

CHAPTER TWO

REVIEW OF LITERATURE

This chapter reviews the literature in main areas: (1) crisis communication theory, (2) crisis communication models, (3) crisis communication objectives, (4) key messages for crisis communication, (5) objectives of the TAT Operation Center, (6) expected benefits of the TAT Operation Center, and (7) relevant research.

2.1 CRISIS COMMUNICATION THEORY

According to Seeger and Ulmer's study (as cited in Laws & Prideaux, 2005, p. 79), "crisis communications concerns the processes whereby organizations create and exchange meanings among stakeholders regarding the risks of crisis, cause, blame responsibility, precautionary norms and crisis-induced changes in the organization and its relationship to stakeholders."

Crisis communication is a three-stage model, including

- (1) Crisis Preparation
- (2) Crisis Response
- (3) Crisis Recovery

In the Crisis Preparation stage, organizations must develop reservoirs of goodwill with internal and external stakeholders, and must maintain effective reputations with stakeholders if they wish to survive crisis. The proactive efforts of crisis managers involve the development of strategic crisis communication plans (CCP) and the establishment of the crisis management team (CMT).

In the Crisis Response stage, the CCP is implemented by crisis communication managers, in coordination with members of the larger CMT (which has representatives from all appropriate organizational units). Key stakeholders are targeted, and a dialogue with these stakeholders is developed. This stage will be more effective if the organization has created the dialogue with stakeholders prior to any crisis.

In the Crisis Recovery stage, the organization focuses its efforts at reputation management and returning the organization to a sense of normalcy. Crisis communication allows the organization to strategically manage stakeholder perceptions. This is particularly true if a proactive approach to crisis communication

has been taken, where a positive reputation has been developed and stakeholder relationships have been managed effectively.

2.2 CRISIS COMMUNICATION MODEL (Laws & Prideaux, 2005, p. 80)

<u>Crisis Preparation</u>	<u>Crisis Response</u>	<u>Crisis Recovery</u>
<u>Phase</u>	<u>Phase</u>	<u>Phase</u>
Development of Crisis Communication Plan (CCP) and Crisis Management Team (CMT)	Implementation of CCP by CMT Member, and collaboration with stakeholders to maintain reputation	Response by CMT to restore stakeholder confidence to return to normal operations

2.3 CRISIS COMMUNICATION OBJECTIVES

All communications activities undertaken in the face of adversity should reflect and support one or more of the following objectives: (TAT's Crisis communications Manual, 2007)

1. To maintain and enhance TAT's credibility with the media, travel industry employees; external supporters, government officials at all levels and the tourism community at large;
2. To maintain and enhance the Thailand tourism industry's reputation and reliability with consumers and industry partners outside Thailand, and;
3. To maintain and enhance TAT's image and reputation as a crucial advocate for the interests of the Thai travel industry and its owners, investors, employees and Thailand at large.

2.4 KEY MESSAGES FOR CRISIS COMMUNICATION

The following rules and messages should be kept in mind when communicating in times of crisis: (TAT's Crisis communications Manual, 2007)

1. "No comment" is never an option. If an answer cannot be provided, the reason must be clearly indicated and the media advised of when additional details are

likely to be forthcoming.

2. With few exceptions, public statements issued in response to accidents and other disasters should follow a similar pattern.

3. First, TAT should demonstrate concern and compassion for victims and their families. If lives have been lost, any statement made should begin with an appropriate expression of sympathy and recognition of the tragedy that has occurred.

4. Next, express concern for damage to property and/or the environment.

5. Comment last on the financial consequences or economic impact of the crisis.

Think people...property...cost.

6. Provide reassurance that the safety and security of travelers is TAT's primary concern.

7. Never attempt to attribute responsibility or blame for an incident.

8. Stick to the facts. Never speculate.

9. Be honest. While the public is tolerant of inadvertent errors, lies are never forgiven. All it takes is a single lie to destroy years of accumulated credibility.

2.5 OBJECTIVES OF THE TAT OPERATION CENTER

1. Used as an operation room for executives to plan TAT's operations in normal situations by applying basic tourist information both in administrative and marketing aspects. TAT stores information from related agencies by linking information in a network.

2. To facilitate executives to be able to access information comfortably and present information concisely, understandably, and support decision making by executives in several situations correctly.

3. Used for executives to monitor corporate performance quickly with indicators and to show defined results. Moreover, status of destination can be examined on a real time basis.

4. In order to link and exchange information between TAT and relevant external agencies of both public and private sectors.

5. Used as an operation center to monitor information during crisis to help make decisions, which can be communicated from the operation room to both TAT

domestic and overseas offices simultaneously, as well as can be used to consult and consider adjusting the situation.

2.6 EXPECTED BENEFIS OF THE TAT OPERATION CENTER

1. TAT executives can use the operation room to monitor current situations from information internal and external, to analyze and make decisions, to specify policy framework strategy, to operate plans of both marketing and corporate administration accurately and promptly.

2. TAT can get information and can exchange useful and updated information from the information network of related agencies frequently in order to assess tourist situations correctly as well as be well prepared to deal with crises affecting tourism appropriately.

3. TAT can enhance potential in strategic corporate performance clearly and much more productively to increase the competitive advantage of Thai tourism.

