e-JOMS
MALAYSIAN JOURNAL OF MEDIA & SOCIETY

e-Journal of Media & Society

AN OVERVIEW OF CRISIS MANAGEMENT, DECISION-MAKING, AND SPORTS MEDIA CONCEPT

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ABSTRACT

The conceptual article discusses the relationship between crisis communication management, decision-making, and sports media. The lack of academic research related to crisis communication management and sports media attracted the author's attention in the writing of this article. There is a growing communication management crisis emerging in the sports industry in general and in the football industry, especially where the crisis communications area has become increasingly valuable in academic research in sports and media. This article highlighted some of the backgrounds, concepts, and issues of crisis management in institutions and sports organizations which divided into three phases, namely (i) pre-crisis, (ii) crisis response, and (iii) post-crises. In addition, this article also provides a brief statement of the decision-making process as described by Fotr & Svecova. The concept of relationships between sports and media highlights media competition knowledge and decision-makers in gaining broadcast media rights to billions of viewers for major sporting events around the world. Finally, this article also describes the Situation Crisis Communication Theory (SCCT) introduced by Professor Coombs in the management of the communications crisis and sports media.

Keywords
Crisis, Communication, Management, Sports, Media

INTRODUCTION

The concept of crisis is not merely focused on economic and political affairs, but also a social aspect, which involves participation in communication and management. Two areas of special interest in researchers in the field of social science are crisis communication and crisis management. The crisis is inevitable when it involves business-related and communication management contributions.

Barton (1993) has defined crisis as an event that is unpredictable, the major threat that can have a negative effect on the organization, industry if handled improperly. The high responsibility in the decision-making process is one of the ensuring factors to the success of the complex task faced by the institution and society generally.

The media industry has given significant value to the sporting industry. The rapport between these industries has brought a good impact that cherishes the local and global revenue through publicity and advertising. Hence, sport's partnership with the media has given the opportunity to expand their coverage into three wide categories, the printed media, electronic media, and new media platforms.

In the early 1920s and 1930s, print media and radio delivered sports news. The earliest sports pages seemed periodically in the second half of the 19th century in the big-city dailies (Sage, 1998). The interactive nature between sport and media experienced significant participation in the stakeholders and society. According to Nazemi and Khoshemehr (2012), sports and mass media adore a mutual relationship among American society. This statement undoubtedly to all people not only for the United States but also for most present industrialized societies as well.

Sports is a rapidly expanding industry that has experienced various forms of crisis, in particular involving sports. Scandals involving personal and family members of athletes and team managers, financial, sports organizational structures have plummeted unpredictable bitter memories and attracted the attention of the public and mass media in awe-inspiring and aggressive sports world (Andreff, 2007; Barajas & Rodríguez, 2010; Clavio, Eagleman, Miloch, & Pedersen, 2007; Dietl & Franck, 2007).

The crisis that occurred in sports organizations and individuals has been reported to have attracted many parties and became examples (Smith & Elliott, 2007; Trosby, 2010; Wilson et al., 2008) pointed out that the biggest crisis in the sports industry and the football industry required a serious concern from clubs and sports organizations. continuous monitoring should be carried out on this important and major sports industry from any conflicting interests of the involved parties that make the crisis more prominent (Manoli, 2015).

Nevertheless, research on crisis communication management in sports or sports is not likely to attract attention to the academic field concerned. Past studies are more likely by focusing on the analysis of the crisis itself from the point of public relations but not to the communication function (Elliott & Smith, 2006; Frick & Prinz, 2006; Gordon & Helal, 2001; Lago, Simmons & Szymanski, 2006), with some exceptions.

Academic studies related to the crisis of communication and media affect the relationship of the company involved in one of the following ways:
(a) Refuse for the existence of a crisis and refuse to cooperate with sports media;
(b) Provide incomplete and inaccurate information reluctantly and delays or;
(c) Develop and maintain an open and precise communication channel with both printed and electronic media environments (Wilcox, Ault, Agee, & Cameron, 1998).

