, DBS Bank, faced; and the stabbing incident involving a student on a professor at Nanyang Technological University (NTU). All the crises took place between October 2007 and October 2009, and generated at least 3 weeks of news coverage in Singapore's newspaper of record, The Straits Times. In all, 204 articles were analyzed. Findings showed that media coverage followed certain patterns. First, coverage occurs in waves, as the media hype concept posited. Second, new trigger events could occur even before the previous news wave finishes due to the rapid development. Trigger events shared certain characteristics, either with one trigger event overshadowing another, or with both issues being discussed simultaneously. The second characteristic is that trigger events can either be incident-related or thematically related events. Third, long lapses of time between waves were observed. Two dominant news values, conflict and impact, were evident in crisis coverage. On the organizational front, managing the media through its news coverage has been a perennial challenge (Pang, 2009). During crisis, the more intense the coverage, the more burdensome it becomes for practitioners managing the crises. By integrating media hype with crisis management, this study gives insights to practitioners regarding the amplification and magnification of news. Understanding the dynamic characteristics of media hype will also allow practitioners to plan ahead before an issue explodes into a crisis (Coombs, 2007). It will also help practitioners better understand how to manage information from public actors to avoid a feedback loop to the media which contributes to media hypes.

New Media and Celebrity Crisis Communication: A Study of Edison Chen's Image Repair Strategies arising from Sex Scandal

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For more than a month in early 2008, Hong Kong was rocked by a sex scandal involving one of its celebrities, international movie star-singer-model Edison Chen. After sending his laptop for repairs, his catalogue of scandalous photographs featuring a host of female celebrities was downloaded and released over a three-day period in a pre-mediated fashion on the Internet (Chow, 2008). Chen fled to Boston, US, on the third day, on January 29, 2008, to avoid the public furor ("Edison Chen travels to US to meet girlfriend", 2008). Even though the culprit who uploaded the pictures was subsequently caught, public anger was directed at Chen. The Edison Chen sex scandal, as the crisis became known, was described as the first of its kind in Hong Kong, described as the Hollywood of the East (Abramovich, 1997), attracting much public and media attention (Yau, 2008). In the entertainment industry, a celebrity's image is built on advertising and publicity (Gregory, 2003) and advertisers look to celebrities who have the image that is in line with their products and services. Therefore, a celebrity's image is crucial to the development of one's career. Despite the career-ending possibilities, Benoit (1997) argued that celebrity image repair was less challenging than political image repair. Political image repair is partisan in nature, involving attacks and accusations by one on the other whereas in entertainment image repair, rarely does fellow celebrities speak out against one of its own. Second, no fellow celebrity would sustain the colleague's crisis in the public agenda, which would in turn generate more negativity, compared to the political image repair. However, if there is one confounding factor in the management of celebrity crisis, argued Cashmore (2006), it would be the media. The media, which has pervasive influence, can "shape, make, and break popular entertainers' careers" (p. 143). What was more intriguing about the Edison Chen sex scandal was observing how media engagement in celebrity crisis communication went digital. While the traditional media continued to be a compelling force in shaping the crisis, this crisis heralded the era of the youtube generation. In this generation, much communication takes place on the web in social networking platforms. Celebrities embroiled in crises could look into utilizing new media communication tactics. Few studies have examined the impact of new media on celebrity crisis communication. This study, which employs image repair theory as its theoretical lens, examines how celebrities can make use of new media communication tools to repair their images. The lessons are instructive for other prominent individuals like politicians, businessmen or athletes as well. Except for the study on Hugh Grant (Benoit, 1997), most of the image repair studies have focused on politicians (Benoit, 2006; Liu, 2007); countries (Zhang & Benoit, 2004); corporations (Blaney, Benoit, & Brazeal, 2002; Cowden & Sellnow, 2002). This study on Chen's image repair seeks to examine first, what image repair strategies did Chen utilize in this crisis; second, how effective was it to engage the new media in the crisis; and third, how effective were the strategies used in both the new and mainstream media. Data to examine this study come from analyzing his statements on youtube.com as well as his press conferences. Additional insights were obtained from examining media reports on South China Morning Post, the prestigious English daily in Hong Kong; Apple Daily, the popular Chinese daily; as well as online discussions. The study found that Chen's initial strategy of bolstering his own position and attacking the accusers on youtube to be partially persuasive. More persuasive was his subsequent strategies of engaging in mortification and corrective action. The insights gleaned would shed further light into how to manage celebrity crises using the new media.

Suicide communication on the Internet

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Some researchers have reflected on the existence of so many pro-suicide websites on the Internet. They have pointed out that these sites recommend suicide as a solution to life's problems, and contain detailed descriptions of methods yielding the maximum effect, and also suicide notes and pictures of people who committed suicide. They have added to persuasion and group pressure to fulfil suicide plans, glorifying those who have committed suicide, and given rise to a new form of suicide pact – 'net suicides'. People who try to discourage others from putting their suicide plans into effect are 'evicted' from websites of this type. The aim of this quantitative study is to examine how the subject of suicide is presented on the Internet, based on hits for the words självmord (Swedish for 'suicide') and 'suicide' generated by the search engine Google. The search hits was collected and analysed for 2005 and 2009. Overall, the study shows that web pages of institutional origin (public agencies, other organisations and companies) on the subject predominate on the Internet (84%) and that the content provided by these institutions concerns research and prevention, and may thus be termed 'suicide-preventive'. But besides these institutional pages, whose manner of communication is largely reminiscent of the more traditional mass media, there are private senders and pages (16%) characterised more by multiple communication, personal confessions and narratives, and to a higher degree an alternative, pro-suicide stance. The study also shows that pro-suicide sites rank higher on the search result lists, which make them visible and easy to find. The 2009 study points out that the private senders and pages are increasing, and so the proportion of personal confessions about suicide and pro-suicide messages. Notwithstanding the predominance of the institutional websites, representing a suicide-preventive attitude, the Internet has thus provided a previously non-existent opportunity to publish material and discuss, confess and seek contact on a subject that has always been strongly taboo and therefore 'belonged' to only a few voices in public discourse. This opportunity has resulted in both constructive and strongly destructive contributions. Summing up, the study indicates two parallel trends in how the subject of suicide is represented on the Net: • It extends and supplements the presentation of suicide and suicide prevention in traditional mass media. • It provides virtual social environments (both constructive and destructive) where new forms of discourse and formerly unheard voices – with no possible place in public and mass-media discourse previously – put forward alternative explanatory models on the subject of suicide. Both the supplementary suicide-related material now found on the Web and the scope for new forms of communication about suicide can presumably help to change the way in which suicide is perceived and portrayed. Accordingly, by extension, they can also affect the views and notions about suicide that prevail in our society and culture.

