



STAKEHOLDER RELATIONSHIP MANAGEMENT IN THE CONTEXT OF CRISIS MANAGEMENT

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Abstract. In an organizational crisis, typically multiple stakeholder groups are affected and involved – to a varying extent. Stakeholders' needs and demands have to be balanced and prioritized wherever applicable. Professional crisis management and crisis communication may help creating support for and trust in companies by the complete range of its stakeholders.

This research paper works out key success factors for stakeholder relationship management in the context of crisis management. Thereby it considers how professional stakeholder relationship management before, during, and after a crisis helps overcoming the crisis and reducing its impact. The results base on in-depth literature review. An introduction of the fundamental concepts of stakeholder management and crisis management serves as a basis for their consolidation. Practical implication of the paper is to introduce the stakeholder and stakeholder relationship specifications towards crisis management in general and crisis communication in specific. The findings will be converted into instructions for setting up a crisis management plan and corresponding training plan.

Key words: *crisis management, crisis communication, stakeholder management, stakeholder relationship management*

JEL code: M100

Introduction

The modern, more powerful technology has the capacity to transmit crises and disasters increasingly faster and to a broader audience, especially to the organization's Stakeholders. As a consequence to the speed of news spreading, maximum justifiable time of reaction and communication of affected companies and industries is constantly decreasing. In order to meet the requirements of professional and almost instant reaction at the same time, applying the most appropriate and effective leadership concept is a fundamental aspect. However, in acute crisis situations there may be no opportunity to verify the information available or to seek for further details. Therefore, without professional crisis preparation and training, decisions may be taken on information without having full confidence in its source or content. (Cosgrave J., 1996)

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1. Stakeholder Management

Robert Phillips claims that “organisations are dependent on their Stakeholders for their success and their failures” (Phillips R. 2003, p. v). Further notable remarks considering the same subject are: “The social structure of the modern society can no longer be described accurately as consisting only of relations among natural persons; our understanding must be stretched to include as well those relations between natural and collective actors, and between two or more collective actors.” (Scott W. R. & Davis G. F., 2007, p. 7) or “No organisation is self-sufficient; all depend for survival on the types of relations they establish with the larger systems of which they are a part.” (Scott W. R. & Davis G. F., 2007, p. 11) A modern Stakeholder Management approach can be interpreted as obtaining “optimal benefits for all identified Stakeholder groups, without giving priority to one Stakeholder’s interests over another. Under this philosophy, the entire purpose of the firm becomes the co-ordination of Stakeholder interests.” (Sautter E. T., 1999, p. 314) Kotler claims that companies can no longer operate as self-contained, fully capable units without dedicated partners, but they are increasingly dependent on their employees, their suppliers, their distributors and dealers, and their advertising company. (Freeman R. E., Harrison J. S., Wicks A. C., Parmar B. L., & De Colle S., 2010)

Whereas in the traditional perspective a company is seen as an economic entity, the Stakeholder view sees it as a network of relationships among the firm and its Stakeholders. In consequence, the Stakeholder view does not attribute competitive advantage solely to best adapting to the company’s environment by taking advantage of strengths and opportunities and overcoming weaknesses and threats, but to a high degree to superior linkages to Stakeholders leading to trust, goodwill, reduced uncertainty, improved business dealing, and ultimately higher firm performance. (Enz C. A., 2010) Whereas managers still think first about what the organisation wants and needs to generate profit, true Stakeholder engagement implies understanding of what Stakeholders value and view as important. (McEuen M. B., 2011)

Stakeholder Groups

Even before questioning if Stakeholders are managed right, it should be questioned if the right Stakeholders are managed. In 1963, the term “Stakeholder” was introduced in an internal memorandum of the Stanford Research Institute (now SRI International, Inc.). (Freeman R. E., 1984) In 1984, R. Edward Freeman published his landmark book “Strategic Management: A Stakeholder Approach” and defined a Stakeholder as follows:

“A Stakeholder in an organisation is (by definition) any group or individual who can affect or is affected by the achievement of the organisation’s objectives.” (Freeman R. E., 1984, p. 46) “Stakeholders include employees, customers, suppliers, stockholders, banks, environmentalist, government and other groups who can help or hurt the corporation.” (Freeman R. E., 1984, p. vi)

