



SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!



**AN INVESTIGATION ON CRISIS COMMUNICATION
MANAGEMENT PLAN AND PRACTICES: THE CASE OF YES
BRANDS FOOD & BEVERAGE PLC.**

BY: HAMZA GEREMEW

**A THESIS SUBMITTED TO THE SCHOOL OF JOURNALISM
AND COMMUNICATION PRESENTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE
OF MASTORS OF ARTS IN PUBLIC RELATION AND
STRATEGIC COMMUNICATION**

ADVISOR: Dr. ANTENEH TSEGAYE

MAY 2023

ADDIS ABABA, ETHIOPIA

**Investigation into Crisis Communication Management Plan and Practices: in
the case of Yes Brands Food & Beverage PLC.**

By: Hamza Geremew

Advisor: Anteneh Tsegaye (PhD.)

**A thesis submitted to the school of journalism and Communication of Addis
Ababa University in Partial Fulfilment of the Requirement for the Degree of
Master of Arts in public Relations and strategic Communications.**

May 2023

ADDIS ABABA, ETHIOPIA

Declaration

I herewith state that this paper entitled “Investigation into crisis Communication Management Plan and Practices: in the case of Yes Brands Food & Beverage PLC.” is my original work, never presented or published in any academic setting. I have undertaken the research work independently with the guidance and support of the research advisor. At the appropriate location in the text, I give credit to the books, articles, and websites that I used.

Hamza Geremew Nuro

SIGNATURE

DATE

ACKNOWLEDGEMENT

I want to start by acknowledging the Almighty God for making this project successful.

Several people have helped me in many particulars to attain the completion of this paper. First and foremost, I would like to give my authentic thanks to my advisor, Dr. Anteneh Tsegaye, for all his helpful recommendations, guidance, and assistance throughout the development of the proposal and writing of this thesis.

Second, my sincere appreciation and enormous admiration goes to my entire family and Meskerem Maru, for their assistance in getting me to start this class and for sharing all my loads during the whole course. No words can adequately reflect their warmth and support while I was carrying out this study.

Finally, I would like to thank all the employees and management of Yes Brands Food & Beverage Plc. who contributed to the success of my paper and for their positive feedback and support they gave me while doing this research.

ABSTRACT

This study focuses on the investigation of crisis communication management plan and practices in the case of Yes Brands Food & Beverage PLC. A mixed study approach with descriptive type of research design was employed. The researcher used a questionnaire and an in-depth interview to obtain data from the respondents. The study used random and purposive sampling techniques. The data was analyzed both quantitatively and qualitatively. Six key informants participated in in-depth interviews that produced data that was thematically examined. Additionally, important records such as the crisis communication management plan and other documents were explored and analyzed. The researcher has employed Situational Crisis Communication (SCCT) and explored the crisis communication approaches. The results showed that the company has not yet adopted a scientific approach to strategic crisis communication. As an illustration, the company's pre-crisis action appeared to lack comprehension and expertise of crucial pre-crisis activities including assembling and using a crisis communication team, spotting indications or potentially risky issues, and appointing a well-trained crisis time spokesperson, except the crisis communication plan that was not used in the crisis time. The study also revealed that the company's crisis response effort was very poor. According to the data, the character and communication skill of the managers during the crisis stage was not satisfactory. Concerning channels of communications, the study observed that the company partially used one new media (face book) during crisis time. In conclusion, this thesis prevailed recommendations aiming on the three stages of a crisis to save reputational resources, maintain smooth relationships with stakeholders, and have a strong crisis communication effort.