Managing Reputational Risk: Creating a safety net through Corporate Communication programs

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The renewed focus on the study of Corporate Reputation shows an increasing recognition that Reputation has a strong role to play in the ability of a company to thrive (Resnick, 2004). Even though, managing this important intangible asset of an organization appears to be a difficult or neglected task for most executive managers (ibidem), who fail to protect their companies from crisis situations. For the success of protecting the Reputation of a company and avoid Crisis, Fombrun et al. (2000) propose Corporate Citizenship programs to manage Reputational Risk from the stakeholders groups and to make clear the importance of managing the downside and upside of risk. Creating safety nets seems to be a vital task for those in charge of the Corporate Communication programs. In this paper, our purpose is to analyze Bosch - Braga (Portugal) corporate communication programs and reach to a better understanding of the role of these safety nets to manage Reputational Risk and prevent

crisis scenarios in a local level. With more than two thousand employees, Bosch Car Multimédia (BCM) is located in Braga - Portugal, and it is one of the largest factories of this multinational enterprise in the country. In spite of its success, the rogue behavior of the local syndicate of employees often requires the management of the downside of risk to avoid the exploitation of crisis situations. In this context, our aim is to analyze a real crisis scenario while trying to assess the organizational behavior in a moment of risk and the role of the safety nets created by the corporate communication programs, developed locally. It is important to mention that the corporate communication department of BCM depends directly on the company's headquarters in Germany, which demands constant approval of all communication procedures, even the ones confined to local issues. This rises the problematic of social issues and brings to the surface cultural gaps that make more complex the comprehension of the communication activities suggested by local managers. The dependence on a centralized communication structure, combined with a strong and demanding syndicated workforce, pushes BCM to a Reputational Risk scenario in a daily basis. This particular situation makes BCM an interesting case for study and debate when it comes to Reputational Risk and Crisis Communication, along with the development of Safety Nets that become more significant in this state of affairs. References Resnick, J.T. (2004) 'Corporate reputation: Managing corporate reputation - applying rigorous measures to a key asset', *Journal of Business Strategy*, 25 (6), 30-38. Fombrun, C., Gardberg, N. and Barnett, M.L. (2000) 'Opportunity platforms and safety nets: Corporate citizenship and reputational risk', *Business & Society Review*, 105(1), 85-106.

Legitimation Endeavor: A model of "Orchestrated Persuasive Communication" practiced by the Chinese Government in Public Crises

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When a public crisis event occurs, "account pressure" stemmed from various stakeholders can challenge and threaten the government legitimacy and legitimate image. In order to control the situation and recover from the damage, the government will make great legitimation endeavors by applying diverse strategic communication. Taking four cases as examples, this paper aims at exploring and presenting a pattern of "orchestrated persuasive communication", which identified four key variables in the government communication – crisis type, stakeholder, news themes and communicative tactics. By a content analysis of news coverage on the People's net (n=539) as well as a multi-cases cross study, empirical findings show that, for different crisis type, the composition and priority of stakeholders is varied, that is, each crisis situation (type) is corresponding to key stakeholder(s). Thus, for each crisis type, the communicator should highlight different theme and apply matched tactic in the message design in order to influence the stakeholders' perception about the crisis reality and emotion about the government in public crises. Only by such a pattern of "orchestrated persuasive communication" – recognize and reach the key stakeholder(s) by framing the messages with pertinent themes and appropriate tactics for particular crisis type can the government legitimation endeavor gain its effect.

CORPORATE BLOGS: NEW OPPORTUNITIES FOR ORGANIZATIONAL CRISIS RESPONSE

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As the Internet constantly brings about dramatic changes to crisis communication, two-way communication is increasingly believed to be far more effective for crisis response than the traditional top-down, one-way communication. This study aims to explore an effective crisis response strategy in view of the ever growing corporate blogs, in hopes to report as a typical interactive online communication tool, whether blogs can be adopted as a novel effective crisis response tool. A two-by-two factorial experiment was conducted, with four kinds of sites manipulating the types (Website and blog), and the hosts (company and news organization) of

online crisis response tools. One hundred and twenty Hong Kong students reported their attitude toward a hypothetical company involved in a product recall crisis after being exposed to the crisis response which was posted on one kind of the sites. Results supported that (a) crisis response posted on the Website or blogs hosted by the company itself would get more positive audience impression, and then lead to more positive attitude toward the company; (b) crisis response posted on the corporate blog would get higher evaluation than the corporate Website on the interactive features, and then lead to more positive attitude toward the company; (c) crisis response posted by online news organization would have higher perceived credibility than that posted by the company itself. Implications for the selection of crisis response tools and formulation of relevant crisis response strategies are also discussed.

Addressing the Media: A Study of China's Government Spokesperson System in Times of Crises

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The proliferation of information technology has been turning communication into the coin of the realm. It has, in particular, become an unprecedented challenge to governments nowadays: government's image, reputation and thus legitimacy, at home and abroad, increasingly correlate NOT ONLY with its domestic and foreign policies, BUT ALSO its communication with audiences, domestic and foreign alike. It is more and more accepted that direct, open and proactive communication with media and the public helps culminate strategic assets and advance policies goals. Slowly but surely accepting this belief, the Chinese government has recently been making efforts to renovate its public communication, of which a "spokesperson system" stands out. This practice has indeed established itself as an institutionalized hub of Beijing's government communication. How, then, has it been functioning? What, if any, insights can one derive into Beijing's public diplomacy? These issues, by far, remain largely unaddressed either in the field of public relations or by international relations experts. Hence, this paper plans to fill the void by examining the rationale that underlines Beijing's spokesperson practice as well as its evolving structure and function. Such a probe is rested with an in-depth analysis of the Chinese government communication executions during two recent crises: the Sichuan earthquake in May 2008 and the Xinjiang riots in July 2009.

Multidimensional crises: A theoretical challenge

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According to Beck (2002) the "world risk society" is facing three fundamental conflicts or predicaments: global financial crises, global terror networks and ecological conflicts (p.41). The world risk society has not only changed basic principles about politics related to decision making and accountability (Beck and Lau, 2005) but also perceptions of risk and crises. For example, since today's risks and crises tend to invisible by the eye they have to be made tangible by real "impacts"; a process in which cultural values and symbols play an important role (Beck, 2005). The fact that risk/crisis are social and culturally constituted make communicative framing efforts an essential ingredient in crisis management. Even though crisis communication scholars have acknowledged the role of political communication and 'meaning making' in acute crises (see for example Boin et al, 2005), research has only began to address communication challenges posed by new types of multidimensional crises such as terrorism (Norris et al, 2003; Papacharissi and de Fatima Oliveira, 2008); pandemics (Shih et al, 2008; Ungar, 2008), climate change (Weingart et al, 2000; McComas and Shanhan, 1999; Olsson and Paglia, 2008) and economic crises ('t Hart and Tindall, 2009). Following Beck, the starting point for this paper is that multidimensional crises, due to their characteristics, challenge core assumptions in traditional crisis communication theories. In short, traditional theories have been developed based on the notion

of crises as the consequence of a single cause, confined to one organization, characterized by a clear beginning and end (Seeger et al, 2003:86-87). In general, knowledge about crisis communication has long been restricted to directly operational and technical issues, ignoring strategic and theoretical issues concerning organizational and crisis management (for an exception see for example Boin et al, 2009). Crisis communication has mainly been viewed as tactical transmission of information centered what 'to do' or what 'not to do' drawn from case studies (Coombs, 2007:135). In proposing a definition of multidimensional crises characterized by multiple causes, cascading dynamics and involvement of different stakeholders at various arenas (c.f. Galaz et al, forthcoming) we aim to refine existing theories and create a framework with the ability to capture the dynamics in today's globalised information technology-driven society, where national actors are faced with the delicate challenge of simultaneously communicating complex issues in multiple arenas involving a variety of stakeholders. When crises become more multifaceted involving different arenas and actors, communicators need to take on more sophisticated strategic devices in order to succeed in their communication. The multitude of arenas and actors might well give rise to situations where communicators have to balance different interests, or decide upon pursuing one interest at the expense of others; which requires a strategic approach to crisis communication. In order to examine strategic crisis communication we propose a framework based on four vital key dimensions of multidimensional crises, that is; sense making, stakeholders, arenas and communication strategies.