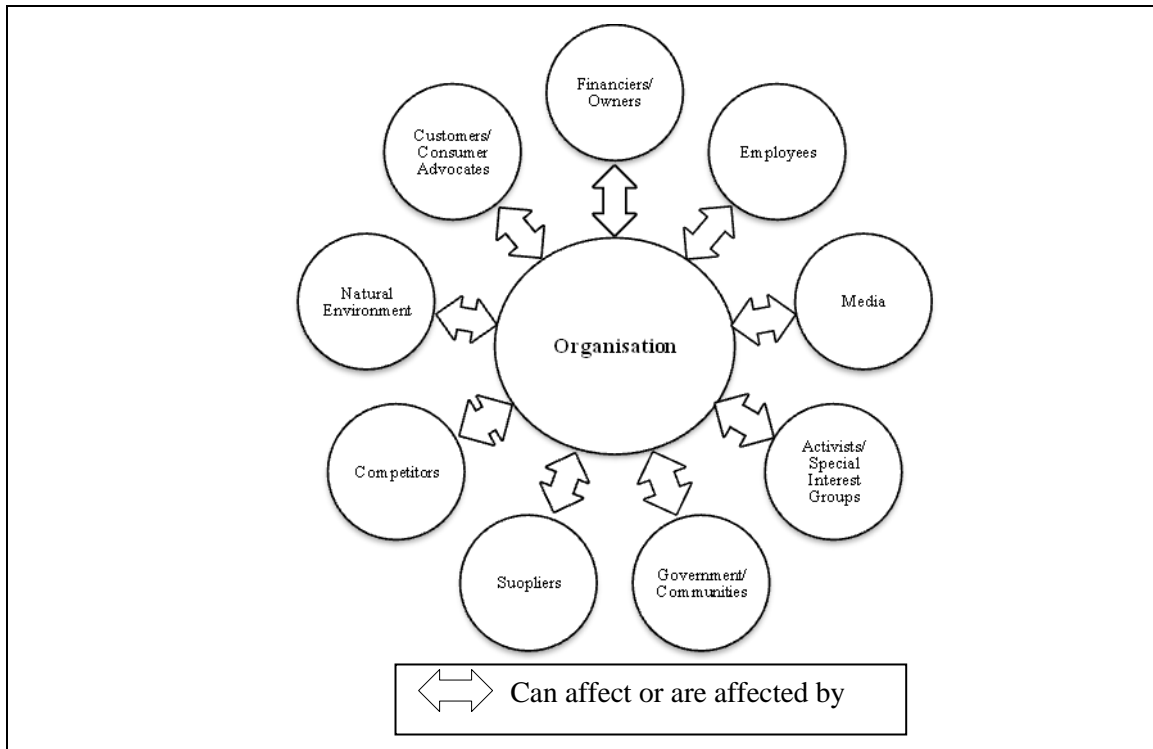
An essential distinction should be drawn between influencers and Stakeholders: “some actors in the enterprise (e.g. large investors) may be both, but some recognizable Stakeholders (e.g. the job applicants) have no influence and some influencers (e.g. the media) have no stakes.” (Donaldson T. & Preston L. E., 1995, p. 86)

Organisations need to understand how far their Stakeholders will go to achieve, promote, or protect their stake. A stake – by definition – may be:

- “An interest
- Right (legal or moral)
- Ownership
- Contribution in the form of knowledge or support” (Bourne L., 2009, p. 30)



Fundamentally in Stakeholder Management, each organisation has to define its respective Stakeholders and their perceived stakes. (Freeman R. E., 1984) A Stakeholder Map, adapted from the example of a Traditional Stakeholder Map shown in Fig. 1 has to be drawn.



Source: author's construction based on Freeman R. E. (1984, p. 25) and Phillips R. (2003, p. 126)

Fig. 1. Traditional Stakeholder Map

Stakeholder influence can be rated by three elements:

- Power: the ability to exercise one's will over others;
- Legitimacy: socially accepted and expected structures that help define whose concerns or claims really count;
- Urgency: the dynamics of the time-sensitive nature of Stakeholder interactions (Maignan I., Ferrell O. C. & Ferrell, L., 2005).

