Managing Crisis Communication Via Social Media

Anja Špoljarić
University of Zagreb, Faculty of Economics and Business, Croatia
aspoljaric@efzg.hr

Abstract

Social media is becoming omnipresent in everyone's daily life, which is changing the way consumers think, act and buy. Organizations are aware of the possibilities that may occur from developing social media communication strategies, but oftentimes forget to predict and block negative consequences. Information spreadability and bad communication practices are the perfect trigger of a social media crisis, which is why it is crucial for organizations to know what kind of communication, both internal and external, they need to implement. To explore consumers' opinions on social media crisis communication, an online survey was conducted. 125 participants gave their insight into their expectations of the types and tone of social media messages organizations should communicate during a time of crisis. These findings could be used as a guideline for crisis communication planning, considering they examine what types of messages consumers prefer, and which medium of communication they prefer. Even though it is recognized that crisis situations can have a huge impact on an organization's wellbeing, consumers' perspective on crisis communication still has not been researched thoroughly.

Keywords: public relations, crisis situation, social media, crisis communication, consumer perspective on crisis communication

Introduction

As Strandberg and Vigsø (2016, p. 89) said, "every organization will at one time or another face a crisis or a transformation, and therefore needs to be prepared to communicate with both external and internal stakeholders". Thanks to the internet and all the possibilities it offers, especially now that social media is taking over everyday lives with the usage of it being 144 minutes per day (Statista, 2020), crises are more likely to affect organizations negatively.

This is exactly what crises are; sudden events that happen unexpectedly and have a negative effect on organization's integrity and its employees with possible effects on societal wellbeing (Legčević & Taučer, 2014).

Social media democratizes information and turns content creation into a process among a group of people (Evans, 2009). It is a combination of mobile and web-based technologies that create platforms (which are first and foremost interactive) suitable for content creation, content sharing, and content discussion by each individual (that is interested to do so) or a group (Kietzmann et al., 2011). Companies are now using these new media channels to interact with their consumers and build relationships (Drury, 2008). However, this two-way communication provides interactivity which can affect employee engagement (Crescenzo, 2011), which is why social media has become one of the internal communication channels as well.

Libai et al. (2010) recognize the changes that appeared in customer to customer (C2C) interactions in the last few decades, especially the ones that occur thanks to social media networks. They include a new way of communicating, not only verbally, but also nonverbally, such as expressing consumption related attitudes on social media platforms (Blažević et al., 2013). These changes gave an opportunity for customers to talk to each other and talk back to companies (Deighton & Kornfeld, 2009), but most significantly – an opportunity to offer their own content (Henning-Therau et al., 2010). Blažević et al. (2013) introduced a concept of customer-driven influence (CDI) and defined it as "the impact of customers' verbal and non-verbal communication on other customers' attitudes and behaviors" (p. 295).

All these changes are applicable in internal communication as well because social media is a superior channel option compared to previous ones, considering they bring the opportunity to communicate across distance (Young & Hinesly, 2014), offer both verbal and nonverbal communication by allowing an exchange of pictures, videos and other forms of media (Kaplan & Haenlein, 2010), and are easily adjusted to fit the organization's (or more specifically, a group within an organization's) needs (Muller et al., 2012).

Social media platforms support idea sharing, information and knowledge distribution, promote innovation and creativity by allowing content creation (Constantinides, 2014). Taking this, as well as the concept of CDI and the fact there are 2.65 billion social media users (Statista, 2018), brings up an issue of adequately managing crisis communication through social media. Crisis can also be an opportunity for an organization, as it offers a chance to develop and improve (if problems and causes are adequately diagnosed), while also allowing a company's image to strengthen, provided the crisis is dealt with properly (Tkalac Verčič, 2016).

The aim of this study was to determine consumers' perspective on crisis communication management via social media. Today, it is important to determine what kind of communication is expected of organizations during a crisis, and whether there is a preferred form of it amongst consumers to ensure that consequences of a crisis are reduced as much as possible. Therefore, the purpose of this study was to give an indication on what crisis communication via social media should look like, and how it should be managed.