PREVENCIÓN EFICAZ DE SITUACIONES DE CRISIS: LA GESTIÓN DEL ISSUES MANAGEMENT

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Nuestra ponencia se estructura a partir de una revisión bibliográfica exhaustiva sobre el 'Issues Management', una técnica de Comunicación Corporativa que permite a las organizaciones la gestión proactiva de posibles conflictos potenciales, ya que se trata de una actividad organizada para identificar tendencias emergentes, así como problemas o cuestiones que pueden afectarlas en el futuro, con la finalidad de desarrollar una gama más amplia y positiva de posibles respuestas. A partir de la descripción de los orígenes del objeto de estudio, que se origina en torno al Modelo Bidireccional de la Motivación Mixta de Dozier, Grunig y Grunig (1995), se da paso a la definición de los conceptos de 'Issue' -altamente polisémico- y de 'Issues Management', que se ha configurado como una de las obligaciones básicas de la función directiva de la Comunicación Corporativa a partir del último cuarto del s. XX, desde su perspectiva staff. Una vez definido el concepto, en tanto que análisis formal del entorno que permite el diseño de estrategias de comunicación bidireccional (Lauzen, 1997), se expone cómo la actividad del 'Issues Management' se define como un planteamiento activo y sistemático que permite al profesional de la Comunicación predecir problemas, anticipar obstáculos, minimizar las sorpresas, resolver cuestiones imprevistas, y, finalmente, evitar situaciones de crisis (Wilcox, Autt, Agee, Cameron, 1989) y cómo, así, la Comunicación pasa a ser considerada como una actividad de mediación capaz de gestionar los conflictos producidos entre diversos grupos organizados (Ehling, 1975). Posteriormente, se establecen las diversas tipologías identificadas y las etapas del ciclo de vida del 'Issues Management', diferenciándolo claramente de otras técnicas de Comunicación Corporativa, más conocidas, como son el 'Lobbying' y el 'Public Affairs' con los que, en ocasiones, puede confundirse y, por último, se definen su proceso de gestión, basado en el Modelo Chase-Jones de cinco etapas esenciales (Chase, Jones y Crane, 1977) y los procedimientos científicos necesarios para la identificación de conflictos, fundamentalmente el análisis del impacto de la tendencia y su extrapolación mediante técnicas complejas, en especial en lo que atañe a la sofisticación precisa para hacer frente al análisis cuantitativo.

Crisis Preparedness versus Paranoia: A Conceptual Model of the Effects of Over Communication of Crisis Preparedness Messages by Governments

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From pandemics to terrorism to natural disasters, crises present formidable challenges to governments involved in managing them. Communications about these threats and the relevant preparedness measures are vital tools to ensure effective response. Research in crisis communication has long emphasized the notion of sending multiple messages and reinforcement of disseminated information (Drabek, 1990). Perry and Godchaux (2005) stressed the importance of repetition of messages to create salience among stakeholders, to increase the channels of dissemination for intended recipients, and to emphasize the seriousness with which officials view the threat. However, another school of thought warned that repeated exposure to distressing content can lead audiences to become desensitized – even paranoid. Sandman (2001) argued that watching distressing video images over and over again could increase the “danger of tripping that psychic circuit-breaker, plunging ourselves into (or deeper into) numbness” (www.psandman.com/col/9-11.htm). Corkindale and Newell (1978) argued that the audience would reach a point of saturation after multiple exposures to a message (referred to as “wear-out threshold”). Further, past research on negative threat appeals have shown that messages portraying overly high threat levels can cause defensive avoidance (see Kline & Mattson, 2000; Roberto, 2004; Roberto et al., 2000; Stephenson & Whitte, 1998). Despite this, few studies have addressed this dilemma of managing between under- and over-emphasis of a threat. The crisis literature, for instance, have mainly focused on assessing, explaining and identifying the factors that influence the effectiveness of communication in eliciting desired outcomes, reinforcing the view that communication plays a key role in crisis preparedness (Coombs, 2007; Seeger, 2006; Pang, 2008). Research has also been scant on the possibility that excessive communication of messages might be counter-productive. This paper draws insights from studies from psychology, crisis, communication, and public administration to construct a conceptual model to understand how and what negative outcomes could arise from over-communicating crisis preparedness messages. We posit that over-communication can be examined by understanding, first, the repetition of, and level of threat in the message which can be viewed as two separate continuums with an optimal point, beyond which further repetition or increasing the level of threat would result in negative effects. Here, we also included the crisis phase as a contextual factor that might affect reactions to crisis preparedness messages. Second, we predict the possible outcomes of over-communication. Besides desensitization and defensive avoidance, we hypothesize a third negative outcome – paranoia. We also include crisis phase as a contextual factor that might affect reactions to crisis preparedness messages. We test our hypotheses utilizing a quasi-experimental design where the conditions of message dissemination are manipulated. Although work on the experimental test of this conceptual model is still ongoing, there are considerable implications from our theoretically supported hypotheses. It is recognized and accepted that crisis communication and the process in which information is disseminated is critical to the response of the affected communities in the face of crisis. It is therefore imperative that exploration and research should be as robust and broad as possible. In exploring an arguably much needed – and neglected – area of research, namely that of the negative effects of over-communication, this paper hopes to trigger a new direction in crisis communication research, and pioneer a more comprehensive approach in the field. Consequently, this will aid policy makers in creating more effective communication strategies in preparation for possible crises. The main recommendation put forth is that crisis communication should be akin to a cybernetic model. It should be a dynamic process, where strategies are regularly recalibrated according to assessments of people’s responses, such that not only unpreparedness but over-preparedness can be addressed.

Information warfare under the crisis conditions: The experience of Russia (2008-2009)

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Information warfare (IW) consists of overt and secret purposeful informational influences of systems (states, parties, profit and nonprofit organizations) on each other with the aim of liquidating (or appropriation) the intangible and tangible assets of the other part. To influence, disrupt, corrupt or usurp adversarial human and automated decisions-making while protecting your own with the aim of getting some material dividends is the very nature of the IW. In Russia, the amount of intangible assets in the total cost of a business is in general not very large. That is why information warfare aimed at ruining a reputation is not so efficient. In Russia, information warfare is mainly connected with the redistribution of property or state authorities. The last is very often done with the same aim to redistribute the property assets. In internal politics the information warfare is less intense now to be compared with 90s, because of more stable political situation and domination of one party in the political landscape. Traditional propaganda became for the last years more important instrument of communication management than the rich arsenal of IW but the situation could change as a result of any prolonged all national crisis if happens so. The current experience of the Ukraine for example proves this possibility. At the same time Russia tries to reestablish the capacities nearly lost in 1990-s to conduct the information warfare outside the country, including the military conflicts. The contributor in its paper will try: ● to analyze the role and tools of information warfare in the contemporary Russian business and politics; ● to analyse the peculiarities of the information warfare of the Russian state during the military conflict with Georgia and Russian-Ukraine “Gas wars”; ● to demonstrate the impact of the information warfare on the citizen participation and ascertain an adequacy of professional communication management models to the civil society needs in the transitive period. The proposed paper will have an interdisciplinary character both according to its contents and in sphere of its use. The modern society having been embraced by the process of its constant sophistication in a larger degree demands the existence of an adequate mechanism of coordination of interests, purposes and actions of its different structural elements. On the contrary case the socium could be split and exposed to the menace of anarchism, terrorism, separatism and other destructive factors. Informal concordance and constructive interaction of organizations and personalities would be impossible without an access to the information necessary for the decision-making and dynamically developing system of social communication. Meanwhile the domination of IW in media and communication management practice gives a signal of the existence of big external threat or more often that smth. is being rotten through the very core of the state and the national political crisis is on the agenda.