Keywords/ terms; *Crisis management, crisis communication, and crisis communication strategy.*

TABLE OF CONTENTS

Contents	Pages
Declaration.....	i
CERTIFICATE OF APPROVAL.....	ii
ACKNOWLEDGEMENT.....	iii
TABLE OF CONTENTS.....	v
LIST OF ACRONYMS	x
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the problem	2
1.3. Research Objectives.....	4
1.3.1. General Objective	4
1.3.2. Specific Objectives	4
1.4. Research questions.....	4
1.5. Significance of the Study	4
1.6. Scope of the study	5
1.7. Limitation of the study.....	5
1.8. Organization of the Thesis	5
CHAPTER TWO	6
REVIEW OF RELATED LITRATURE.....	6
2.1. Introduction.....	6
2.2. What is crisis?.....	6
2.3. Classification of crisis.....	7
2.4. Effects of Crisis on Organizations	9
2.4.1. The Positive Effects of Crisis	9
2.4.2. The Negative effects of Crisis	11
2.5. Crisis Management	12
2.6. Crisis communication	15

2.7. Crisis communication plan.....	16
2.7.1. Crisis Management Team	17
2.7.2. Assigning Spokesperson	18
2.8. Crisis Response Strategy.....	19
2.9. Models of crisis management strategies	19
2.10. Communication with Media in Crisis Situations	20
2.11. Preparing Channels of Communication	20
2.11.1. Social Media	21
2.12. Theoretical Framework	22
2.12.1. Situational Crisis Communication Theory (SCCT)	22
2.13. Empirical Studies	24
2.14. Conceptual framework.....	25
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.2. Description of the study organization	27
3.3. Research Design and Approach	27
3.4. Source of Data.....	28
3.5. Population of the Study.....	28
3.6. Sampling Methods	29
3.7. Data Collection Instruments.....	30
3.7.1. Questionnaire	30
3.8. Data Analysis Procedure.....	32
3.9. Research Validity and Reliability	32
3.10. Ethical Consideration.....	33
CHAPTER FOUR.....	34
RESULTS AND DISCUSSIONS	34
4.1 Introduction.....	34
4.2. Response rate	34
4.3. Demographic Characteristics of Respondents	35
4.3.2. Age of Respondents	35
4.3.4 Work Experience of the Respondents	36
4.4. The prevention and preparation for crisis	37

4.4.1. Crisis communication Management plan	37
4.4.2. Reviewing and Updating the Crisis Communication Plan	38
4.4.3 Crisis Communication Management Team	40
4.4.5. Spokespersons’ Training	43
4.5. Crisis response Strategies	44
4.5.2. Character and communication skills of managers	46
4.5.3. Reflection towards the accuracy of the information	48
4.5.4. The relationship between the company and its employees	49
4.6. Channels for Crisis Communication	50
4.6.1. Creating official social media pages	50
4.6.2. Identification of the various public groups	51
4.6.3. Identifying influential Media Houses	52
4.6.4. The spread of crisis on social media	53
5.1. Summary	55
5.2. Conclusions.....	56
5.3. Recommendations	58
5.4. Research Implications	59
REFERENCES	60
APPENDIX A; QUESTIONNAIRE SURVEY	65
APPENDIX B; INTERVIEW QUESTIONS	69

LIST OF TABLES

Table 2.1. Crisis types are based on the crisis responsibility of an organization. Adapted from Coombs (2007).....	8
Table 2.2 SCCT Response Strategy Types; Adopted from Coombs & Holladay (2010).....	24
Table 3.1. Data of employees who served in the company in the year 2015.....	29
Table 4.1. Response rate	34
Table 4.2: Crisis Communication Management plan	37
Table 4.3: Reviewing and up- dating plan.....	38
Table 4.4: Crisis Communication Management Team	40
Table 4.5 Spokesperson appointment	41
Table 4.6. Spokespersons’ Training.....	43
Table 4.7. Making official social media pages	50
Table 4.8. Identification of the various public groups	51
Table 4.9. Identifying influential Media Houses	52
Table 4.10. The spread of crisis on social media.....	53