Managers often underestimate the complexity of Stakeholder identification and solely consider the most obvious ones such as customers, owners/stockholders or government agencies and administration. (Sautter E. T., 1999) This may possibly result in short-term salient Stakeholder Management. Managing an organisation based on a short-term salient Stakeholder (who possesses all three attributes: legitimacy, power, urgency) orientation predominantly does not lead to sustainable corporate success. (Vilanova L., 2007).



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2. Crisis Management

According to Spillan J. & Hough M. (2003, p. 401), Crisis Management is “the function that works to minimize the impact of a crisis and helps an organisation gain control of the situation. It also operates to take advantage of any benefits that a crisis may present.” Richardson describes Crisis Management as still being in its infancy – for not having produced an overarching schema yet. There does not even exist a common language nor commonly used meanings of “emergency”, “disaster” or “catastrophe”. (Richardson B., 1994) As there does not exist one universally accepted definition of “crisis” either, various approaches to the definition of crisis and – consistently – the Crisis Management process will be reviewed. Third key term is Crisis Communication. In numerous contexts these three terms are considered in a progressive way. (Coombs W. T., 2010)

Crisis Definition and Typology

Still, no single, universally accepted definition of (organisational) crisis exists. In general, a crisis represents a “turning point”. (Faulkner B., 2001) In Chinese ideographs „crisis“ (*wei-ji*) represents *danger* as well as *opportunity*. Although the term crisis therefore implies negative as well as positive outcomes, most certainly no manager would ever argue for the strategic creation of crises in order to advance organisational goals as an effective form of management. (Coombs W. T., 2010) Consequently, in common business, a crisis can be defined as an “undesired, extraordinary, often unexpected and timely limited process with ambivalent development possibilities”. (Glaesser D., 2006, p. 14) Fink considers a crisis as not necessarily being bad but as merely being characterized by a certain degree of risk and uncertainty. (Fink, S., 2002) Commonly, a crisis is characterized by the following conditions:

- Time constraint;
- Limited information (both in quality and quantity);
- Decision load constraint (Cosgrave J., 1996).

According to Elliott D. et al. (2005) organisational crises share a number of features:

- Crises involve a wide range of Stakeholders;
- Time pressure requires an urgent response;
- A crisis usually results from a surprise to the organisation;
- High degree of ambiguity in which cause and effects are unclear;
- A crisis creates a significant threat to an organisation’s strategic goals.

“Risk” is predominantly used in connection with “crisis”. In this context, “risk” is characterised as “the product of damage and probability of occurrence” (Glaesser D., 2006, p. 38). Furthermore, risk factors represent an anticipating step towards a crisis. i.e. if risk factors are dealt with immediately they might be eliminated and crises prevented or at least its magnitude constrained. The term “disaster” is generally used to define a major negative event that has the potential to affect a company or industry. (Hystad P. W. & Keller P. C., 2008) Whereas the root cause of crises might be to some extent self-inflicted, Faulkner refers to a disaster as situations where an enterprise (or a collection of enterprises) “is confronted with sudden unpredictable catastrophic changes over which it has little or no control.” (Faulkner B., 2001, p. 136)

First of all, each organisation should answer the following question for itself: “What would you consider to be a crisis for your organisation?” (Mitroff I. I., 2000, p. 39) The answer needs to be well-thought-out, detailed, and honest. All executives might be asked to write down examples of what they believe would constitute a crisis for their organisation. (Mitroff I. I., Pearson C. M., & Harrington L. K., 1996) Ideally, as many executives and employees as possible are integrated in the brainstorming, because the more input is gathered the more realistic the picture drawn. In the early stage of risk identification,



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potential magnitude, cost and probability are not considered in detail. (Luecke R., 2004) Risk sources are listed without sorting first and evaluated in a next step. Most importantly, organisations must not rely nor concentrate solely on crises which have occurred before. However they may analyse patterns and interconnections in past crises. (Mitroff I. I., 2000)

Based on various authors' frameworks for Crisis Typologies, hypernyms for a source-based categorization may be defined as follows (Coombs W. T., 2004; Glaesser D., 2006; Henderson J. C., 2005; Luecke R., 2004; Mitroff I. I. et al., 1996; Mitroff I. I., 2000; Richardson B., 1994):

- Economic crises;
- Environmental crises;
- Health crises;
- Informational/Reputational crises;
- Physical crises;
- Political crises;
- Social cultural crises;
- Technological crises.