Literature Review

Crisis communication management

One part of crisis management is crisis communication in all its forms (Tomić & Milas, 2006). "When crisis communication is ineffective, so is the crisis management effort" (Coombs, 2014, x). Fearn-Banks (2007) describes crisis communication as "the dialogue between the organization and its public(s) prior to, during, and after the negative occurrence" (p. 2), which can hurt the organization's image. The main goal of crisis communication is to reduce or eliminate the negative effects a crisis situation can cause. To prevent crisis communication from being ineffective, and simultaneously crisis management, it is crucial to manage crisis communication.

Bernstein (2016) offers ten steps to crisis communication management and divides them into pre- and post-crisis actions. Pre-crisis actions include anticipating the crisis, followed by identifying a crisis communications team, identifying, and training a spokesperson, establishing notification, and monitoring systems, identifying, and knowing organization's stakeholders and developing preliminary messages. It is clear that effective crisis communication management depends on preparation. When a crisis develops, there is not enough time to be proactive (Tkalac Verčič, 2016), which leaves insufficient time to carry out all the necessary steps from the beginning.

Social media crisis communication

Considering that prompt and honest communication increases consumers' trust in an organization and its actions (Tkalac Verčič, 2016), social media is a more than acceptable channel to communicate through as well (Jahn & Hong, 2017). Social media, and any other interactive communication media/tool, offers both one-way and two-way communication during a crisis, which is something organizations try to combine to maximize the outcomes (Taylor

& Perry, 2005). New media forms are especially effective during initial crisis events (Thelwall & Stuart, 2007) because sometimes, but notably in the beginning, the public perceives lower levels of crisis if exposed to social media communication than traditional communication via mass media, such as newspapers (Sweetser & Metzgar, 2007).

Researchers (Searles & Weinberger, 2000; Kelleher, 2009; Jahng & Hong, 2017) recognized that social media communication has a human (more personal) or corporate (more impersonal) voice which have a different effect on communication success, including in the time of a crisis. The research questions, based on these findings, for this study, were as follows:

RQ1 – What kind of communication do consumers active on social media expect from an organization when a crisis occurs?
RQ1a – Do consumers active on social media prefer a specific (social) media channel when it comes to crisis communication?
RQ1b – Do consumers active on social media prefer a specific tone to crisis communication messages that are shared via social media channels?

Method

Research design

Research ideas and survey questions were based on Jahng and Hong's 2017 research of "the role of human voice over corporate voice (…) on the public evaluation of corporate crisis communication on Twitter" (p. 147). The survey conducted for this research was an online survey made in *Google Forms*, shared on author's social media accounts (*Facebook, Instagram, Twitter*) to reach social media users. A survey link was shared in several different posts that included the author's *Facebook status*, regular *Instagram* posts, and *Instagram* stories and *tweets*. The link was also shared in the author's *Instagram bio*. Data for this research was collected in 2018 and analyzed in IBM SPSS Statistics, version 25.

The survey consisted of four different parts. The first part was designed to collect demographics on each participant; their gender, age group, and employment status.

The second part examined participants' social media usage habits. The participants were asked to share which social media they use, how much time they spend using their social media in a day, whether they follow any brands on their social media, and if so, why.

The third part of the survey presented a crisis situation that occurred on social media platforms (specifically, on YouTube). The participants were asked to watch a short video[3] showing a delivery man throwing a package visibly containing a computer monitor over a fence. At some point this video went viral, thanks to social media, and caused a crisis for the delivery service provider. After watching, the participants were asked multiple choice questions, such as predicting their reaction if the video were showing a delivery man from a company they use. An open question to explain their reaction was also posed. Participants were also asked whether they would expect a response from this company, which was a single-answer question and which platforms they would deem suitable to be the company's reaction media, which was a multiple-answer question.

The fourth part of the survey showed a video[4] of crisis communication for the aforementioned crisis situation – a senior vice president of the company gave a minute-and-a-half long speech to acknowledge the situation and apologize. The participants answered questions regarding their perception of this particular crisis communication. They evaluated appropriateness of YouTube as a media channel for this crisis communication, and also gave an overall grade (from 1 to 5, where 1 was the lowest and 5 was the highest grade) of the speech. Next was the participants' assessment of the crisis communication voice on a ten-point Likert scale (where 1 was extremely corporate and 10 was extremely personal). To make a comparison, they also shared, on the same scale, which tone of the message they would prefer. At the end of the survey, the participants decided, on a five-point Likert scale (where 1 was "I completely disagree" and 5 "I completely agree") whether they agree with statements regarding crisis communication from the example but also crisis communication in general.