Crisis Communication and managing Muhammad cartoon crisis from a stakeholder perspective: The Swedish and Danish case

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Taking as our starting point that crisis communication has mainly focused on what to say in the midst of a crisis, we set out to study the importance of whom to communicate with. This is done by introducing the concept of multi-level games of communication from a stakeholder perspective. Using the concept of ‘network-society’, we understand contemporary society as an open process instead of consisting of ‘closed and independent’ nations, where communicative devices have to be adjusted to both national and international arenas simultaneously. Due to increasing transnationalisation and mediatisation of society, national politicians have to master the art of playing multi-level simultaneous games of crisis communication. In this paper, we apply the theoretical perspective to two public diplomacy crises; the Danish government’s handling of the Muhammad cartoons in 2005 and the Swedish government’s handling of Muhammad as roundabout dog in 2007. We examine the management and mismanagement of the crisis at various levels, so called “escalation points”, which are characterized by the introduction of a new set of stakeholders and communicative challenges to be dealt with. We conclude that public diplomacy crises caused by mismanagement of the communicative process have severe

effects on a government's ability to resolve a crisis since repeated failures at the end undermines legitimacy altogether. As in this case, the Danish government eventually had to rely upon the EU and the Islamic Society to help resolve the crisis. The Swedish initiative to instead meet ambassadors from all Muslim countries represented in Sweden generated much credit among the international community, which made Muslim networks acts as promoters of the Swedish Government on the international arena in solving the matter. The impact of these kinds of crises in terms of potential economic and political losses convince us that crisis communication theories will benefit from introducing a strategic stakeholder perspective in understanding what makes communication successful or not.

Motivations of Text-Based Donations During Hatian Earthquake

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A major earthquake struck Southern Haiti on January 12, 2010. This natural tragedy killed hundreds of thousands of citizens and affected the lives of an estimated three million more. The New York Times reported that over 20,000 commercial buildings and 225,000 residences in the area were destroyed, leaving the region in economic despair. Nations across the world responded with an outreach of humanitarian aid and fundraising efforts. This study aims to explore the success of the estimated 30 million dollars raised by Mobile communication text-based donations in the United States. New media have changed the landscape of social change communication activism. While social media websites such as Facebook or Twitter hold great potential in raising awareness, they often hold little direction regarding behavior change or advocacy. An example of awareness-centric activism is the Facebook viral breast cancer status update meme. To raise breast cancer awareness, women posted single-word status updates stating their bra color. This odd campaign proved simple, easy and fun for participants, and spread to thousands of users, generating a large amount of buzz. However, the lack of a call for action (e.g., users were not asked to donate money, or perform a breast self-exam) raises questions regarding the effectiveness of social media initiatives beyond awareness capabilities. Mobile communication holds potential in promoting social change due its ability to increase communication across cultures (Spitzberg & Cupach, 1984). Horst and Miller explain how mobile phones are favored over the Internet in the fight against worldwide poverty due to its relatively low cost and ease of use. This helps explain the 30 million text-based donations raised for the Haitian tragedy. This campaign used popular websites, television news pundits and a recurring public service announcement broadcast by First Lady Michelle Obama to encourage Americans to donate \$10 by texting the word "Haiti" to the number 90999. This study aims to understand the motivations behind these text-based donations. Through an empirical assessment, 200 participants from the Midwestern United States were asked about their participation in the American Red Cross text-based campaign. The study assessed attitudes, demographics, technology competence and personal crisis experience to determine which factors predict a willingness to donate. A qualitative portion of the questionnaire was included to explain individual motivations and experiences with such campaigns. The method was selected because triangulation refines, broadens and strengthens the findings. Rogers, & Sabido (2004) argue that holistic and summative evaluation research measures are imperative to understanding audience behavior. The most important piece of this methodology is not the combination of data, but the ability to relate them so as to "counteract the threats to validity identified in each" (p. 5). This study provides a better understanding of how to best utilize mobile technology in social change fundraising initiatives. Moreover, it holds explaining power in the transition from awareness to behavior change and advocacy. This contributes to current research that explores the complexities of new media with hopes of incorporating them in social change crisis interventions.

Citizen camera-reporting and the Iran election crisis

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User-generated content (UGC) is often thought to have democratized journalism because it disrupts the traditional relationship between news producers and their consumers. It is claimed that UGC gives the news media a new type of popular legitimacy because ordinary citizens are now part of the news making process. There has, however, been plenty of skepticism about whether the rise of UGC really corresponds with the ideals of collaborative and participatory news practices. Previous research has also shown that high moderation costs have led journalists to question the value of citizen contributions, with the exception of pictures and videos taken by ordinary citizens in the midst of crises and disasters. These kinds of images have the highest news value, and therefore, unlike most citizen material, they feature in broadcast news and on front pages of newspapers around the world. This paper examines citizen camera-reporting from the 2009 Iranian post-election protests. It takes a look at how established news media in Sweden, Finland, and the US, helped communicate and condition the course of this international crisis. The event has been described as a major turning point in terms of how mainstream news organizations think about social media. The Iranian government banned foreign journalists from covering political rallies in Tehran and as a result, Western news media began to supplement their on-the-ground reporting with amateur video images shot by first-hand witnesses. However, this exclusive material also raised serious questions about its authenticity and impartiality. The study is based on content analysis of news reports and interviews with journalists. It explores the ways in which professional news outlets (SVT in Sweden, YLE in Finland, and CNN in the US) used and integrated imagery captured by ordinary Iranians into the news narrative. Specific questions will be raised about the integrity, relative quality, and moral power of these eyewitness reports. Furthermore, we will discuss how were issues of objectivity, authenticity, and ethics handled and discussed within the selected newscasts? What is the function of these amateur stills and videos? What role they may play in developing the audiences' moral and political engagement with this international crisis event? The anonymous amateur video of Iranian student Neda Agha Soltan will be singled out for particular attention in this regard because it instantly became an international icon for the protest movement. It galvanized protesters in Iran and shaped worldwide perceptions of the crisis.

Crisis and “citizen” constructions in traditional and new media: comparing political, corporate, medial and public crises communications

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Crisis Communications and concepts such as Corporate Citizenship (CC) and Corporate Social Responsibility (CSR), in which Corporations are presenting themselves as “Corporate Citizen” in order to avoid public pressure or regulation (Matten & Crane, 2005; Scherer & Palazzo, 2008), are highly related: Crisis situations can be regarded as disruptive events in which the legitimate social order and constructs for e.g. on the role of corporations in society are challenged. Actors often call for an immediate repair of this order (Patriotta et al., 2008) by attributing responsibility (Coombs, 2004) in a moralistic or defensive way. The aim of the study is to inter-systemically and inter-medially compare, how organizational (political, corporate), medial and public actors via traditional and new media (blogosphere) broach the issue of the global financial crisis over time and hereby change their constructions on the corporations' role in society (“Corporate Citizen”). A first research gap lays in the development of an inter-organizational perspective which links political crisis communications with corporate crisis communications (Horsley & Barker, 2002; Löffelholz, 2004; Schultz & Raupp 2010) and furthermore with medial and public communications. Whereas crisis communication theory mainly concentrates on organizational crises and response strategies in the private sector (e.g. Coombs, 2004, 2009), analyses on crisis communications often do not take into account the political organizations, medial and public actors (protest actors) communications. Secondly, in crisis situations and especially within the field of organizational crisis communications, new media are playing a crucial role (Taylor & Perry 2005, Taylor & Kent 2007, Perry, Taylor &

Doerfel 2003, Coombs 2000): Often, critical actors are influencing the frame for the interpretation of events and hereby also its reception via new media communications (Coombs 2007). For the public and journalists, new media work as an alternative and immediately available source for the collection of information. This role of new media is very seldom analyzed (e.g. Liu 2010). In this study we therefore intersystemically analyse: R1: How do the different actors (corporate, political, medial, public) construct, frame and discuss the global financial crisis (attribution of responsibility, responses, issue strategies)? R2: How do they change their constructions on the corporation's role in society? R3: Which role do new media play in this regard (differences and commonness)? By building on earlier research (Schultz & Raupp 2010) as well as on different definitions on corporate citizenship (individual, organizational, societal level, by building on Wood (1991) our empirical study documents the financial crisis through a qualitative and quantitative analysis of articles from September 2008 to March 2009 via SPSS: over 150 press releases of international corporations and national and international political organizations over 100 media articles of leading German newspapers over 100 blogs articles in leading German online Blogs.

