

THE ROLE OF COMMUNICATION AND BUSINESS REPUTATION IN ANTI-CRISIS MANAGEMENT

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Annotation. In a crisis situation, the risk of business communications arises at the same time as the increase of social, economic, political and other contradictions can be characterized by both orderliness and structure, as well as uncertainty and chaos. The question is, what should you invest in difficult times? We need a set of strategic measures that will allow you to transform business and channels of information dissemination, communication with employees, clients, trying not to harm, but rather to improve their business reputation and financial results, especially if the business is set up on-line.

Key words: crisis management, communication, business reputation, corporate culture, risk direction, business efficiency, optimization of business process, risk management, anti-crisis measures, crisis contact database.

Crisis management aims to strengthen socially responsible measures as honestly and positively as possible cover events remain calm, to help comply with quarantine conditions, to improve the quality of life of vulnerable people in a crisis first situation put together strong and prosperous for an adequate response to force majeure. The crisis is over, and relationships, emotions and reputation can be improved.

The crisis - a serious situation that could potentially detrimental consequences for safety, the environment, the reputation of the institution, organization, authority. How

to be prepared for crisis communication? It is necessary to have a list of potential crisis situations and to update it regularly. To form a crisis communication group, which would consist of your potential speakers, who should first of all keep a positive tonality of communication and maintain a general optimistic mood.

The crisis contact database needs to be compiled and updated regularly (phones, email addresses, pages on social networks, all employees, officers, journalists, editors, television, radio and newspapers).

In the current state of the world, the problem of the Coronavirus has become widespread, which is why many businesses, banks, shops, etc. have been shut down. Many workers have been forced to go on unpaid leave, others have left to work, or remotely - at home. Tested and quality and information flows begin to slow down, begins to dominate false information on the Internet network, or complete lack thereof, that a significant impact is on public view at the media and the government, because these structures first "put his head under ax" when there is any - what crises in the country.

The crisis - it is always a major event for all the news. It is during the crisis that the media selects, structures and disseminates information about the crisis and about the behavior of the government during the crisis. And thus, the media is shaping public opinion about the government and its ability to solve crises. It's no secret that even in crisis situations, well-tuned communications can be destroyed immediately. In such a situation in the country, the main task of the government is to develop and apply a system of crisis response and implementation of a crisis communication strategy, to establish a set of mechanisms for purposeful management of the quarantine process. The aim of such measures is to protect the government's own image and to prevent negative effects on the reputation of the state as a whole.

It should also be remembered that it is anti-crisis measures that have communication support that help to avoid misunderstandings about government actions in the face of the state and to avoid chaos and disorder during crisis situations, which, including, can even threaten the security of the population. For example: the dissemination of untrue information that the Crown virus is transmitted only from animals increased

the number of patients with this virus at times, although this could have been avoided.

It is important to understand that at the time of the crisis, all those involved in the decision and support are switched on automatically. In order for this to work, the anti-crisis communications headquarters must work at all times to monitor, analyze and forecast the situation, simulate crises and seek their prevention or support, create scenarios of counteraction and work out tactical things that will have the greatest impact on the population in overcoming the crisis and its consequences.

In order to facilitate the implementation of counteraction in practice it is customary to divide the crisis into certain stages.

The first stage - signal - this stage is characterized by the appearance of small messages in the media. If public authorities remain sensitive to stakeholder sentiment and monitor the coverage of "problematic" topics and relevant trends in coverage, it is possible to predict the situation. The decision of the authorities not to touch the topic will not stop the media - they will submit versions, interpretations, rumors.

The second stage is probing. It is characterized by the fact that here you can take the initiative and set the direction of development of the topic. The lack of response leads to unwanted reactions and the media will control the interpretation of the situation throughout the crisis.

The third stage is acute. It is characterized by the shortest and most intense burst of crisis when the problem becomes a real crisis. The media are starting to report financial, resource, human damage. This is the stage when one has to "leave the offices".

The fourth stage is picking up. It is characterized by the fact that all media outlets are trying to cover the crisis. At this stage, it may seem that the coverage of the crisis is getting out of hand and the most important thing is the presence in the media of its position and the consistency of comments coming from the authorities.