These limited studies link crisis communications with public relations as well as image formation, focusing on sports organizations (Bilbil & Sutcu, 2008; Bruce & Tini, 2008) or individualized athletes (Bernstein, 2012; Brown, Dickhaus, & Long, 2012; Kristiansen & Hanstad, 2012; Trosby, 2010; Wilson et al., 2008) and engage in image recovery practices. The lack of resources based on academic studies related to the management of communications and media crises is the result of the difficulty in obtaining accurate, valuable, and sensitive access information such as the relationship between crisis communication and sports media.

Crisis Management

The beginning of the word crisis originated from the Greek language, which is 'krisis' (decision) and the root word of 'krinein' (decide). The general sense of conclusive point the usage dates from the early 17th century. The Oxford Dictionary describes the word crisis as "a time of intense difficulty or danger". The countenance "krisis" derived from the verb "krino" that meant to separate, selecting, and deciding between two opposing ranges (Koselleck, 2006).

On the other hand, crisis also defined as itself indicates a hazardous condition, a heavy decisive moment, a fundamental moment in which a crucial issue which is concerning the result, subsequent existence or subsequent development that should be handled, a moment in which people feel uncertainty, confusion, and difficulty (Subrt, 2014).

The judgment of individual or organisation's decision comprising crucial time management and very risky. A smooth well-managed crisis can help and organisation and society to overcome a challenge and going into an improvement, but a poorly managed crisis can affect into serious destruction to the organisation's interest, polluted for its reputation or ends up dramatically.

Crisis management is a process planned to avoid or reduce the impact a crisis can inflict on an organisation and its stakeholders (Coombs, 2011). Furthermore, it is a creative process to eradicate major risk elements cause a bad reputation on organisation. This activity will allow those concerned to attain assistance over the fortune of their future path and clearly practicing best communication management skills.

The concept of crisis management also dealing with the solution of critical and urgent events. In terms of functional management defined as a comprehensive set of proven approaches, opinions, experiences, recommendations, and methods that managers use to cope with managerial functions such as planning, organizing, decision-making and control.

Besides that, crisis management is a summary of actions and tasks that perform public institutions and the private sector in preventing and during sudden acute crises. Another definition says that crisis management is an area of management, focusing on analysis and risk reduction using various methods and techniques of risk prevention that eliminates existing or future reveals the factors that can increase the risk. (Bartosikova, 2014).

Based on the progress of crises, a crisis can be divided into three phases, which are (i) pre-crisis phase, (ii) crisis response phase, and (iii) post-crisis phase. The pre-crisis phase focuses on prevention and preparation. The crisis response phase deals with the crisis and how to rebuild an organizations or individual's damages reputation. The post-crisis phase prepares for the next crisis and fulfils commitments made during the crisis phase including the provision of follow-up information (Coombs, 2011).

The crises progress through those phases involving planning, developmental process, and evaluation that important aspect to analyse from the organisation's manager perspective. Each decision taken will reflecting the future individual or organisation's image prospect and must handle with care for a brilliant result.

Both Barton (2001) and Coombs (2006) document that organisations are better able to handle crises when they (a) have a crisis management plan that is updated at least annually, (b) have a designated crisis management team, (c) conduct exercises to test the plans and teams at least annually, and (d) pre-draft some crisis messages.

Decision-making Process and Sport Media

Decision-making does individual and organization managers make a daily routine activity. Every day the people decide over small things, but often these decisions will affect their lives or enterprises. An individual decides about himself, about his affairs, but his decisions also affect others as well. It often happens that when we need to decide, we ask for help, advice either friends, psychologists, lawyers, experts in logistics, etc. (Bouyssou et al., 2013).

Decision-making in today's turbulent times, in the era of globalization, in the time of rapidly changing markets and ever-increasing competition, has increasing importance (Walter, 2010). The ability of decision-making is among the most important activities to the manager. The quality and results of this competence reflected in the efficiency of processes and in the future success of the organization.

