

# *The role of media during crisis management*

## *Crisis management and risk management in the digital age*

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**Abstract**—this article examines the nature and role of the media in rendering organizations responsible for managing crises, whether they are governments, business executives, lawyers, communications experts, etc. it is important to understand that crises began and continuing to represent a new and significant challenge for organizations of all natures making the latter including communication experts within their workforce as to simplify crisis management operations and to avoid any unnecessary delay creating a crisis. When organizations are affected by a crisis in a race against time, plans and scenarios previously developed are to be readjusted in which media is to be countered with similar communication infrastructures, technologies and services for crisis management?

**Keywords**— *Crises; Media; Mechanisms; Communication infrastructures; crisis management.*

### I. INTRODUCTION

The world today live in a state of complexity in all areas, which are held often produces a lot of crises, starting with the contemporary crisis of 'Self', and through political and economic crises as well as environmental crisis. The crises affected all fields of life work to reshape the world according to the visions beyond the capacity of communities and individuals to be controlled, whether it is terrorism or financial crisis, war and genocide, or mass displacement of the population, or environmental disasters. In parallel, crises often create communities to think of new strategies for effective mechanisms where all forces of society are to contribute to the launch of a new phase of contained, stable life. Faced with the challenges of a "risk society" (Beck, 1992) highly publicized, governments are called upon to develop a communication policy to improve the visibility of public action and ensure the effectiveness and efficiency [1]. It is to weave the terms of an alliance between government media and politicians, built on mutual trust-distrust structure whose ambivalence explains insecurity.

In this context, the emergence of a crisis causes a break: it requires the authorities to deploy new action logics and opens broad fields to the media information. Crises turns on the fragile trust between political actors, authorities and media.

But it is built as an extension of the communication plans "non-crisis", which can contribute in a logical vigilance, to lay the foundation for a safe repository (Brunet, 2007). From the experience of public bodies collected to study the analysis of communications in times of crisis, this article provides an analysis of the communications strategy management arrangements by authorities at different times of a crisis [2]. The objective of this document is to develop a systemic understanding of the phenomena of crisis and media adversities. The different crisis management subsystems: risk management and issues; the response planning; organizational structures; managing communications and stakeholder relations; the development of an organizational culture and crisis management skills; back to normal mechanisms. The progression of this paper focuses on the thorough understanding of threats and ways to reduce the vulnerability of communities taking into account their setting.

### II. CONCEPTS

#### A. *The concept of crisis*

Wolf-Dieter Eberwein [3] wrote: "The formation of concepts is an essential basis of the theoretical construction; the accuracy of terms is essential for the designation of phenomena that we want to describe and explain."

A crisis is critical, decisive and surprising moment to the state and society linked to the conflict and contradiction in the society. Due to the large number and the diversity of 'crisis' and its escalating severity, the importance of the role played by the media in the accompanying crises is highlighted, both in terms of its role in its creation or contribution to its aggravation or resolution. Visions about the importance and limits of the role played by these methods and mechanisms vary and needed, especially in solving problems as avoiding risk of crisis since it is not feasible to leave things for the experience, error or improvisation, subsequently, planning the basic pillars of the media process.

#### B. *Concept of Media*

Media is an idea-based human activity, sharing and convincing by transmitting information, facts, news, numbers and statistics, a synonym for the word 'media' can be associated to 'mass communication' minding the difference

between the media in which the objective is supposing neutrality and the publicity that follows a style of temptation, excitement and stir emotions - The media assumed to keep up with the existing culture and civilization and raising the level of public opinion environmentally, culturally and build knowledge as well as embodiment of complications.

Given the importance of the media for being considered a fourth kind of revolution because it is linked to scientific and technological developments contributing to the expansion of horizons and building emotions, appealing to the public, with a comparison between the impact of television, school, university with both dimensions, and expanding areas of life and economic dimensions because any media flow will make the people more enabled to act.

The media, traditional and new in concept, both represent an active pivotal in shaping today's world, it can play a role of awareness and educationally focused awareness of crises through news, commentary and interpretation, or the tendency to cover them with a dramatic way dominated by the flatness and the absence of awareness of individuals.

### III. ROLE OF MEDIA DURING CRISIS

#### A. "Crisis" as a privileged instant of communication

During times of crisis, managements must take urgent decisions when the facts are uncertain and especially the media present. the crisis destabilizes the means of action and opens the door to media attention (lagadec, 1991). it threatens the functioning of the system itself which it undermines the essential references and collective choices of affected stakeholders[6].