---

[3] Goobie55 (2011). FedEx Guy Throwing My Computer Monitor [online]. SAD: YouTube. Available at: https://www.youtube.com/watch?v=PKUDTPb-DhnA&feature=youtu.be [27.08.2018.].
[4] Mauricio M. (2013). FedEx Response to Customer Video [online]. SAD: YouTube. Available at: https://www.youtube.com/watch?v=qOhwZHHwWng&-feature=youtu.be [27.08.2018.].

Participants' characteristics

A total of 125 participants completed the online survey regarding a certain crisis situation and crisis communication. Sample demographics are presented in Table 1.

Table 1. Sample profiles on key demographic variables (N = 125)

	Frequency	Percentage
Gender		
Male	38	30.4%
Female	87	69.6%
Age group		
18-25	77	61.6%
26-30	21	16.8%
31-35	13	10.4%
36-40	12	9.6%
41-45	2	1.6%
Employment status		
Student	70	56.0%
Employed	50	40.0%
Unemployed	5	4.0%

Results

To answer research questions, it was important to determine participants' social media usage habits to see if their answers were relevant. In the survey, they shared which social media platform they use, how much they use it daily, whether they follow any brands on their social media accounts, and why. Their answers are shown in Table 2.

Clearly, participants are avid social media users who also predominantly follow some brands on their social media. This meant they were suitable to rate social media crisis communication seeing as they would, in the situation, be a target group for social media crisis communication.

After seeing a short video showing a situation that later turned into a crisis for a delivery service provider, participants shared their opinions. Their reaction to this kind of situation (if it happened with a delivery service provider that operated in their country), and what they seem to think would be a suitable reaction from the company itself are presented in Table 3.

Table 2. Social media usage habits among participants (N = 125)

	Frequency	Percentage
Which SM platforms do participants use?[a]		
Facebook	121	96.8%
YouTube	113	90.4%
Instagram	103	82.4%
LinkedIn	54	43.2%
Google+	26	20.8%
Snapchat	22	17.6%
Twitter	21	16.8%
How many hours a day do participants use their SM?[b]		
Less than an hour	10	8.0%
1 to 2 hours	30	24.0%
2 to 3 hours	33	26.4%
3 to 4 hours	25	20.0%
4 or more hours	27	21.6%
Do participants follow any brands on their SM accounts?		
Yes	104	83.2%
No	21	16.8%
What are participants' reasons to follow brands on their SM?[a]		
To get information about discounts and promotions	77	69.4%
To get information about products and services	75	67.6%
To get timely information about news regarding the brand	52	46.8%
To get information about the brand/organization	22	19.8%
To give feedback	15	13.5%
To connect with other consumers	8	7.2%

Notes: SM = social media.
[a]Multiple-answer question. Participants could choose more than one answer and percentages could sum up to more than 100%.
[b]Upper values not included in the frequency and percentage of each row.

Table 3. Social media crisis perception (N = 125)

	Frequency	Percentage
What would be participants' reaction to shown crisis situation?		
Would not continue to use their services	74	59.2%
Continue to use their services, but with extra caution	43	34.4%
Continue to use their services without any hesitation	5	4.0%
Other	3	2.4%
Would participants expect a response to the situation?		
Yes	115	92.0%
No	10	8.0%
Which SM platforms do participants find suitable?ᵃ		
Social media such as Facebook, Twitter, Instagram	105	84.0%
Official website	104	83.2%
Newsletter	45	36.0%
YouTube	21	16.8%
PR campaign, print media, TV	6	4.8%
All of the above	1	0.8%

Notes: SM = social media.
[a]Multiple-answer question. Participants could choose more than one answer and percentages could sum up to more than 100%.