LIST OF FIGURES

Figure 4.2 Age Categories of Respondents in Percentage	35
Figure 4.3: Educational level of the Respondents	36
Figure 4.4. Work Experience Categories of the Respondents	36
Figure 4.5. Manager’s response to complaints of employees	45
Figure 4.6 characters and communication skill of managers.....	47
Figure 4.7 Reflection toward the accuracy of the information.	48
Figure 4.8. The existence of good relationship between Yes and the employees.	49

LIST OF ACRONYMS

CCP	Crisis Communication Plan
PLC	Public Limited company
SCCT	Situational Crisis Communication Theory
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The process of exchanging messages with the aim of accomplishing the personal and group goals of its members is referred to as organizational communication. It is one of the fundamental requirements for establishing a prosperous business. Today, communication is universally acknowledged as the key to organizational excellence and efficiency, along with the most crucial business operations (Grunig, 1992).

Organizational communication is a social process that facilitates contact information transmission between departments, units, and the environment of an organization to run the organization and achieve its goals. Through the dissemination of pertinent and timely information, organizational communication makes sure that every employee is aware of what is expected of them (Ince & Gül, 2011).

A crisis may happen at any time due to different cases. Communication is not gone smoothly always. Coombs defines crisis as an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes. In this description, the researcher efforts to portray disaster with three basic characteristics (Coombs,2007)

A crisis is first perceived. Second, a crisis is a sudden occurrence. Third, crisis situations may not be consistent with stakeholders' expectations of how their firm will behave. Accordingly, many academics have also regarded crisis as a significant event, which can have a severe impact on an organization, business, or industry as well as the public, goods, and abilities, even endangering their continued existence (Banks, 2011).

Every organization should be proficient in crisis communication to respond to problems that can jeopardize their ability to operate. Even though a crisis may, in some situations, completely damage an organization or demolish a reputation in a matter of days (Tench 2017).

Every business should be able to respond effectively to situations that could jeopardize their ability to operate. Crisis communication is a critical skill. Even though a crisis has the power to destroy an organization or a reputation in some situations in a matter of days (Tench & Yeomans, 2017)

This research paper seeks to investigate the crisis communication management plan and practices in the case of Yes Brands Food & Beverage PLC. Yes, Brands Food & Beverage Company, was established in 2010 with its motto “Yes Natural Mineral Water for a Better Life’. It produces industrially processed and bottled water for the domestic and international markets. Yes, Brands is a renowned water bottling company. An East African-focused private equity group called Catalyst Principal Partners has purchased a 50% share in Yes Brands Food & Beverages PLC. The Factory Site is located in the Oromia Region, 20 kilometers from Addis Abeba's city center, close to the town of Alemgena.

The company is currently going through a different issue. Not just YES brands, but all water bottling companies in Ethiopia are battling to survive due to a lack of raw materials and rising prices. Due to the crisis, the corporation at this time cut its ability to produce the product in half. To better understand the company's crisis communication management strategy, the research looked at it before, during, and after the crisis.

1.2. Statement of the problem

Since the introduction of the product to the country through the Highland Springs brand by Apex Bottling Company in 1999, the sector has seen tremendous growth. Due to advantages including its labor-intensiveness, ability to mobilize the masses, and long chain aspects of the sector, which may draw numerous participants along the value chain, bottled water companies are expanding extremely rapidly in our nation right now.

No area of the manufacturing sector expanded as quickly as Ethiopia's water bottling industry. Over the past ten years, factories that package water have sprung up in every area and municipality. The manufacturers considerably increased the demand for bottled water and provided municipal governments all around the country with a large source of tax money. However, because of the scarcity and rising costs of raw materials, companies that bottle purified water are now struggling to remain in business.

Bottlers are fighting to remain competitive. Of the 106 water bottling businesses in Ethiopia, 20 have so far ceased operations, while the remaining active producers are operating under their capacity (Cap, Fb,7,2022).

The other setback in this sector is between employees' conflict. As an example, disagreement over employee's salary adjustment resulted in firing of 89 employees and partial shutdown of Yes Brands Food & Beverage Plc. (Reporter, January 13, 2018). In this sector, the causes of organizational conflict between employees and employers were not properly identified and shared.