In this uncertain environment, where to find a reliable source of information? Polls show that the public is mostly trust scientists, physicians or associations, but much less to politicians or journalists (Eurobarometer, 2007) [7] . Yet the primary responsibility for crisis communication rests on the public authorities, politicians and media channels. The public authority assumes ultimate responsibility in this area, while also embedded in a network of obligations partly contradictory: protection of privacy; medical or professional secrecy; protection of public order; prevention of criminal offenses. Rather than consider communication as a process of interactions (Holladay, 2009), the administration tends to reduce its mission to mere transmission of facts, thus limiting the possibilities of mobilizing other records that would be more effective [8].

The media amplify and dramatize the paroxysmal crisis context: they fit the disaster and thereby alter the management of the crisis. Increasingly fast, they exert a strong pressure to get information while they are still very rare. Faced with these key allies that the media, the authorities would establish some control within the disclosure regime but they are struggling to define the terms of a balanced partnership. Journalists have access

to many sources of information with the public, other public services, experts, etc. They play a leading role, selecting certain dimensions of the event and ensuring a particular frame to the problem, depending on the sensitivity of their specific audience. The administration is too often foreign to the world of media facing it only in moments of crisis, when the reality beyond its technical-rational framework. Journalists, for their part, are more accustomed to periods of crisis to the extent that their working conditions subject the constraints of speed, time, choice of register, etc. But there are experiences (Godard, 2002) Integrated Risk Management where authorities develop in "peacetime" communication networks in order to win the support of experts, politicians and the general public networks can be quickly mobilized in the event of crisis[4]. Media relations - administration will emerge differently during the three days of the crisis: the periods of prevention and vigilance, response or crisis or post-crisis or recovery (and feedback) . [5] In a strategic communication approach, these three moments are both distinguished and integrated into specific communication approaches (Frosh, 2009).

#### B. Crisis management techniques

Outward of the crisis, administrators and politicians tend to reserve space expertise and knowledge construction. But the external communication policy has recently acquired intrinsic value due to various constraints: the right to information, obligation to account, intelligibility of public action. Communication is therefore seen as an instrument to improve the quality and effectiveness of public action, through the availability of the following requirements:

- Media actively connected with political parties and organizations with a wide audience so to highlight the difference between public view and social opinion.
- A survey of public opinion is the referendum, analysis, observation, measurement of public view of a given crisis through interviews with the public itself, then examined to determine its effectiveness with the crisis and prepare an assessment of the views and how to deal with the media and the allocation of hotlines for the public's views that oversight and controls the expression form.

### IV. ENABELING A PARTNERSHIP CRISIS

A crisis, pre-established procedures define a plan of action, protocols and officials. The communication structure defined in emergency plans still often reduced to a formal and unique access utopian protocol for informational regime so out of control. The public relies increasingly to new means of communication, or GSM Internet, multiplying the sources of information and building collection and distribution networks very reactive, regardless of the authorities and official media. The increase in media consumption during periods of

collective crisis shows that the public seeks information and recognizes the importance of the communicator. He asked politicians to occupy public space, give meaning to the crisis and collective action. Otherwise, the players at risk and their consequences may develop a distrust of those they expect information that would allow them to make informed choices. The effectiveness of government decisions depends largely on their social penetration. A silence or an error can be interpreted as a lack of co-direction between the politician and those he has the task of ensuring security. [9] The communication process becomes especially unstable when individuals that are seeking membership condemn public policy because this option strikes representation of justice (Slovic, 1993). The media are not mere communication channels: they help to build the actual creating from the public the problem of the conditions for representation by a scoping process.

#### CONCLUSION

The analysis of crises contributes to update the limits of internal and external communication processes initiated in periods of alertness (Brunet, 2007) [10]. It allows public organizations offer courses of action to create the conditions of possibility of a partnership with the media taking into account the differences of their constraints and their operating logic. Authorities and media should define their objectives and design of information: that information? Why? How? This strategic questioning leads to build a well-structured framework as to cover materials and approaches to communication. Better than a shared myth of objectivity, it is to recognize the specific objectives of each partner. Beyond information, communication depicts the facts in favor of a particular vision of reality and events through a problematization process even more sensitive than the informational system of contemporary society leads a restructuring of the political show under the word emotional.

Media practices are constraints to the prosecution, because the world constructed through the media makes some possible interventions. Identifying who has the problem, the means used and the project leaders, highlighting the sources of authorities and their objectives contribute to revealing the social roots. The analysis of communication processes during a crisis can reveal the characteristics of the informational system at a time when the asymmetry between authorities and media is the lowest, where the issue of access to resources is exacerbated. From such a critical approach, it is possible to define, in a normative sense, the terms of cooperation tailored to partners' intentionality, their professional constraints of

quality and efficiency, without neglecting the work on representations, to found a cooperative action of communication to which the public can be fully involved. [11] Some authorities favor a strategy of openness, but others argue a culture of control, claiming that transparency might reveal discrepancies and expose citizens to the difficulties of certain problems and endanger the balance of power in the decision spaces (Holmes, 2009).

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