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The medium is the message? Perceptions of crisis communication strategies on twitter, blogs and traditional media

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The aim of this paper is to analyze the effects of media on perceptions of crisis communications. The key contribution lay in enriching Situational Crisis Communication Theory by bringing together online relations and crisis communication and conducting an experiment that compares two different applications of social media (Blog, Twitter) with traditional media (newspaper). Crises can be regarded as events which disrupt social order and trigger moral communications in order to delegitimize or re-legitimize organizations (Patriotta et al. 2008, Schultz 2009). Within the last years, especially product crises based on organizational misdeeds enforced citizenship oriented behaviour of consumers (moral consumerism) and led to boycotts or reputational damages.

The paper extends prior research in several ways. First, in the field of crisis communication research, analyses on the perception of and reactions on crisis responses are understudied. Situational Crisis Communication Theory predicts which crisis communicative strategy is most successful in a specific type of crisis (e.g. Coombs 1998): However, as Coombs and Holladay (2008) point out, there are only few experiments that test whether the crisis response strategies indeed affect stakeholder perceptions and responses. Second, the role of the media used has not been taken into account that often. Online media, especially the so-called social media as Blogs or Twitter, are often regarded as more dialogical, relationship building, interactive and fastening (e.g. Kent, Taylor & White 2003; Taylor & Kent 2007). The boundary between interpersonal and mass communication has blurred especially in social media. In spite of its interpersonal and dialogic character, large audiences can be reached by it. Actors can directly react to, forward or share messages or form protest groups. Communication via social media can spread like wildfire; therefore we expect stronger and more extreme effects in the social media conditions. Because Twitter is constrained to short messages, the polarizing effect should be even stronger. Whereas some authors point to the role of media through content analyses e.g. of traditional media and blogs (e.g. Liu 2010), comparative experiments on the perception and trustworthiness of crises responses are still outstanding. In the paper, we present the results of an experiment with a 3 (type of crisis response: apology vs. sympathy vs. information) x 3 (medium: newspaper vs. blog vs. Twitter) – design. The study analysed the effectiveness of these strategies in a mainly intentional crisis (Coombs 2004). We used traditional dependent measures in the field of attributions such as e.g. crisis responsibility, trustworthiness and emotionality, but introduced also the dimension of actions, such as answering crisis communications, sharing information (electronic word-of-mouth), participating in a group and willingness to change social relations (boycott). The study documents to what extent the medium effects the message and hereby also the success of crisis response strategies. It points to the need for further analyses on media-related research as well as the linkage to behavioural outcomes. References: Coombs, Timothy, W. (1998), An Analytic Framework for Crisis Situations: Better Response From a Better Understanding of the Situation, *Journal of Public Relations Research*, 10(3): 177-119. Coombs, W. Timothy (2004), Impact of Past Crises on current crisis communication. Insights from situational crisis communication theory, *Journal of Business Communication*, 41 (3): 265-289. Coombs, Timothy W. & Schmidt, Lainen (2000), An Empirical Analysis of Image Restoration: Texaco's Racism Crisis, *Journal of Public Relations Research* 12(2): 163-178. Coombs, W. Timothy & Holladay, Sherry J. (2008), Comparing apology to equivalent crisis response strategies: Clarifying apology's role and value in crisis communication *Communication Studies*, *Public Relations Review* 34: 252–257. Patriotta, G., Schultz, F. & Gond, J. P. (2008), The institutional work of justification: How actors make sense of disruptive events, paper presented at the Conference European Group of Organization Studies (EGOS), 10. – 12. July, Amsterdam. Kent, M. L., Taylor, M., & White, W. J. (2003), The relationship between website design and organizational responsiveness to stakeholders, *Public Relations Review* 29: 63–77. Liu, Brooke Fisher (2010), Distinguishing how elite newspapers and A-list blogs cover crises: Insights for managing crises online, *Public Relations Review* 36: 28–34 (In Press, Corrected Proof). Liu, Brooke Fisher (2010): Distinguishing how elite newspapers and A-list blogs cover crises: Insights for managing crises online, *Public Relations Review* 36 (2010): 28–34 (In Press). Schultz, F. (2009), Moral Communication and Organizational Communication: On the narrative construction of social responsibility, paper presented at the International Communication Association (ICA), May 21-25, Chicago, USA. Taylor, M. & Kent, M. L. (2007), Taxonomy of mediated crisis responses, *Public Relations Review* 33: 140–146. Utz, S., Matzat, U., & Snijders, C. (2009), Online Reputation Systems: The Effects of Feedback Comments and Reactions on Building and Rebuilding Trust in Online Auctions, *International Journal of Electronic Commerce*, 13: 95-118.

Crisis communication and the image of Mexico during the H1N1 influenza pandemic

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The number of crisis situations that we know of has currently increased, mainly due to the mass media, which in view of events with negative and surprise characteristics promote wide spectacular coverage of the events, which

generate a big consumption from the viewers behalf, and at the same time they shape the image of the event and also of the ones involved, that is why the management of the information is fundamental. Crisis, as an abrupt and negative change or as a change of the usual rules, have turned into media crisis because of their wide broadcast, which can affect the main intangible of any institution, enterprise, person, organism or even country: their image, which will have a direct impact in different aspects, being one of them and very relevant, the financial one. On April 2009, Mexico registered a media crisis as a country before the presence of an infectious agent, likely new, of influenza that in a first moment was called Mexican influenza, later Swine flu and at the end H1N1 influenza. The ignorance of the magnitude of the secondary mortality or the transmission of the new virus, and also that the WHO qualified it as a class five pandemic –the highest number-, affected Mexico's image and therefore, its financial system, but it happened to be a media pandemic more than a real one.

Militants or Civilians: An analysis of the Niger Delta Crisis in Nigeria

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This paper considers the role the print media played in the reportage and management of the Niger Delta crisis between 2008 and 2009. These years were chosen as they represent the height of the on going Niger Delta crisis as well as the attempt made by the President Yar'Adua's administration to proffer amnesty as a possible solution to the crisis. To do the analysis, two Nigerian based newspapers were randomly selected and they are; The Guardian and The Punch. The months of January, April, July, and October were chosen to achieve a quarterly sequence for the analysis. The research draws its data from editorials, feature articles as well as news articles which discuss the Niger Delta crisis within the selected newspapers. From the analysis the paper discusses its findings which border on the observation that the print media through its emphasis on certain aspects of the Niger Delta issue as well as the use of phrases which seem to encourage violence among the Niger Delta youths is not helping in managing the crisis. The paper argues that the promotion of such ideologies creates a sense of militancy rather than citizenship among the Niger Delta indigenes which in turn cannot encourage peace and a lasting solution to the crisis. The paper concludes with suggestions of ways in which the print media could more positively be conflict managers in handling the Niger Delta crisis.