People do not always communicate properly, which leads to misunderstandings or relationship breakdowns. Organizational communication plays a significant role in establishing communication links between individuals, groups, cultures, and nations. Additionally, communication can help the industry achieve harmony so that the factory's goals and plan can be carried out. A crisis occurs within the organization because of negative communication (Alimba, 2018).

When an organization faces a crisis, communication helps to respond to the situation, foster understanding, and set the framework for discussions about solutions. The reputation of an organization might be impacted by a small bad perception. To address the problems that led to the crisis and respond to them, communication is important (Coombs, 2007).

It would be like to sustain life without guaranteeing it to guarantee management without include crisis management. To sustain effective communication with stakeholders, an organization must use integrated and strategic crisis communication strategies (Steyn & 2014).

While research in crisis communication has largely improved, scholars still see a need for research in applicability of communication strategies, and stakeholder consideration. The universal tendency in crisis communication research exposes that the number of research in crisis communication has shown progress, but the number of research in crisis communication management strategies and stakeholder consideration is minimal (Coombs, 2009).

Crisis communication management practices in this area overall and in this firm haven't remained addressed and comprehensively investigated, while the above difficulties are plain. Therefore, the researcher is interested in investigating the crisis communication management plan and practice of Yes brands food & beverage PLC.

1.3. Research Objectives

1.3.1. General Objective

The main objective of this research is to investigate the crisis communication management plan and practice of Yes Brands Food & Beverage PLC. The research plans to have the specific goals listed below, all in accordance with the general aims.

1.3.2. Specific Objectives

The following were specific objectives of this study:

- ❖ To assess crisis communication preparedness efforts of Yes Brands Food & Beverage PLC.
- ❖ To examine the crisis communication response strategies of Yes Brands Food & Beverage PLC during the employee's crisis.
- ❖ To identify the channels of communication prepared by Yes Brands Food & Beverage PLC for crisis communications.

1.4. Research questions

1. What kind of crisis communication management plans and resources were implemented at the organization?
2. What crisis communication response strategies were employed during a crisis?
3. Which channels of communications prepared for crisis communications

1.5. Significance of the Study

First and foremost, the study provides knowledge to the researchers who wish to know more about crisis communication management strategies and practice. The study of crisis communication and associated topics is still lacking. As a result, this research can inspire academics and serve as a resource for individuals who want to do additional research on crisis communication.

The findings and recommendations of this study are helpful for Yes to cope with its connections and reputations, and to better manage potential crisis scenarios. It provides potential justifications for crisis planning, crisis communication management plans, crisis responses, and crisis response initiatives. With the key crisis communication elements covered in the study, the organization can assess itself.

1.6. Scope of the study

The concept of crisis communication is very broad and has numerous potential applications. This paper was focused on investigation into crisis communication management plan and practice of Yes Brands Food & Beverage PLC. The study aims to investigate the company's attempts at crisis anticipation and planning. The study looked at the crisis response techniques that were used.

Even though, there are about 106 water bottling companies in Ethiopia of them currently experiencing crisis, this research was going to limited geographically only to Yes Brands Food & Beverage PLC.

1.7. Limitation of the study

The current study attempts investigate into crisis communication management plan and practices: in the case of yes brands food & beverage plc. The study, however, was only focused on one company, thus it might not be applicable to other industries.

1.8. Organization of the Thesis

This research report is broken up into five chapters. The first chapter of the research provides the study's backdrop, a statement of the problem, objectives, constraints, scope, terms of definition, and organizational structure. The second chapter reviews pertinent literature and highlights conceptual, theoretical, and empirical work that directly relates to the topic. As an example of the study's methodology and strategy, the research methodology is described in Chapter 3. The data collected from the study participants was presented and discussed in the fourth chapter. The research's conclusions, interpretations, and recommendations are summed up in the fifth chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter analyzes relevant literatures that are essential to the study of organizational crisis communication while summarizing the variables that have contributed to the field's expansion over time. The chapter discusses crisis management in relation to related ideas that are inextricably tied to crisis communication, such as the definition of crisis, how crises affect organizations, crisis management, crisis communication, routes of communication, and media relations. These serve as a solid foundation for this study's investigation. The final section of the evaluation examines the study's theoretical foundation.