Only by determining the specific crisis type, causes and impacts may be treated immediately and effectively. However, a crisis may fall into one or more categories at the same time.

Crisis Management Process

“You and your managers should understand that anytime you're not in a crisis, you are instead in a pre-crisis, or prodromal, mode.” (Fink S., 2002, p. 7) This indicates that the Crisis Management process never stops and is not a once-only procedure but a perpetual one. Professional Crisis Management “must be integrated into an organisation's existing systematic programs, such as total quality management, environmentalism, and health and safety, which cut across functions, departments, and business units.” (Mitroff I. I. et al., 1996, p. 117) “While not all crises can be foreseen, let alone prevented, all of them can be managed far more effectively if we understand and practice the best of what is humanly possible.” (Mitroff, 2000 I. I., p. 5) Ian Mitroff's statement gives a clear indication on why the implementation of a systematic management process instead of pure ad-hoc-reaction is essential. Thus a crisis' duration respectively damage can be limited. According to him, the first step has to be “overcoming denial – the worst enemy of Crisis Management” (Mitroff I. I., 2000, p. 9)

In 1986, Steven Fink published the first book on the topic of Crisis Management: *Crisis Management: Planning for the Inevitable*. Although in recent years a vast array of Crisis Management books have been published, this one remains a more than useful classic. Fink S. (2002) compares the Crisis Management process to a disease by defining consecutive phases:

- Prodromal crisis stage;
- Acute crisis stage;
- Chronic crisis stage;
- Crisis resolution stage.

Glaesser describes Crisis Management as “the strategies, processes and measures which are planned and put into force to prevent and cope with crises.” (Glaesser D., 2006, p. 22) He even defines 7 detailed phases of Crisis Management. However, one essential aspect which is not displayed in Fig. 2 is the active feedback after the recovery of a crisis to the early stages of Crisis Management (analysis, evaluation, protection, training). (Pearson C. M. & Mitroff I. I., 1993) Obviously this would be substantial for ensuring on-going learning processes and constant improvement.



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Risk management				Crisis prevention		Crisis coping	
				Crisis precautions		Crisis avoidance	
Analysis	Evaluation/ Planning	Protection/ Implementation	Training	Early Warning	Adjustment	Employment of instruments	

Source: author's construction based on Glaesser (2006, p. 22)

Fig. 2. Phases of Crisis Management

In addition, a Crisis Management team has to be determined. The Crisis Management team identifies and develops Crisis Management strategies under the coordination and control of their team leader. (Ritchie B. W., 2004) They need to work under the condition of time pressure as well as under the consciousness of the current situation being of high importance to the company. The Crisis Management team might not always be the same, different types of crises might require different team members. (Fink S., 2002) Therefore the training must not be too specific or team member oriented. Furthermore, a clear reporting sequence has to be created so that people know what to do or whom to contact in the event of a crisis.

Burnett insists that in Crisis Management strategic action has to be taken both to avoid or mitigate undesirable developments and to bring about a desirable resolution of the problems. Eventually Crisis Management will only be successful if a continuous effort is notable. (Burnett J. J., 1998) Besides that Crisis Management needs to consist of strategic planning processes and include the preparation of detailed contingency plans as well as the definition of decisional roles and responsibilities. But in addition to that a degree of flexibility must be retained: "Organisations [...] have to be mindful of the fact that no two crisis situations are identical and that therefore, although managerial responses are planned in advance, such responses need to be flexible to take account of the requirements of the exact circumstances encountered." (Evans N. & Elphick S., 2005, p. 147) Fink even adds another perspective: "The key is to control as much of the crisis as you can. If you can't control the actual crisis, see if you can exert some degree of influence over where, how, and when the crisis erupts." (Fink S., 2002, p. 22-23) This indicates that not each Crisis Management process has to or can be finished satisfactorily. But, however, as much input for future Crisis Management processes as possible has to be extracted. The Crisis Management process determines in the end "whether the media and the public perceive the organisation favourably as a hero or a victim or unfavourably as a villain. The mismanagement of a crisis is one of the surest ways in which to earn the label villain." (Mitroff I. I. et al., 1996, p. 19)