2.7 RELEVANT RESEARCH

Churee Ammararong (จุรี อัมระรงค์, 2547) wrote a thesis concerning “Communications management during SARS crisis: case study from five star hotels in Bangkok” in 2004. She did an in depth interview with a sample group dealing with communications management during the SARS crisis, covering 5 star hotels in Bangkok with 28 respondents from 4 domestic chain hotels and 4 international chain hotels to study effects from the SARS crisis towards business proceeding, internal and external media use as well as effectiveness of media use.

Most sample groups planned internal media use to provide knowledge concerning SARS and inform about hotels’ preventive measures by posting letters and posters to rooms as media to communicate within hotels. Moreover, most of them planned external media use to stimulate and promote sales by using brochures and leaflets as media to communicate out of hotels.

All of the sample groups were successful using internal media to provide knowledge concerning SARS and inform about hotels’ preventive measures.

For external media use, it was found that half of the sample groups were

successful by launching special price packages to stimulate and promote bookings of hotels.

Parichart Boonklai (ปาริชาติ บุญคล้าย, 2548) has done a thesis regarding “Crisis information management of Tourism Authority of Thailand (TAT): a case study of the tsunami disaster” in 2005. She studied information management and information proceedings of TAT during the crisis in order to solve effects on the Thai tourism industry resulting from the tsunami disaster at the Andaman coast.

TAT’s crisis management policy is described as follows.

1. The policy of information management depends on presentation of real information, reliable, prompt, and timely, in order to reinstate image and reputation of the country as soon as possible as well as establishing an Emergency Communication Center.

2. Contents of presented information emphasize reliable facts in order to restore tourists’ confidence as soon as possible.

Buppa Lapawattanaphun (บุปผา ลาภะวัฒนพันธ์, 2546) did a thesis concerning “Communicative strategies to promote tourism of the Tourism Authority of Thailand (TAT) after 11th September, 2001.” The objective of this research was to study strategies, content and forms of mass media which TAT uses to promote tourism: TAT’s campaign called “Be My Guest” and “Travelling Thailand, you can go every month” which TAT created for promoting tourism under the Royal Thai Government’s urgent measures to tackle negative effects from the terrorist attack in the United States of America on 11th September, 2001 or the “9/11” event. The research found that under the “Be My Guest” campaign, their contents had focused on building positive images for every aspect of the country. And under “Travelling Thailand, you can go every month” the campaign had emphasized encouraging Thais to travel and spend more money within their country.

Usanee Somboonsup (อุษณีย์ สมบูรณ์ทรัพย์, 2537) did a thesis regarding “The crisis communication management: a case study of the Stock Exchange of Thailand” in 1994. The purpose of the thesis was to study the communication management of the Stock Exchange of Thailand in the particular period of time during the SET crises. The

thesis investigated three crises; they were the first period of the gulf war in August 1990, the political uprising in May 1992, and the stock manipulating case of 1992.

The findings were as follows:

1. Useful information to relieve the situation should be based on actual facts.
2. The content of the information should concern the remedial measurements, guarantee, recovery, compensation and the easing of restrictions.
3. The information must consist of factual fundamental factors of the market to help investors' morale.
4. The information disseminating from SET plays an important role in curving down investors' restraints and anxiety over the market condition.
5. Investors and concerned parties need faster and more frequency of information released than usual.

Achara Vorradhama-Panich (อัจฉรา วรรณธรรมพินิจ, 2541) did a thesis concerning “Analysis of crisis communication plans during corporate crisis for Total Exploration and Production Thailand (TEPT)” in 1998. This research attempted to analyze the crisis communication plan of TEPT and to suggest the improvement of crisis communication procedures and flow chart. There were 2 plans concerning the communication during the crisis situation, “Crisis Communication Guidelines (CCG)” and “Duty Officer and Emergency Control Group (DOECG).” It was found that in CCG, there were strong points as follows: clear organization chart for information officer, detailed action list, existence of format of information for each statement (First, Routine and Final Statement), setting up or Press Center and standard for measuring the event (major, minor etc.). The research also found strong points from DOECG as follows: responsibilities of information officer and media response team, exercise the plan format of First Statement and standard of measuring the event (major, minor etc.). The researcher proposed the Ideal Crisis Communication Plan composed of the existing strong points, complimented with the needs of information from media interviews.

Chatsuda Wongsu-uan (ฉัตรสุดา วงศาอ้วน, 2548) did a thesis regarding “Communication management in crisis of Crisis Management Operation Center (CMOC) of Thai Airways International Public Company Limited” to study

performance, form, as well as internal and external communication management processes of CMOC of the Thai Airways International Public Company Limited. Proactive management was done during crisis by using idea of four R's Practices. These practices consist of reduction, readiness, response and recovery.

1. Reduction is looking for information and beforehand crisis signals if they have a chance to be a crisis. When there is enough potential to happen, the next step will be prepared.

2. Readiness is ready to face the situation, prepare for management, and create a plan to tackle with crises as a manual to administer.

3. Response is responding to the situation.

4. Recovery is trying to solve and return to normal condition as soon as possible.

The main objective to settle Crisis Management Operation Center, especially aviation business organization, was to reduce effects on the organization in terms of finance, reputation, and operation of Thai Airways International Public Company Limited.