Naming is Framing: Swine Flu, New Flu, and AH1N1

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Framing is an important part of the initial stages of crisis communication, when the question discussed is that of "What is it?", or "How should it be categorized?" Framing is the deliberate attempt to influence the way in which stakeholders perceive of the incident or topic in question, and one way of doing this is by naming it. This includes such self-evident labels as "incident" vs. "accident", but even more ideological labelling, such as US President Ronald Reagan's use of "freedom fighters" for the Nicaraguan anti-Communist "contras" during the 1980s. When a flu coming from Mexico started to make headlines in 2009, the flu became known as the Swine Flu – although it did in fact have very little to do with pigs. As the flu was upgraded to pandemic status, and death numbers were rising, governmental agencies in many countries tried to take control of this crisis situation by renaming the disease. The first attempt was to label it the New Flu, and finally the technical term AH1N1 became the official name. In my paper, I shall discuss this labelling in relation to the concept of framing, and the attempts at taking control over the flu discourse performed by especially the Swedish governmental bodies. The analysis will include readings of both official texts and news coverage, and the main questions to be answered will be: – In what respect did the official bodies try and take control of the situation through framing? – How did media and the public react to these attempts at renaming the flu? – Did the government succeed in the

renaming, and subsequently in framing the pandemic? – What is to be learned from this case, in terms of crisis communication and control through framing? The study will mainly focus on the situation in Sweden, but even the strategies of official bodies in other West European countries will be used in the discussion of whether framing is a fruitful way of approaching a crisis, especially when it comes to managing public fear and anxiety. The theoretical frame for the analysis will be rhetorical crisis communication (along the lines of e.g. Heath, Hearit, Benoit & Millar), but even Lakoff's works on framing within political communication.

Making a Connection: Social Media's Key Role in the Coverage of the Haiti Earthquake and in the Relief Efforts

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The devastating earthquake in Haiti in January 2010 illustrates the key role played by online media in the rapid dissemination of information about natural disasters. Haiti's Internet connections helped inform the world about the death and destruction that resulted from the 7.0-magnitude earthquake. Social media, such as Twitter, Facebook and blogs, have now emerged as the quickest and most efficient way to disseminate information about natural disasters. These tools also help in the formation of interactive disaster-relief communities and can raise millions of dollars quickly for relief efforts. This study examines the increasing role played by the Internet in disaster awareness and action, and utilizes the authors' earlier studies of 2005's Hurricane Katrina and 2004's Indian Ocean Tsunami to show that the Haitian earthquake marks a tipping point in the use of social media for the diffusion of news in a time of disaster. This new way of sharing information – similar to the role played by the social media during mass protests in Iran in 2009 – illustrates the Internet's powerful impact as a global medium. The main research questions in this study involve the role and impact of social media and other online news forms in disaster awareness and the societal ramifications of this new communication technology. The conceptual framework involves the role of news in a society and how communities are formed in cyberspace. Virtual communities occur when people interact in cyberspace for enough time and with enough feeling to form Webs of personal interaction. An interactive disaster-relief community has both an ongoing interest in disaster awareness and humanitarian aid programs and a transitory interest in immediate disaster response. Because it allows for ample interactivity, the Internet is redefining the role of the media and influencing disaster relief efforts. This study's methodology includes content analysis of the coverage of the earthquake and its aftermath in the more traditional journalistic print, broadcast and online venues as well as in the emergent social media. The analysis will examine how a combination of journalistic and technological forces has increased the levels of interactivity on news and social media sites and greatly altered how the rest of the world learns about disasters and decides whether to contribute to relief efforts. Both the traditional media and the new social media deliver essential information about the scope of the tragedies, including multimedia images, personal accounts from survivors and links to more technical information such as detailed maps, global positioning systems and other geospatial technologies. The coverage also includes links to disaster relief organizations, such as the CARE, UNICEF and the Red Cross. This research will examine not just how the delivery of information has changed, but also how the social media have contributed greatly to the depth of information available, offering users a more compelling narrative that enriches their emotional connection to a disaster.

Social Media Monitoring in Crisis Communication: An Example of H1N1 Vaccine Crisis in Taiwan

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The explosion of social media has brought dramatic changes to many aspects of crisis communication. There is a need to elaborate and build greater knowledge about crisis communications and new media with an emphasis on social media, especially the value of social media for early crisis detection. An important and significant example is the emergence of the current worldwide influenza A (H1N1) infection. Very few efforts, however, have

been taken to explore the roles and functions that social-media tools are playing in the detection of and response to this outbreak. Accordingly, by using the case of H1N1 vaccine dispute in Taiwan, the present study will attempt to provide the empirical evidence of social media in helping detecting the emergent crises. To prevent possible occurrences of vaccine crisis, CECC formed a "Vaccine Crisis Management Task Force" on September 22, 2009. Even so, several crises did occur as expected, including vaccine-associated side effect or death, vaccine-associated miscarriage or other vaccine-associated adverse effect in pregnant women, and suspicion about foreign or local vaccine safety. Up to January 2010, the dispute of vaccine safety has spread over the traditional news media as well as the internet, and the Task Force has put a lot of effort in calming public panic and solving the big crisis. Utilizing data gathered through content analysis of the official web-sites of and the social media tools used by the Taiwan Central Epidemic Command Center (CECC), and interviews with the officials of the CECC, this study evaluates the extent to which the new task of social media monitoring and the emergent processes were used by Taiwanese government officials in dealing with the vaccine crisis in 2009. The findings indicate that, although some basic strategies have been developed to monitor and utilize social media, the CECC officials tended to hold a passive and traditional mindset in using emerging social networking tools. For example, In light of the rising popularity and the influences of the internet-based social networking sites, since the establishment of CECC, all Taiwan's response measures to the 2009 influenza pandemic have not only been posted on the official website, but also on social media sites such as Facebook, Twitter and MySpace to reach out to the younger generation. In addition, web-based mapping and search-term surveillance have been used as alternative forms of rapid dissemination of information. Unfortunately, very few efforts were used to detect early public panic on the internet social networks. Recommendations are provided for future social media monitoring activities in facing widely spread health disasters such as H1N1.

When sorry seems to be the hardest word... -The rhetorical crisis communication strategies of female politicians in Norway and Sweden

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The political scandal is nothing new. Each day the media reports on politicians doing and saying something wrong, not doing or saying something they should and even doing or saying something the wrong way. With the increasing number of female politicians, more and more women find themselves in need of rhetorical communications strategies to defend or maintain a favourable image. The majority of earlier rhetorical communication studies have focused on male politicians and how they defend themselves, and paid little attention to the crisis communication strategies of women. My study would help fill this gap. I am doing a comparative qualitative study of the communication strategies of six female politicians in Norway and Sweden from 2006 to 2009. From Norway I will look at the defence strategies from the former leader of the Norwegian Confederation of Unions (LO) Gerd-Liv Valla, the former Minister of Children and Equality Manuela Ramin-Osmundsen and the former Minister of Petroleum and Energy and leader of Centre Party, Åslaug Haga. From Sweden I have chosen the former Minister of Foreign Trade Maria Borelius, the former Minister of Culture Cecilia Stegö Chiló and the president of the Swedish Trade Union Confederation, Wanja Lundby-Wedin. All these six female politicians were part of political scandals and used rhetorical crisis communication strategies to defend their public image. All but one had to resign due to scandals and poor use of image repair discourse. My study is based on the contributions of three different theorists within the field of rhetorical crisis communications. William L. Benoit has developed a Theory of Image Restoration. His image restoration strategies are organized into five broad categories, three of which have subcategories; denial, evading responsibility, reducing offensiveness, corrective action and mortification. Timothy Coombs Situational Crisis Communication Theory (SCCT) consists of seven communication strategies, arrayed along a continuum with end points of defensive and accommodative; attack the accuser, denial, excuse, justification, ingratiation, corrective action and full apology. Keith Michael Hearit has a more ethical approach to the rhetorical crisis communication. In contrast to Benoit's and Coombs descriptive typologies, which tells you what you could say, Hearit focuses on the normative aspect and what you should say to seek reconciliation. Numerous studies show that men and women communicate differently.