2.2. What is crisis?

The definition of crisis reveals the conceptual frameworks used to analyze it and how it relates to issues, brand equity, and risk. The term crisis has several definitions used by scholars to describe its meaning. In inspecting classical studies about a crisis, for instance forwarded three basic features that make crisis different from other occurrences. First, for Herman, a crisis is an intimidating issue for the important goals. Second, a crisis only permits a short period for decision-making before the situation worsens and changes into penetrating difficulty. Third, a crisis is a situation which has an element of astonishment in it. In this regard, there seems to be a commonality between the classic scholars and the modern one to recognize crisis as an aggressive and sudden circumstance that needs a short reply time to address rapidly (Hermann, 1969).

Crisis physically affects a system as a whole and threatens its basic assumptions, its subjective sense of self, and its existential core. It is an event that threatens or challenges an organization's legitimacy or image.

Corporate crises are disasters participated in by people, organizational, structures, economics, and/or technology that cause extensive damage to human life. and natural and social environments (Penchant & Mitroff, 1992).

An organization's survival is threatened by a crisis, which is defined as a low-probability, high-impact occurrence with ambiguous cause, effect, and resolution options as well as a sense that decisions must be made right away (Mitroff, 1998).

Modern historians defined a crisis as "something more serious than a problem" that can have negative effects on an organization, firm, or industry at all levels by interfering with routine operations and even posing a threat to the organization's continued existence. In a similar vein, Coombs also provides a more thorough description, emphasizing the negative effects of a crisis on shareholders and reputation. A crisis is perceived as an unforeseen event that poses a threat to significant stakeholder expectations about matters of health, safety, the environment, and the economy. It has the potential to have a negative impact on an organization's performance. (Coombs, 2007).

Overall, even though there is no one definition of a crisis that applies to all situations, there are a few generalizations or universals that can be made regarding how crises are perceived. A crisis is first and foremost perceptions held by stakeholders. Second, a crisis is something that can come at any time and is unpredictable. Because of this, businesses are encouraged to be aware of potential hazards to identify a solution before a crisis develops. Thirdly, a crisis is a situation that affects the perspectives of stakeholders and even the long-term viability of an organization (Wekesa, 2013).

2.3. Classification of crisis

Natural disasters like floods and earthquakes, accidents like plane crashes and car accidents, civil disorders like unrests and war, civil illnesses and protests, government actions, and activities of government that may endanger the existence of an organization or a person are crises that frequently confront society as societal crises. Additionally, media exposure is a crucial concern, and organizations frequently experience crises. The other is labor unrest, which can have an impact on an organization. Crime and any variety of illegal acts can spark citizen crime that worsens into crises, capturing national attention. Additionally, the root of a crisis may be a disgrace, such as when the leaders of an organization engage in criminal activity or host an event that the general public finds morally or legally repugnant. Additionally, bad media coverage puts governmental or non-governmental organizations at danger (Griese, 2002).

The analysis of crises in a variety of worldwide contexts, with varied commercial and non-profitable situations, has affected the core principles of crisis management, which are based on the experience of top crisis consultants over many years. They said the following: Centralize or at least control information flow; this applies to information items both coming in and going out. Define the real problem; this is the most important aspect of real public relations crisis management that is defined both the short-term problem address the situation right away and the extended-term problem to ensure the brand/corporation recovers in terms of both market share and reputation (Tench & Yeomans, 2009).

Based on an organization's crisis responsibilities, the sorts of crises are summarized in the following table.