Crisis Communication

A wide range of companies sees the media either as a cause of crises or their principal point of contact. Whereas some aspects of these statements may be true, Crisis Communication has far more functions and scope of influence in each Crisis Management stage. Certainly, the management of Information Technologies (e.g. e-mail, television, news media) is crucial. Mitroff I. I. et al. are equally right to state: "Realize that there are no secrets in the modern world. Realize that taking the initiative by telling the truth allows you to control who reveals the truth, in what circumstances, and when it is revealed." (Mitroff I. I., 2000, p. 79) Nevertheless, the various perspectives of the recommendable extent of shared information have to be balanced: Whereas "lawyers typically want to say as little as possible during a crisis in order to avoid or minimize legal liability[;] marketing, public affairs, and public



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relations executives, on the other hand, want to share information more broadly as a means of retaining or recovering consumer confidence and hence safeguarding their business.” (Mitroff I. I. et al., 1996, p. 13)

“Crisis Communication can be defined broadly as the collection, processing, and dissemination of information required for addressing a crisis situation. In pre-crisis, Crisis Communication revolves around collecting information about crisis risks, making decisions about how to manage potential crises, and training people who will be involved in the Crisis Management process. The training includes Crisis Management Team members, crisis spokespersons, and any individuals who will help with the response. Crisis Communication includes the collection and processing of information for Crisis Management Team decision making along with the creation and dissemination of crisis messages to people outside of the team. Post-crisis involves dissecting the Crisis Management effort, communicating necessary changes to individuals, and providing follow-up crisis messages as needed.” (Coombs W. T., 2010, p. 20)

Two basic types of Crisis Communication can be identified:

- Crisis knowledge management
- Stakeholder reaction management

In this context, “crisis knowledge management involves identifying sources, collecting information, analysing information (knowledge creation), sharing knowledge, and decision making. Crisis knowledge management is behind the scenes. It involves the work the crisis team does to create public responses to a crisis. Stakeholder Reaction Management comprises communication efforts (words and actions) to influence how Stakeholders perceive the crisis, the organisation in crisis, and the organisation’s crisis response.” (Coombs W. T., 2010, p. 25)

Facing the speed of media coverage these days, it is unlikely that there will be a time delay between a crisis occurring and the resulting media coverage. This implies the significance of immediate Crisis Communication. Because if immediate information is not available, this leaves room for speculative stories. (Ashcroft L. S., 1997) Applying “no comment” in Crisis Communication could imply that the organisation is guilty or hiding something, therefore spokespersons would be wise avoiding this phrase. (Coombs W. T., 2010) Furthermore, in most cases it seems advantageous to tell the truth at a time of crisis. (Ashcroft L. S., 1997) How and what an organisation communicates during a crisis has a significant effect on the outcomes of the crisis – this includes the number of injuries and the amount of reputational damage sustained by the organisation. (Coombs W. T., 2010)

Ideally, a company speaks during a crisis with one voice. Nevertheless, this must not be confused with having just one trained and well-informed spokesperson during a crisis. In fact, different spokespersons may be needed to cover various areas of expertise, or a crisis may last several days or longer making it impossible for one person being the sole voice for the organisation. Furthermore, the person may vary upon the crisis type or media. However, all spokespersons must be kept on the same information level to help insure consistency. (Coombs W. T., 2010) In the majority of organisations, “Public Relations” is the department responsible for Crisis Communication. Their main fields of action in this context are training spokespersons, developing guidelines and policies as well as determining general processes for dealing with the media. (Burnett J. J., 1998)

Crisis Management Plan

As a rule, the production of a customized anticipating Crisis Management Plan pays off since in time of crisis “the decision makers are in the most unsuitable position for taking the right decisions: they are under a pressure of time which prevents the collection of the relevant information and their analysis in depth. Furthermore, the decision makers are under internal psychological pressure arising from the feeling of failure and the need to defend themselves, and they have to resist the various interest groups in the industry. In such situations there is a danger of failing to see the current development in their correct proportions and of choosing convenient solutions without examination of



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possible negative effects and long-range results.” (Arbel A. & Bargur J., 1980, p. 83) Even though a Crisis Management Plan can most probably never cover all potential types of crises, having prepared a plan and having thought in advance of the myriad decisions inherent in a crisis helps in finding efficient and time-saving responses. (Barton L., 1995) However, all Crisis Management Plans are useless unless the organisation “is ready to acknowledge that all crises create powerful emotions in those affected by them.” (Mitroff I. I. et al., 1996, p. 189) Therefore, implementing a Crisis Management Plan depends heavily on the humans performing.