Most of the participants would cease to use services from the particular delivery service provider. They elaborated their answers, and almost all of them (out of 74 participants who would stop using services) agreed that they would be afraid for their packages. One of them wrote: "If one employee does this, who will guarantee that *my* expensive monitor will be delivered undamaged?" Considering almost 60% of possible service users would never do business with a company due to a video going viral on social media, the impact of (possible or actual) crisis is undeniable.

More than 90% of the participants would expect a response, but mostly on social media excluding YouTube (which is the social media where the crisis occurred) and/or on company's official website. It is curious that not even 20% of participants would expect a response in the form of a YouTube video – perhaps they deem this kind of media too extensive.

After seeing a video showing a response to the aforementioned situation, a video of a senior vice president of the company acknowledging the situation and apologizing for it, participants were asked to rate the specific crisis communication. The overall score, on a scale from 1 to 5 (where 1 was "Extremely bad" and 5 was "Extremely good") for the specific crisis communication, was 3.5. Their opinions on the tone of the message (corporate versus personal) are shown in Table 4.

Clearly, perceived and preferred tone of the message differ by quite a bit. The participants would want a personal message, but the company opted (according to them) for one a bit more corporate in tone. Ideally, the tone would be slightly more personal than corporate (average score = 6.2). But, in reality, it was slightly more corporate (average score = 4.3).

Table 4. Perceived and preferred tone of the crisis communication message (corporate versus personal) (N = 125)

	Perceived tone of voice		Preferred tone of voice	
	Frequency	Percentage	Frequency	Percentage
10 (Extremely personal)	2	1.6%	8	6.4%
9 (Really personal)	3	2.4%	9	7.2%
8 (Personal)	4	3.2%	24	19.2%
7 (Slightly personal)	14	11.2%	21	16.8%
6 (Slightly more personal than corporate)	11	8.8%	21	16.8%
5 (Slightly more corporate than personal)	18	14.4%	15	12.0%
4 (Slightly corporate)	23	18.4%	11	8.8%
3 (Corporate)	23	18.4%	5	4.0%
2 (Really corporate)	16	12.8%	5	4.0%
1 (Extremely corporate)	11	8.8%	6	4.8%
Average score	4.3	6.2		

The participants were also asked to determine whether they agree with statements regarding the specific situation and crisis communication they saw, and crisis communication in general. Average scores (on a scale from 1 to 5, where 1 was "Strongly disagree" and 5 was "Strongly agree") are shown in Table 5.

All of the statements regarding the specific crisis situation and communication got an average score between 3.2 and 3.6. The participants obviously are not too satisfied with it, but they are also not dissatisfied. However, some stronger opinions are visible for the statements regarding crisis communication in general. They disagree that organizations should choose only one social media channel to communicate during a crisis, which leads to believe they feel organizations should choose more than one social media channel to communicate during a crisis. The participants also disagree that crisis communication should be corporate, and somewhat agree it should be personal. However, the strongest disagreement is noticeable for the statement "Crisis communication should offer only an apology", while simultaneously, the strongest agreement is noticeable for the statement "Crisis communication should, besides an apology, offer a strategy for future prevention of similar situations". Somewhat similar scores to these were given by the participants to the statements "Organizations should communicate at all times during a crisis", which they agree with, and "Organizations should wait until the crisis is over to communicate", which they disagree with.

Discussion

The main aim of this paper was to determine whether there is a certain type of social media crisis communication consumers prefer. The survey conducted examined consumers' perception of a specific crisis situation and crisis communication that occurred via social media channels. It also provided an insight into what crisis communication should be like in general. In short, this specific crisis situation could be considered a major one – more than half of the consumers would cease to use services from a service provider that is unable to provide adequate service. Participants are not very fond of this specific example of crisis communication, but at the same time, they are not dissatisfied. One of the main improvements they would appreciate is a change in the tone of voice which should have been more personal. They would also want crisis communication to take place via a range of social media channels (they would prefer Facebook, Twitter and Instagram over YouTube) and via the official company website. However, they are satisfied with the content of crisis communication message.