Table 2.1. Crisis types are based on the crisis responsibility of an organization. Adapted from Coombs (2007)

<p>crisis that happened by accident. minimal crisis responsibility</p>	<p>Natural catastrophes: nature-related events like earthquakes or hurricanes. Stories: False and damaging information being spread about the company.</p> <p>Violence in the workplace violence committed on-site against existing employees by previous or current employees.</p> <p>Invention Interfering/Wickedness: An external force harms the organization.</p>
<p>Victim Crisis: Minimal Crisis Responsibility</p>	<p>Confronts: Shareholders assert that the organization is doing improperly. Practical mistake, crashes: Failure of machinery or technology that results in an industrial accident.</p>
<p>Preventable Crisis: Strong crisis Responsibility</p>	<p>Human- error accidents: industrial accident caused by human error.</p>

2.4. Effects of Crisis on Organizations

2.4.1. The Positive Effects of Crisis

Although a crisis calls into question the survival of a system, it can lead to either positive or negative organizational outcomes. Some scholars have even argued that the trauma inherent in crisis is developmental for a system, by providing individuals within the system opportunities for learning and change (Penchant & Mitroff, 1992).

In the event view of crisis management, crises are usually defined as damaging and harmful disruptions or perturbations that threaten the very survival of the organization. A crisis is, therefore, an unstable time or situation in which a decisive change is impending either one with a distinct possibility of a highly undesirable outcome or one with a distinct possibility of a highly desirable and extremely positive outcome. Any executive who can predict and plan for a turning point in his or her organization stands a far better chance of capitalizing on that transformational opportunity than someone who allows the crisis to sneak up on him or her unprepared (Keeffe et al., 2008).

Contrary to popular belief, a crisis may not be necessarily negative or bad. It is merely characterized by a certain degree of risk and uncertainty. When badly managed, a crisis can cause excessive centralized authority, fear and panic among staff, wrong decision making, loose of targets, and damage to increased trust between managers, staff, and stakeholders. Because of this, organizations should minimize the negative effects of crisis and make use of opportunities offered by crisis (Özdem & Balkan, 2016).

When managed in a good manner, crisis helps to reveal organizational problems, gain skills for change adaptation, developing new strategies and to gain competitive advantage and helps questioning usual management understanding (Fener & Cevik, 2015).

Crisis offers change and reconstruction opportunities to organizations. Nowadays most of the managers and scholars argue that crisis can be regarded as: questioning the assumptions which cannot arguable other times, to get opportunity to test targets, experiences, habits, choices, worries, to start strategical and technological changes, discovering new talents and building a team spirit in

the organization. The first condition for benefiting from crisis is to understand the fact that crisis also accommodates opportunities (Beldad et al., 2018).

Secondly, Crisis Suggests Organizations Learning Opportunities. Crisis establishes a window of opportunity during which changes can occur. After this window closes, change is less likely. Thus, organizations responding to disasters learn in leaps –crisis by crisis– rather than smoothly over time (Nilsson & Eriksson, 2008).

Crisis viewed as the result of a series of accidents and disruptions that are the necessary conditions for transformation. To prevent similar crises, which can happen soon, organizations should learn the lessons from past crises. By learning from experience, you can make sure the same mistakes are not made. In theory, learning requires feedback. With feedback, organizations can learn in increase the accuracy of their response and improve their performance. In all learning theories, feedback that enables performance improvements is of a form that allows a determination of “How close are we to the goal?”. The more accurate feedback, the more rapid feedback, the better organizational performance (Carley & Harrald, 1997).

The third positive effect of Crisis is it offers organizations opportunities for growth. Crises are time for growth for organizations which can benefit from it. It should not be forgotten that crisis offers great opportunities to organizations to strengthen trust in costumers’ eyes and make the staff proud of their organization (Claeys & Cauberghe, 2012).

There are many good examples about how in crisis organizations could catch great opportunities to renewal and development. For instance, after World War II, Japanese automotive industry questioned status quo and searched for progress. In this process, they work with a total quality guru Edward Deming (Beldad et al., 2018).