Women seem more comfortable with admitting fault and saying they're sorry than men. My earlier studies show, on the other hand, that female politicians in Norway rarely express regret and ask for forgiveness. Further research is required. Research questions: -How do female politicians in Norway and Sweden use rhetorical crisis communication strategies to defend their public image in political scandals? -Do female politicians use different rhetorical crisis communications strategies than men? - Which? - Why? -Are there other expectations to female politicians, when it comes to which crisis communication strategies they should use, and how they should defend themselves rhetorically? - Which? - Why?

The rhetoric of risk in the news about pandemics

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Recent pandemics like BSE, bird flu or H1N1 flu show several contradictory features, which we can summarize in three axes: i) They have a global dimension - not only in what concerns their manifestations (what is not really new) but also in what concerns coordinating the fight against them, led by worldwide institutions like the World Health Organization; but they also have a local dimension, concerning individuals and populations in certain areas (a town, a country). ii) They are considered, in their beginnings, as very dangerous diseases, with the potentiality to originate a great amount of deaths; but they are seen, at the end, as quite harmless diseases. iii) The fight against them imply the trust of populations and individuals in the health and political authorities; but that fight generally involves a certain degree of distrust, with individuals thinking that health and political authorities are not telling them all the truth about the risks. These features are largely a construction of media discourse, of how the media report the facts and opine on them. In fact, working along the three axes, the news media follow invariably a certain standard. They start by presenting the pandemic as something distant, yet little dangerous, and not to question the decisions of health authorities. As the pandemic progresses, they present it as a reality ever closer, increasingly emphasizing the risks it entails, and starting to question the measures taken by health authorities. In the end, when they verify the disproportion between the estimated casualties and the real ones, they present again the pandemic as something distant, or even nonexistent, with no risks at all, and question the trust in health authorities precisely for this reason (the inability to preview the risks, the exaggeration about them). Thus, what started as a health crisis becomes, in the end, and through the media, a crisis of citizens' trust in their political authorities. The risk, for the media themselves, is that they are seen as the tool of a political strategy that seeks the domestication of individual behaviours, and of a commercial strategy that seeks vaccine manufacturers to increase their profits exponentially; and, thus, that they lose much of its credibility. To study how the media do this news work, we made a discourse analysis of six selected news about the H1N1 flu, published on the Portuguese newspapers *Correio da Manhã* and *Público*: two of the news in the beginning of the pandemics (April 2009), the next three in the middle of the process (August 2009), and the three last ones in the end of the process, which we can consider is already reached (January 2010). We analyzed the news using a grid containing the several dimensions of what Teun van Dijk (1988) calls the "rhetoric of news". So, the term "rhetoric" we use here refers to the set of linguistic and textual devices - figures of speech, arguments, structures, etc. – that the media use to give their news about the pandemic and, more generally, about the risks.

Opinions on a pandemic influenza Swedish general public about risks, authorities and media coverage of the Swine Flu 2009

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During spring 2009 cases of the H1N1-influenza appeared in Mexico. The transmission was fast and resulted in deaths of both young and older persons. In a few weeks the infection was a fact in many countries, and in June 2009 it was upgraded to level 6, which is the highest level on the pandemic-scale of the World Health

Organization, WHO. "The world is now at the start of the 2009 influenza pandemic", declared WHO general secretary Margaret Chan at a press conference on June 11, 2009. The infection, early on known as the Swine Flu, was compared to other influenzas such as the Hong Kong Flu, the Asian and The Spanish Flues, which all had caused several human deaths. In Sweden, as in other countries, media focused on these comparisons. In order to limit the infectious spreading, the Swedish authorities took several measures, among which was a large-scale vaccination campaign. The vaccination of especially exposed groups started in October 2009. In most cases the vaccination was free of charge or could be obtained at a very low cost. In the beginning of December, 40 percent or closer to 4 million persons were vaccinated. The estimate at the turn of the year was 60 percent, which probably is the highest figure in Europe. The vaccination campaign was closely followed by Swedish media, which, during different phases either questioned the value of the campaign or criticized the lack of vaccine. The media also reported on the spread of the influenza throughout the country. According to official statistics, 10 991 cases had, in the beginning of February 2010, been reported to the Swedish County Councils. Of these, 1 409 were subjects to hospital treatment, and 27 persons had died from the disease (Swedish Institute for Infectious Disease Control, 5 February, 2010). In a study, starting in September 2009, we investigate the relationship between the consumption of media by the Swedish general public and their views on the Swine Flu, as well as their confidence in the actions taken by the Swedish authorities. We also investigate the risk assessment made by the general public and its consequences for the Swedish society. Data is collected from a national survey of 6 000 randomly selected persons aged 18-79 years, which was conducted by the SOM-Institute at the University of Gothenburg in November 2009. Parallel to this, we carry out an analysis of the influenza coverage by the largest Swedish media. This means that the opinions expressed in the first study can be correlated to the contents of the media the persons - as stated by themselves – consume. The survey will also provide answers to the questions about how the information on the influenza given by the Swedish news media is validated by the general public – and to what extent there is confidence in the reports given by different media. The results will be analysed in relation to traditional background variables such as gender, age and level of education. Tomas Andersson Odén & Marina Ghersetti Department of Journalism, Media and Communication University of Gothenburg

Crisis Communication on YouTube

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This paper considers the ways in which alternative war imagery has become a significant source of information in the ways that we make sense of and commemorate violent international conflict. The Iraqi conflict has emerged as the first YouTube war, where vernacular imagery created by frontline soldiers, civilians in the war zones and Iraqi insurgents is becoming an increasingly important factor in mediating perceptions of the performances of US foreign policy and also in reshaping public memory from perspectives other than the ruling elites. Drawing on theories on war and new media, the politics of memory, and the Internet and public spheres, the paper examines the alternative culture of commemoration on YouTube constituted by the frequent video tributes to fallen US soldiers in Afghanistan and Iraq and the user responses and interactions enabled by the comments feature. These memorial videos address one of the most difficult issues for a nation at war, 'the body bag problem', taking as their overall theme the anguish and grief that the casualties of war cause for the US soldiers and their families. Addressing recent calls for a more sustained scholarly exploration of the 'micro-publics that increasingly constitute themselves online' (Carruthers, 2009), the paper provides an in-depth thematic analysis of a representative sample of the soldier tributes and of the user commentaries posted directly on the YouTube site. What are the format, meanings, and communicative functions of these audiovisual and textual discourses? To what extent, and in what distinctive ways, do these vernacular practices of mourning and remembering corroborate, respectively challenge the prevalent scholarly notion that such practices more often than not are 'employed as forms of forgetting and depoliticization' (Sturken, 2007), substituting easy emotional comfort for critical thought? In conclusion, the paper makes the case that the culture of commemoration embodied and created by the YouTube soldier tributes can be seen to have established a potent public counter space to the