Schultz, Utz and Göritz (2011) showed that the choice of a medium is more important than the message itself. This means it is more important where an organization communicates during a crisis rather than what exactly the message

Table 5. Average scores regarding a specific crisis communication event and crisis communication in general (N = 125)

Statements regarding specific crisis situation and communication	Average score
Delivery service provider chose an adequate media channel for their response.	3.2
Video of apology wasn't too long.	3.6
Video content was appropriate.	3.6
The way delivery service provider is talking to their consumers in the video was appropriate.	3.3
Everything that needed to be said was said.	3.6
The tone of the message should have been more personal.	3.5
Statements regarding crisis communication in general	Average score
Organizations should in all situations communicate with their consumers via social media.	3.4
Organizations should choose only one social media channel to communicate during a crisis.	1.9
Crisis communication should be personal.	3.5
Crisis communication should be corporate.	2.5
Crisis communication should offer only an apology.	1.8
Crisis communication should, besides an apology, offer a strategy for future prevention of similar situations.	4.4
Organizations should communicate with their consumers at all times during a crisis.	4.1
Organizations should wait until the crisis is over to communicate with their consumers.	2.2

is. The participants would expect two (types of) channels to be chosen in a particular situation they were shown – social media (such as Facebook, Twitter, Instagram) and official the website. According to Coombs (2007) and Reichart (2003) and taking Schultz, Utz and Göritz's (2011) research into consideration, this is an expectation that should be met. Otherwise, an expectation gap can become problematic, especially reputation-wise. If almost 60% of the participants would be prepared to stop using services from this company, reputation salvaging is crucial to the company's survival.

Even though the exact content of the message may not be the most important, the participants would still want more than just an apology. Sturges (1994) agrees, stating that crisis communication content should be oriented toward instructions. This, of course, includes both an internal public that demands more extensive information (Frandsen & Johansen, 2011), and an external public that needs reassuring (Sturges, 1994). The participants somewhat agree that this crisis communication said everything that needed to be said but would have preferred it be said in a more personal tone of voice – one of the aspects they agree should be changed. Jahng and Hong's (2017) research concluded that a more personal tone of voice in crisis communication is more efficient for consumers that are not familiar with the organization, because it stimulates an emotional connection. On the other hand, consumers who were familiar with the organization prior to the crisis, wish for the communication to be both personal and corporate – the right amount of personal tone reinforces their relationship to the organization, while a corporate tone of voice should be used to deliver facts about the course of action designed to reduce the negative effects. This is the information they need to communicate rationally with other consumers while defending the brand they support. This explains why participants felt communication should have been more personal – they needed to connect emotionally because this delivery service provider does not operate in their country. Therefore, they are not really familiar with the brand and do not use their services, and so there is no reason for them to need rational information they could use for defense.

Social media provides emotional support during a crisis (Liu et al., 2011), which is perhaps why participants feel organizations should choose more than one social media platform for crisis communication. Relationships formed on social media go beyond organization-consumer ones and continue on to form consumer to consumer bonds, and sometimes even end up in creating groups of consumers, creating a virtual community (Gupta & Kim, 2004).

One of the most crucial aspects of crisis communication is coherence between activities, where one of the major problems is linking internal and external communication efforts (Heide & Simonsson, 2014; Frandsen & Johansen, 2011). For crisis communication to be seen as a management task, it should be carried out on different levels – societal level, organizational level and level of messages (Thiessen & Ingenhoff, 2011). The biggest part of an organizational level is internal (crisis) communication management, which can also be seen externally. Consumers agree with Bernstein (2016) that communication should occur prior to, during, and post crisis, a task that, according to his crisis management steps, has to be managed internally to be visible externally.

Social media has changed the way consumers communicate, which ultimately changed the way organizations communicate, and finally, operate. Even though social media offers an abundance of opportunities for organizations, such as customer relationship management, evolution in business models, internal communication management and so on (Constantinides, 2014), it is not free of risk. Not only has social media become a channel for corporate communication, but it has also become a form of media that connects consumers. Consumers are now able to influence each other's opinions and behavior and social media communication (Blažević et al., 2013). If not managed properly, it can provoke negative attitudes towards specific organizations. When a crisis occurs in the age of social media, it has a greater reach than it used to have, but so does social media crisis communication. It is a risk, as much as an opportunity (Tkalac Verčič, 2016).