Poor and bad decision-making is often a major cause of business failure. Influence and importance grow in direct proportion to the volume of resources, financial resources, which linked with the process (Fotr & Svecova, 2010). The high decision-making skills of managers affect business performance (Plattner, 1982). Therefore, the organization's manager plays a major role to make a quality decision because they will be responsible for any cause they take.

Decision-making is a process to find the right choice, usually between two or more alternatives, based on available information and experience, within time constraints and risk. An important role also plays a manager's ability to explain or defend its decision before superiors or subordinates, and the associated level of acceptance (Fotr & Svecova, 2010). Frederick (2005) in his research showed interpretation of correlations between cognitive abilities and decision-making. The next research proved by Klein (1999) examines the nature of the effect of formal education on some of the cognitive processes in decision-making and lack of effect on other central components of decision-making.
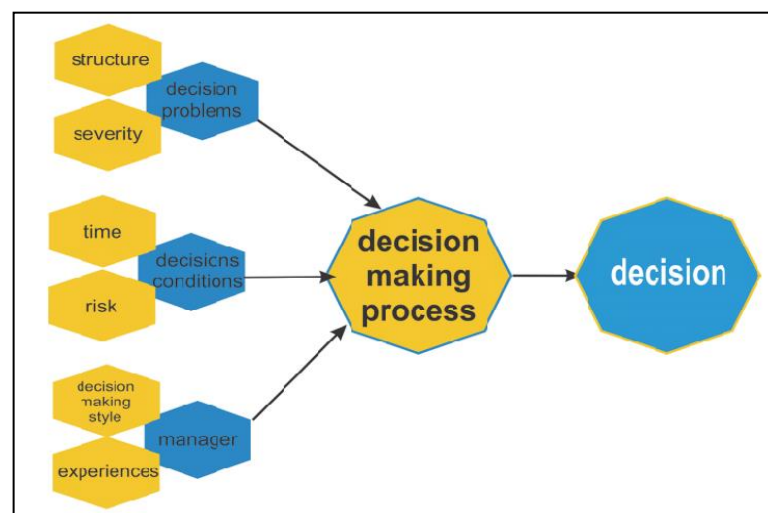
Figure 1. Decision-making process (Source: Fotr & Svecova, 2010)

Every decision is result of a process (see Figure 1). The scheme suggests that the decision is based on three conditions; decision problems, represented by the severity and nature of the problem; conditions for deciding, represented by the time constraints, the degree of risk and uncertainty and manager's personality, in this group we include attitude to decision-making, experience and decision-making style. Decision problems can be divided into four categories: (i) well-and ill-structured decision problems, (ii) decision-making under certainty, uncertainty, and risk, iii) dependent and independent decision-making processes, iv) other types of decision problems. (Fotr & Svecova, 2010).

The media sport production process involves the sports organisations. For example, the Federation Internationale de Football Association (FIFA), the governing body of world football, working with the media companies. The sports bodies may do this directly or through intermediary marketing and promotional agencies operating on their behalf. They may engage with the media as individual companies or in partnership with others (Stead, 2008).

A sport has something to sell, such as the TV and radio broadcasting rights to cover its world championships, and it is up to the media companies to submit bids. The competition to become the agreed lead broadcaster can be intense, although the sheer size of the financial undertaking can lead to fierce media rivals working together on a bid. In the example of FIFA selling the rights to its World Cup, the sums involved are considerable and the bidding and decision-making processes are complex and sensitive (Ibid, 2008).

Competition for broadcasting rights and the prominence of sport in media schedules have had a dramatic inflationary effect on the fees paid to some sports. An early globally televised Olympics, such as the 1964 Tokyo Games, cost the lead broadcaster around £1m. It has been reported that the US broadcaster NBC has paid the IOC $3.5bn for the rights to the Winter Olympics of 2002 (Salt Lake City) and 2006 (Turin) and the Summer Olympics of Athens and Beijing (Ibid, 2008).