The fifth stage is chronic. It is characterized by the fact that the mass media try to return to the topic, finding out the problems of guilt and responsibility, as well as the fate of the victims. It should be remembered that the success of a public authority at

this stage may be when the authority assumes responsibility and provides assistance to the victim.

The sixth stage is the restoration of reputation. It is characterized by the fact that journalists summarize and find out what has been done to prevent the crisis from recurring. This is a stage related to the lessons of the future and improvement.

In addition to understanding the stages of a crisis and the cause of its occurrence, it should also be understood that even a small "hit" or misunderstanding on any side (government, media, the common people) in the aggravation of the crisis can aggravate the situation of one or the other. As an example: a popular uprising.

In order to avoid such situations, specialists have researched and identified certain mistakes, which avoidance will not only exacerbate, but also can accelerate, in some cases, the way out of crisis situations:

- hesitation that leads society to confusion, heartlessness, incompetence or lack of training, which is acutely felt;
- creation of a misty veil that leads to the assertion in the public consciousness of the idea of dishonesty and indifference;
- revenge, which increases tension and speeds up emotions rather than weakens them;
- bias or uncertainty, which creates the greatest problems, since truth cannot be replaced by anything;
- dogmatic speeches instead of real neutralization of this problem, which increase the vulnerability of the organization or official through demonstrating arrogance;
- confrontation, which creates the appearance of activity, keeps everyone energized, trying to mask the substitution of an effective reaction to the problem;
- litigation that also creates visibility and distracts from smarter decisions.

To ensure that the reputation of any institution, enterprise, etc. in crisis situations is not significantly affected, problem management professionals are advised to include in the risk awareness program the following actions:

- recognizing risk communication as an integral part of a broader risk management program and recognizing that this whole area is based on policy, opportunity and debate;

- it is necessary to push the leadership to the decision to join the communication system and to teach it to use the media effectively;
- it is important to have reputable experts outside the organization who would serve as news sources for journalists;
- a crisis management specialist needs to become an internal expert on a particular risk issue and gain the trust of journalists;
- to appear on mass media with solid, verified, reliable facts and data without waiting for the initiative from the journalists;
- to analyze the perception of information by the public, the level of its trust in the messages;
- understand the needs of the target audience, know how the media can improve communication with it.

With the development of management science and practice, the range of management tools for the formation and development of communication in accordance with the established corporate culture and business reputation is significantly expanding. Technological progress, risks, and crisis phenomena stimulate the strengthening of communication links, giving the management of enterprises and organizations new opportunities for effective interaction with staff and the environment. Mobility, dynamism, readiness for change and innovation are the hallmarks of a business culture that is able to adapt in an unstable environment. Levers focused primarily on communication with the environment include advertising appeals and a variety of public relations tools. Corporate values are transmitted to the external environment and through the daily communication of the company's employees with consumers, business partners, government agencies and non-governmental organizations. Effective formation of the corporate culture of a modern organization requires the use of a wide range of levers of managerial influence. The combination of economic, organizational, social-psychological and communication levers should be applied in a comprehensive and tailored manner to the specificity of the company, industry and region. Technological advances and the development of management science offer new opportunities for building a corporate

communications system that must be addressed both internally and externally, aiming at the formation and development of an effective corporate culture and business reputation that will be able to fulfill its key functions.

Therefore, it can be concluded that the speed / timeliness of crisis management by any institution will depend first and foremost on the coherence of the emergency control policy. Secondly, it should not be forgotten that how true and trusted the communication tool will be used by an institution depends first and foremost on the public's trust in it, and with it the reputation of the institution itself. Also, a group of responsible staff should be assigned to respond promptly to any changes in a crisis situation to take immediate action. In this regard, it is very necessary to invent new technological solutions that allow you to solve everyday communication problems in an unconventional way. Today, when some employees are actively struggling with the current consequences of the crisis and the other is obliged to think about the future, imagine what the economy will look like after the crisis and how it will exist and make a company. The task of the manager is to ensure continuous growth of the business, and therefore you must do everything to make decisions quickly, avoid unnecessary focusing on complex processes of internal coordination and slow response to changing circumstances.

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