To minimize the risk, crisis communication needs to be managed. Social media requires a special approach, which means there also needs to be social media crisis communication management. If done properly, it can even improve an organization's reputation (Coombs, 2007). Crisis communication management includes preparation prior to the crisis itself (Bernstein, 2016). It also includes proper internal crisis communication, because employees are the best advocates, and when they know what is going on, they are more motivated to solve the problem (Frandsen & Johansen, 2011). Once the internal public (which includes all employee groups, investors, board of directors and more) are aware and informed, the external public should be too. Perhaps there are not enough information at the beginning, but any information is better than none. Crisis communication should be an integrated process that offers brief acknowledgment of the situation at the beginning – something social media channels are excellent for, but also an extensive course of action that is developed in order to minimize negative effects – type of information that should be shared via many different channels. Those first messages should be reassuring and personal, but the more extensive ones require a more professional tone of voice.

Customers also want to be informed after the situation settles down and business returns to a new normal state. Crisis communication management is a course of action prior to, during, and post crisis situation. It combines both internal and external activities, and social media, when properly managed, is a great channel to help reduce negative impacts (Gilpin, 2018).

Limitations and Future Studies

The research conducted relied on survey responses from social media users. However, the sample of participants is not completely representative due to their demographic profiles. This is one of the biggest limitations, because almost 70% of the participants were women, 60% of participants were students under the age of 26, which is not completely representative considering that around 30% of social media users are between the age of 16 and 24, and around 30% of social media users are the age of 25 and 34 (Statista, 2020).

The survey conducted was an online survey, and there was no means to explain any possible vagueness within questions. Also, though anonymous, participants may have not been completely honest due to fear of being judged. Survey questions in this form have not been used before. Therefore, this method has not been validated. The company that was used as an example does not operate in the country where the study was conducted. This opens a possibility that participants were not able to fully connect with the situation and communication that was presented to them.

Future studies should ensure an example of a real-life crisis that occurred in participants' surroundings, and also conduct research within the company itself in order to determine a course of action for crisis communication management. Also, similar research should be conducted with a more representative sample, to include more participants from all generations active on social media.

References

Bernstein, J. (*2016*). *The 10 Steps of Crisis Communications*. Bernstein Crisis Management. Retrieved from https://www.bernsteincrisismanagement.com/the-10-steps-of-crisis-communications/ [13.03.2020.]

Blažević, V., Hammedi, W., Garnefeld, I., Rust, R. T., Keiningham, T., Andreassen, T. W., Donthu, N., & Carl, W. (*2013*). Beyond traditional word-of-mouth: an expanded model of customer-driven influence. *Journal of Service Management*, *24*(3), 294-313. https://doi.org/10.1108/09564231311327003

Constantinides, E. (*2014*). Foundations of social media marketing. *Procedia-Social and behavioral sciences*, *148*, 40-57. https://doi.org/10.1016/j.sbspro.2014.07.016

Coombs, W. T. (*2007*). Protecting organization reputations during a crisis: The development and application of situational crisis communication theory. *Corporate reputation review*, *10*(3), 163-176. https://doi.org/10.1057/palgrave.crr.1550049

Coombs, W. T. (*2014*). *Ongoing crisis communication: Planning, managing, and responding*. Thousand Oaks: Sage Publications.

Crescenzo, S. (*2011*). Integrating employee communications media. In Gillis, T. (Ed.), *The IABC hand-book of organizational communication: A guide to internal communication, public relations, marketing, and leadership* (pp. 219-230). New Jersey: John Wiley & Sons.

Deighton, J., & Kornfeld, L. (*2009*). Interactivity's unanticipated consequences for marketers and mar-keting. *Journal of Interactive marketing*, *23*(1), 4-10. https://doi.org/10.1016/j.intmar.2008.10.001

Drury, G. (*2008*). Opinion piece: Social media: Should marketers engage and how can it be done effec-tively? *Journal of direct, data and digital marketing practice, 9(*3), 274-277. https://doi.org/10.1057/palgrave.dddmp.4350096

Evans, D. (*2010*). *Social media marketing: An hour a day*. New Jersey: John Wiley & Sons.

Fearn-Banks, Kathleen (*2017*). *Crisis Communications: A Casebook Approach* (4th ed.). Routledge, an Imprint of the Taylor & Francis Group.