official and more sanitized war discourse that the former Bush-administration sought to set up by bannishing the mourning of dead American soldiers from the public sphere. The succeeding Obama-administration may have marked a shift in the direction of a more open acknowledgment of the national loss of American lives in Iraq and Afghanistan, but the institutional formats for honouring the fallen are still tightly controlled by official considerations and stricture. In contrast, the user-generated mediations of issues of loss, pain, and grief found on YouTube give voice to a full range of popular sentiments and interests, highlighting the concerns of ordinary citizens and their personally situated – and at times highly critical – perceptions of the American war effort. Hence, ultimately what the audiovisual and textual discourses that make up the substance of the community accomplish is the production of an alternative public space for national grief and redemption that simultaneously represents an important site of contestation around issues of US national identity, history and public memory. To a certain extent then, the YouTube tribute community can be seen to foster critical political discourse among participants worldwide that would never be able to come together in real space and time, potentially helping to expand each other's perspectives with culturally and politically diverse viewpoints.

Available in Perpetuity: Citizen Challenges to School Shooter Imagery

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Contemporary communication tools are dramatically changing the ways journalists collect and disseminate information. Interviews, still and moving images, soundtracks, headlines, analysis and commentary—all of which can not only reinforce memory but also reignite traumas—are available in perpetuity thanks to Google, YouTube, Facebook and other file sharing and social networking systems. Texts inscribed in today's cultural memory have immense power both at their original moment of distribution, but more crucially, over time and space. While citizen journalism and the blogosphere are increasingly influential, professional news organizations still dominate the media landscape and in large measure determine how stories are framed, presented, and memorialized. In the case of trauma and crisis reporting, citizens acting alone and in community are demanding more say in this process. This paper examines the interaction between citizens and news organizations through case studies of school shootings, beginning with Columbine (1999) which produced the first collection of materials including journals, home videos and surveillance tapes. The web being what it is, these became perpetually available for others to see and imitate. Seung Hui Cho, who shot and killed 32 people on the Virginia Tech campus, made direct reference to Columbine in the video he created and mailed to NBC News. School shooters in Finland and in Germany similarly left behind images of themselves in the anomic Columbine style. What role can and should citizens play in influencing mediated uses of these materials? Taking Columbine as its starting point, this paper examines citizen efforts to "anonymize" killers by having their words and images limited in breaking news coverage and/or removed completely from news archives. While requests to "unpublish" news reports are not new, they are gaining more traction in an era of growing inter-activity between journalists and the communities they cover.

Witness to War: Photojournalism in Times of Crisis

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Visual imagery of war, conflict and crisis is a routine, everyday feature of our news media. For the photographer confronted with the challenge of bearing witness to conflict on our behalf, the effort to record its human consequences raises important issues of interpretation. Important questions thus arise regarding "our camera-mediated knowledge of war," to use Sontag's phrase, which will necessarily highlight the exercise of communicative power. "Look, the photographs say, this is what it's like. This is what war does. And that, that is what it does, too," she observes. "War tears, rends. War rips open, eviscerates. War scorches. War dismembers. War ruins." Such imagery, it follows, invites a shared stance or point of view with the photographer, regardless of

its implicit claim to be a "record of the real" faithful to journalistic impartiality. The ways in which a photograph of an atrocity privileges a moment, effectively making "real" events which "we" might otherwise choose to ignore, is as much a question of framing (including but also, by definition, excluding) as it is of objectification. In each instance, photography makes possible the means to apprehend – at a distance – other people's pain, with all of the moral implications such a form of spectatorship engenders. This paper seeks to show how familiar assumptions about photojournalism's capacity to represent violence in an impartial manner are being decisively recast by the "digital revolution" in photographic technologies. We begin by recognising that in times of crisis, the culture of othering ordinarily permeating Western journalism can be thrown into sharp relief. The ideological purchase of certain "us and them" dichotomies, recurrently inflected in news reports which counterpoise the structural interests of "people like us" against the suffering of strangers, may be disrupted and challenged by images produced by diverse constituencies. Such images can range from those shot by photojournalists, to ones taken for entirely different reasons by participants in the violence, or even those captured by ordinary citizens who happen to be in the wrong place at the wrong time, amongst other possibilities. Despite these differences, however, this imagery recurrently exhibits a shared commitment to "making real" the horrors of events in warzones. Accordingly, this paper aims to offer an evaluative assessment of this capacity, both in theoretical terms and with respect to its practical realisation vis-a-vis specific images produced by individuals situated outside the realm of professional journalism. It will be argued that this form of eyewitness imagery raises important questions about the mediation of discursive power, a process that is shown to be uneven, contingent and frequently the site of resistance from those whose interests are being called into question. Evidence is drawn from several case studies in order to assess the implications of digitalization for new types of photojournalism in crisis situations, with particular attention devoted to the photographer's moral responsibilities where visual truth-telling is concerned.

Crisis and Semantic Networks for Communication Components for Top and Bottom-Ranked Global Corporations in Reputation

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Crisis for corporations is a frequently discussed problem. While there is considerable anecdotal information about how particular corporations deal with crisis in their media behaviors, there is little evidence of a more generalizable nature. One important question is for what kinds of corporations is crisis more significant? Are corporations with crises considered less reputable? It is not known how concepts including corporate branding, corporate identity, corporate image, corporate social responsibility, and corporate reputation are associated in news documents about corporations with respect to corporate crisis. We examine the associations among these concepts in natural language discourse in the press and discuss implications. We analyze the position of crisis in the semantic networks of news stories about the Reputation Institute's 2009 Global Pulse ratings of 600 world corporations by comparing the top 30 to the bottom 30 in terms of the semantic networks containing crisis and corporate communication terms to see whether the distance of the top corporations is different in relation to these terms than is the distance of the bottom ranked corporations. If there is such a difference this suggests that corporations and stakeholders communicate differently regarding these corporate concepts in association with corporate reputation and crisis. It is hypothesized that for the bottom 30 corporations, crisis will be more central in semantic networks than it will be for the top ranked corporations. The hypothesis was supported. Crisis was 255% more central for the bottom-rated corporations in terms of news coverage about them. Crisis overcame corporate communication concepts in relative importance, perhaps producing in stakeholders' minds the low reputation rankings. On the other hand, for the top corporations in reputation, while crisis was connected to corporate communication concepts it was much less important, 255% less central in the semantic network. For the top corporations, corporate social responsibility was the most central concept. Also substantively significant is that while corporate branding and corporate social responsibility were virtual constants for the top and bottom corporate distances, corporate image stood out as a highly significant communication component, with the top ranked corporations more than twice as close to the concept of corporate image than the bottom

corporations. Corporate image is a key communication component associated with corporate reputation, while corporate identity is not widely discussed in the print media with respect to the corporations studied. One area of useful future research is to examine corporate image in semantic networks with respect to crisis over time, mapping the networks before, during, and after crisis, conducting time-lagged analysis of print media coverage of the key concepts in relation to subsequent reputation rankings. How does corporate reputation change before, during, and after crisis and how does corporate communication behavior change in relation to corporate image and reputation rankings? This can contribute to building theory about crisis and corporate communication, which until now has been treated mainly anecdotally. We have documented the important first step, the fact that corporate crisis is 255% more central for bottom-ranked corporations in reputation.