Most companies are not well prepared for crises. Even worse, Mitroff I. I. et al. (1996) consider most Crisis Manuals being useless. Common reasons are:

1. most manuals lack an overview of Crisis Management’s systematic nature
2. no manual covers all relevant aspects or concerns associated with every crisis
3. Crisis Management manuals and programs contain either too much or too little detail
4. many manuals are crated to satisfy the needs and/or anxieties of corporate headquarters
5. most manuals are primarily reactive
6. very few manuals specify the education, knowledge, and training required to implement an effective Crisis Management program

Research results and discussion

There is hardly any crisis situation imaginable which would not affect any Stakeholder. On the contrary, typically multiple Stakeholder groups are affected and involved - to a varying extent. “During a crisis, another group that may join the functional publics is the victims. Victims may have been customers prior to the crisis; however, when customers are harmed, they become victims.” (Stephens K. K., Malone P. C., & Bailey C. M., 2005, p. 395) Two major determinants of Stakeholders’ reactions to company crises are identified as being the crisis cause and the company’s Crisis Communication. (McDonald L. M., Sparks B., & Glendon A. I., 2010) In the context of Crisis Communication, “one always needs to bear in mind that there are multiple courts in which one is being tried. First, there is the court of law. Second, there is the court of public opinion. Third, there is the stock market and other societal institutions.” (Mitroff I. I., 2000, p. 90)

In the literature a great number of expressions give implication to an interrelation of Crisis Management and Stakeholder Relationship Management. Hereinafter a literature review considering this interrelation is summarized. It does not appear being easy to balance all Stakeholder needs and claims in a crisis situation. Therefore a strategic approach towards a Stakeholder Relationship Management under these conditions seems advisable. Alpaslan et al. suggest “that developing trusting and cooperative relationships with Stakeholders enables the organisation and its Stakeholders to prepare and respond to crises more efficiently, effectively, and ethically than adhering to contracts or the principle of shareholder value maximization.” (Alpaslan C. M., Green S. E., & Mitroff I. I., 2009, p. 39) Pearson C. M. and Clair J. A. define an organisational crisis as a low-probability, high-impact event which could threaten the viability of an organisation and its organisational Stakeholders. (Pearson & Clair, 1998)

Especially in times of crises it seems not sufficient considering shareholder interests. Depending on the nature of the crisis type one or more Stakeholders may be especially affected and need specific attention. The salience (i.e. the degree to which managers give priority to competing Stakeholder claims) of affected Stakeholders may change dramatically during a crisis. Even if impossible for all imaginable crisis situations, managers should nevertheless simulate potential alterations of individual Stakeholder saliences. (Alpaslan C. M. et al., 2009) As Stakeholders have (by definition) a stake in the company, this company has at least a moral commitment to the inclusion of Stakeholders into the Crisis Management process.



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From the Stakeholder perspective, a crisis can be defined as an unpredictable event which threatens their expectancies and can seriously impact an organisation's performance and generate negative outcomes. In addition, a crisis can threaten an organisations' social legitimacy (the consistency between organisational and Stakeholder values) as it violates Stakeholder expectations of how an organisation should operate. Whereas an effective Crisis Management might result in a stronger organisation, "management by crises" would take a heavy toll on Stakeholders. Provoking (physical, financial or psychological) harm to Stakeholders is considered the most negative outcome in this context. The Stakeholder reception is essential for defining a crisis situation. In this regard, Crisis Management aims to prevent or lessen the negative outcomes and thereby protect the Stakeholders. The effectiveness of Crisis Management is frequently rated by Stakeholders upon highly visible crisis responses. (Coombs W. T., 2010)