Frandsen, F., & Johansen, W. (*2011*). The study of internal crisis communication: towards an integrative framework. *Corporate Communications: An International Journal, 16*(4), 347-361). https://doi.org/10.1108/13563281111186977

Gilpin, J. (*2018*). *How You Should Be Rethinking Social to Minimize Your Next Brand Crisis*. Entrepreneur Europe. Retrieved from https://www.entrepreneur.com/article/324381 [13.03.2020.]

Gupta, S., & Kim, H. W. (*2004*). Virtual community: Concepts, implications, and future research directions. In Møller, C. (Ed.), AMCIS 2004 *Proceedings*, (pp. 2679-87). AIS Electronic Library.

Heide, M., & Simonsson, C. (*2014*). Developing internal crisis communication. *Corporate Communications: An International Journal, 19*(2), 128-146. https://doi.org/10.1108/CCIJ-09-2012-0063

Hennig-Thurau, T., Malthouse, E. C., Friege, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (*2010*). The impact of new media on customer relationships. *Journal of service research, 13*(3), 311-330. https://doi.org/10.1177/1094670510375460

Jahng, M. R., & Hong, S. (*2017*). How should you tweet? The effect of crisis response voices, strategy, and prior brand attitude in social media crisis communication. *Corporate Reputation Review, 20*(2), 147-157. https://doi.org/10.1057/s41299-017-0022-7

Kaplan, A. M., & Haenlein, M. (*2010*). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons, 53*(1), 59-68. https://doi.org/10.1016/j.bushor.2009.09.003

Kelleher, T. (*2009*). Conversational voice, communicated commitment, and public relations outcomes in interactive online communication. *Journal of communication, 59*(1), 172-188. https://doi.org/10.1111/j.1460-2466.2008.01410.x

Kietzmann, J. H., Hermkens, K., McCarthy, I. P., & Silvestre, B. S. (*2011*). Social media? Get serious! Understanding the functional building blocks of social media. *Business horizons, 54(*3), 241-251. https://doi.org/10.1016/j.bushor.2011.01.005

Legčević, J., & Taučer, K. (*2014*). Krizni menadžment u funkciji nove teorije menadžmenta. *Ekonomski vjesnik: Review of Contemporary Entrepreneurship, Business, and Economic Issues, 27*(1), 199-208.

Libai, B., Bolton, R., Bügel, M. S., De Ruyter, K., Götz, O., Risselada, H., & Stephen, A. T. (*2010*). Customer-to-customer interactions: broadening the scope of word-of-mouth research. *Journal of service research, 13*(3), 267-282. https://doi.org/10.1177/1094670510375600

Liu, B. F., Austin, L., & Jin, Y. (*2011*). How publics respond to crisis communication strategies: The interplay of information form and source. *Public Relations Review, 37*(4), 345-353. https://doi.org/10.1016/j.pubrev.2011.08.004

Muller, M., Ehrlich, K., Matthews, T., Perer, A., Ronen, I., & Guy, I. (*2012*). Diversity among enterprise online communities: collaborating, teaming, and innovating through social media. In Konstan, J. A., Chi, E. H., & Höök, K. (Eds.), *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems* (pp. 2815-2824). Association for Computing Machinery. https://doi.org/10.1145/2207676.2208685

Reichart, J. (*2003*). A theoretical exploration of expectational gaps in the corporate issue construct. *Corporate Reputation Review, 6*(1), 58-69. https://doi.org/10.1057/palgrave.crr.1540190

Schultz, F., Utz, S., & Göritz, A. (*2011*). Is the medium the message? Perceptions of and reactions to crisis communication via twitter, blogs and traditional media. *Public relations review, 37*(1), 20-27. https://doi.org/10.1016/j.pubrev.2010.12.001

Searls, D., & Weinberger, D. (*2000*). Markets are conversations. In Levine, R., Searls, D., & Weinberger, D. (Eds.), *The cluetrain manifesto: The end of business as usual* (pp. 75-114). New York: Basic Books.

Statista (*2018*). *Number of social media users worldwide from 2010 to 2021 (in billions)*. Statista. Retrieved from https://www.statista.com/statistics/278414/number-of-worldwide-social-network-users/ [30.10.2018.]