The global economic crisis has directly affected the broadcasting rights of major sports events around the world. It affects competition in securing broadcasting rights and imposes

a developing country as well as a state that cannot afford the best and prestigious selection of events in the world from watching its people around the world.

These massive sums of money must be balanced out by the very considerable amount of airtime that can be filled by such events. Indeed, sports broadcasting is a relatively cheap way to fill schedules. Sports events can also be particularly useful for the all-important audience ratings by attracting large numbers of viewers and listeners (Ibid, 2008).

Organizing major sports events around the world through selected sports media has provided a great opportunity for significant developments in media and sports chains and satisfying the audience who cannot afford the tickets and cannot afford to fly and go to watch live matches.

The production process involves the media professionals using their knowledge and expertise to develop media sports products that reflect their ability and proficiency, and in doing so, they are seeking to enhance their status and reputation, not least amongst their peers. These kinds of objectives impact on what is produced (Ibid, 2008).

The broadcast match of the match packed by the broadcast host allows broadcast rights owners to provide the best live broadcast effects to viewers in line with the cost involved. Technological developments in broadcasting allow direct broadcasters to have audio and visual effects as well as television sets that have high definition and display sizes that provide audience satisfaction.

Situational Crisis Communication Theory (SCCT)

Theories that study crises usually trace several major issues, which include their causes, driving forces, individual and collective actors, structures and functions, causality and interdependence, regularity, and randomness (Prisching, 1986).

Situational Crisis Communication Theory (SCCT) is a theory that addresses crisis communications. It is premised on a similar crisis response to the level of crisis responsibility attributed to a crisis. Based on SCCT, crisis managers must analyse a given situation first so that they can select crisis response strategies that best match the crisis.

SCCT centres on the two situations and the environment, and the reasons the crisis initially occurred. Professor Coombs which his primary research area of research in crisis issues initially presented this theory in his 1995 article "Choosing the Right Words: The development of guidelines for the selection of the appropriate crisis response strategies". However, the theory was not named Situational Crisis Communication Theory (SCCT) before 2002 (Coombs and Holladay, 2002). Before that, the theory referred to as the symbolic approach to communication.

The crisis manager begins the selection of a crisis response strategy by identifying the crisis type, which we conceptualize as the frame that the public uses to interpret the event. The purpose is to evaluate the attributions of personal control, or the organization's ability to control the event and crisis responsibility. Perceptions of crisis responsibility have proven to increase as attributions of personal control intensify (Coombs, 1998).

SCCT is an extension of Coombs's (1995) previous research on matching crisis response strategies to the crisis, while also building on the work of other crisis management scholars. It assumes that an organization's reputation, that is, how its publics perceives the organization, is a valued resource that threatened by crises. A strategic communicative response can best protect the reputational resource by assessing the crisis and selecting a crisis response strategy that fits the crisis. Of course, there are concerns other than reputation to address in a crisis, particularly public safety. In fact, our research and that of others have suggested that providing instructing information that is, what the publics need to know and do to protect themselves from the crisis, is necessary before addressing reputational concerns (Coombs, 1999a; Coombs & Holladay, 2001; Sturges, 1994). However, the central focus of SCCT is how to manage organizational reputation during a crisis.

A Systematic and effective crisis management system needs to be practiced by an organization's managers to restore the image and reputation of an institution and organization. They need to be wise in planning, managing, and taking the most practical follow-up actions for future organizational development.

Conclusions

In conclusion, this article is expecting to provide benefit to readers in understanding the concept of crisis management in an institution and organization. In addition, this article also gives a brief statement on the processes in making decisions as cited by researchers. The further discussion is the concept and relationships between sports and media industry also highlighted in managing mass media competition in gaining sports broadcast rights to the beneficial towards millions of spectators of major sports events globally. Professor Coombs developed Situational Crisis Communication Theory (SCCT) which theory addresses the crisis from the communication management point of view.

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