A crucial question in an organisational approach to uncertainty in the environment is asked by Harrington and Ottenbacher: "What (external) strategic relationships are formed to minimize the effects of an uncertain world. "Organisations operate in unstable environments where they must constantly evaluate how they will respond to Stakeholders. They not only have to compete for limited resources with the outside environment, but they also have limited resources by which to react to external groups. By examining the attributes of Stakeholder groups, researchers can classify how organisations may formulate their reactions to pressures and inquiries." (Stephens K. K. et al., 2005, p. 393) In addition organisations should use the knowledge not only of its team but of as many Stakeholders as possible - the sum is usually better than the individual results. Information Stakeholders may have available should be used and signals sent out by Stakeholders should be made use of. (Alpaslan C. M. et al., 2009; Pearson C. M. & Clair J. A., 1998) Probably more time and resource investment becomes necessary if Stakeholders included in Crisis Management process but companies on the other hand are likely to reduce impact of crises on various levels. (Alpaslan C. M. et al., 2009)

Conclusions, proposals, recommendations

Mitroff I. I. summarized essential recommendations for Stakeholder Relationship Management in the context of Crisis Management:

1. "Never, never assume that the outside world (persons outside of your immediate work group or family) will see a situation exactly as you do.
2. List as many assumptions as possible about as many Stakeholders as you can think of. Be aware that the Stakeholders you overlook, and especially the unwarranted assumptions that you are making about them, can come back to haunt you later.
3. Never, never solve the wrong problems precisely! In other words, always ask yourself, "Are we solving the wrong problem?" (Mitroff I. I., 2000, p. 124)

Displayed in more detailed way, this refers to an ideal Crisis Management manual integrating the Stakeholder Relationship Management approach (see Figure 3).

In summary, instructions for setting up a professional Crisis Management Plan and corresponding training plan considering Stakeholder Relationship Management are:

1. A pre-crisis audit including interviews with both internal and external Stakeholders should be conducted in order to determine the crisis-preparedness of an organisation.
2. The contingency plan should include a detailed communication plan which specifies who inside and outside the organisation should receive when and which information by which media channel.
3. All means of communication need to be targeted at all Stakeholders and not just the media.
4. Crisis Communication from the perspective of a Stakeholder may start with pre-crisis messages which give them some information about a potential crisis.



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5. Performing post-Crisis Communication, Stakeholders must be updated on the business continuity efforts as the organisation returns to normal operations.
6. For testing the contingency plan, it seems advisable to prepare a detailed crisis portfolio / scenario for each crisis type defined. Best case, worst case scenarios shall be implemented.
7. Training shall include general training, table-top exercises, workshops and real time and live simulations including flexible elements with the aim to test the organisation, communications and the teamwork of those concerned and the ability of individual actions.
8. Crisis management audits and training have to be implemented into business activity plans and reiterated on a regular basis.

Scenarios	Criteria	Signals	Containment	Recovery	Post-Crisis	Stakeholders
For each crisis family, at least one type of crisis that can occur and its root causes, i.e. how, when, and why Likely versus worst-case scenarios, i.e. worst possible time, circumstances, causes, and most unfavourable publicity	Criteria/ hurdles that must be surmounted to trigger a crisis response, (e.g. activation of Crisis Management Team)	Early warning signals that a crisis is likely to occur, i.e., events which are very near to the criteria	Physically isolate? Encase? Neutralize? Disperse? Treat? Physically remove? Transport? Reduce? Convert?	Privatization of key customers Privatization of key faculties manufacturing sites Backups for manufacturing information distribution Triage criteria	No-fault audit Review critique of key assumptions Causes? Key lessons learned vs. not learned? Additional CMT Training?	Privatization of key stakeholders and their role in crisis plans/ capabilities Contacts? Available? Location? Part of CMT? Internal vs. external?
Crisis Types		Audits	Meetings	Training	Miscellaneous	
1. Economic crises 2. Environmental crises 3. Health crises 4. Information/Reputation crises 5. Physical crises 6. Political crises 7. Social cultural crises 8. Technological crises		Schedule of precrisis audits Scope of precrisis audits	CTM Designer, operator, maintenance, personnel Simulations Conflict Mgnt. facilitator	CMT Designer, operator, maintenance, personnel Simulations Conflict Mgnt. facilitator		

Source: author's construction based on Mitroff I. I. et al. (1996, p. 191)

Fig. 3. Ideal Crisis Management manual

For the development of particularized Crisis Management and Training Plans further research is advisable. Therefore, the author will conduct expert interviews as well as scenario-based interviews in the progress of the doctoral study.

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