Statista (*2020*). *Age distribution of active social media users worldwide as of 3rd quarter 2014, by plat-form*. Statista. Retrieved from https://www.statista.com/statistics/274829/age-distribution-of-active-social-media-users-worldwide-by-platform/ [12.03.2020.]

Statista (*2020*). Daily time spent on social networking by internet users worldwide from 2012 to 2019 (in minutes). Statista. Retrieved from https://www.statista.com/statistics/433871/daily-social-media-usage-worldwide/ [10.03.2020.]

Strandberg, J. M., & Vigsø, O. (*2016*). Internal crisis communication. *Corporate Communications: An International Journal*, 21(1), 89-102. https://doi.org/10.1108/CCIJ-11-2014-0083

Sweetser, K. D., & Metzgar, E. (*2007*). Communicating during crisis: Use of blogs as a relationship management tool. *Public Relations Review, 33*(3), 340-342. https://doi.org/10.1016/j.pubrev.2007.05.016

Taylor, M., & Perry, D. C. (*2005*). Diffusion of traditional and new media tactics in crisis communication. *Public Relations Review, 31*(2), 209-217. https://doi.org/10.1016/j.pubrev.2005.02.018

Thelwall, M., & Stuart, D. (*2007*). RUOK? Blogging communication technologies during crises. *Journal of Computer-Mediated Communication, 12*(2), 523-548. https://doi.org/10.1111/j.1083-6101.2007.00336.x

Thiessen, A., & Ingenhoff, D. (*2011*). Safeguarding reputation through strategic, integrated and situational crisis communication management. *Corporate Communications: An International Journal, 16*(1), 8-26. https://doi.org/10.1108/13563281111100944

Tkalac Verčič, A. (*2016*). *Odnosi s javnošću* (1st ed.). Hrvatska udruga za odnose s javnošću.

Tomić, Z., & Milas, Z. (2007). Strategija kao odgovor na krizu. *Politička misao: časopis za politologiju, 44*(1), 137-149.

Winerman, L. (*2009*). Crisis communication: messages appear on Internet-based social networks within minutes of disasters occurring. Lea Winerman investigates how to harness this trend to create official community-response grids. *Nature, 457*(22), 376-379. https://doi.org/10.1038/457376a

Young, A. M., & Hinesly, M. D. (*2014*). Social media use to enhance internal communication: Course design for business students. *Business and Professional Communication Quarterly, 77*(4), 426-439. https://doi.org/10.1177/2329490614544735

Acknowledgement

Vodenje kriznega komuniciranja preko družbenih medijev

32

Izvleček

Družbeni mediji postajajo vseprisotni v vsakodnevnem življenju vseh ljudi, s čimer spreminjajo način, kako potrošniki razmišljajo, ravnajo in kupujejo. Organizacije se zavedajo možnosti, ki jih nudi razvoj strategij komunikacije na družbenih medijih, vendar pogosto pozabijo napovedati in preprečiti negativne posledice. Širjenje informacij in slabe komunikacijske prakse so idealni sprožilec krize na družbenih medijih, zaradi česar je ključno, da organizacije vedo, katero vrsto komunikacije, tako interne kot eksterne, morajo uporabljati. Da bi raziskali mnenja potrošnikov o kriznem komuniciranju preko družbenih medijev, smo izvedli anketo s 125 anketiranci, ki so nudili vpogled v svoja pričakovanja glede vrst in tonov sporočil na družbenih medijih, ki naj bi jih objavljale organizacije v času krize. Ugotovitve ankete bi lahko služile kot smernice za načrtovanje kriznega komuniciranja, saj je bilo raziskano, katere vrste sporočil imajo potrošniki najraje in preko katerih komunikacijskih sredstev jih najraje prejemajo. Čeprav je znano, da imajo krizne situacije lahko ogromen vpliv na dobrobit organizacije, mnenje potrošnikov o kriznem komuniciranju še vedno ni bilo temeljito raziskano.

Ključne besede: odnosi z javnostmi, krizna situacija, družbeni mediji, krizno komuniciranje, mnenje potrošnikov o kriznem komuniciranju