The fourth advantage is crisis bargains organizations to become international. In 1994, Turkish economy was shocked by the biggest crisis in last 25 years. During that time, big industry organizations had seen that exporting was the only way of survival and they tripled their share in export total sale. In 1992, net sales of five biggest firms in Turkey, Arçelik, Tofaş, Oyak Renault, Profilo and Bekoteknik were 32 million TL and share in export were 3%. Two years later the sale income of these firms reached 73 million TL by 130% rise and share in export reached 9% (Beldad et al., 2018).

2.4.2. The Negative effects of Crisis

Negative effects of crisis in an organization show some changes on organizational structure and management depending upon internal and external factors. Organizational crisis affects executive and organizational structure, and these effects are listed below according to Forgues and Roux-Dufort, (1998).

The first negative effects of crisis are internal Communication Failure. During crisis, internal communication process can be seized or lose its quality. The reason for this is insufficient information flow from outside of the organization, which causes internal communication failure. In this situation, there can be problems with centralized organization and centralized communication in an organization.

The second negative effect of crisis is centralized authority. The increase in centralization is the best-documented effect of threat on organizational structure. The strong need for fast and accurate decision-making during crisis embodies centralized authority in organizations. Centralized decision-making can accelerate the decision-making process but there can be delay if an organization has outposts. The most important reason for centralized decision-making is corruption of normal decision-making process in an organization. The increase in centralization is the best-documented effect of threat on organizational structure (Dutton, 1986).

The third effect of negative crisis is decreased quality in decision process. The reasons for the bad quality of decisions are centralized and fast decisions. Before a crisis, managers make decisions with their experts from different departments in the organization but during crisis managers consult only their boss around or else neighboring administrators. The main reason behind bad quality decisions is misinformation or insufficient information flow.

The last negative effect of crisis is reduced tendencies in organizational change. During crisis, organizations can pass to replacement situation temporarily because of uncertainty. This tendency blocks the entrepreneurship of organizations. May be this situation is contemporary but harms the organization. The idea of change during crisis certainly causes problems in organizations.

2.5. Crisis Management

To demonstrate that company as usual is being conducted while preventing the organization from being destroyed by the crisis, crisis management entails the thoughtful development of plans and practical responses. A structured approach to managing crises reduces the likelihood that the organization and its stakeholders will be negatively impacted by the crisis event. The difficulties of the crisis occurrence are made easier by the targeted planned approach. A company must be ready for a crisis. Preventative actions, crisis management strategies, and post-crisis evaluations are just a few of the many components that make up the crisis management process (Gilpin & Murphy, 2008).

Real crisis management structures the stresses. In a crisis, public health must be the top priority. Inability to address public safety worsens the effects of a catastrophe. After public safety has been restored, reputation and financial considerations are carefully considered. Crisis management is eventually prepared to protect a company and its stakeholders from threats and/or lessen the pressures' effects. According to Darrel, crisis management is containing a crisis before it causes the organization to incur terrible harm. This demonstrates that the role of PR in times of crisis is to be proactive, communicative, and responsive. It is essential for foreseeing crises, preparing for them, and discussing them (Darrell, 2003).

Crisis managers follow staged method to crisis to mix plans with crisis communication needs. Thus, the most prominent models, specifically the three-stage model by Coombs, are discussed below crisis is divided into three macro stages by Coombs. Pre-crisis, crisis, and post-crisis stages are those mentioned below.

2.5.1. Crisis Management Stages

Many theories have been established to clarify crises. Staged approaches that divide crises into stages are some of the most acknowledged and used theories about crisis management. The advantage of these models is that they permit crisis managers to assess and plan their crisis communication needs in development. The researcher observes the crisis based on Coomb's three-stage model in opinion of the fact that the three- stage model approaches a simplistic analysis of crisis. However, Fink's four-stage simulation has dispensable and prolonged segments which are capable of being combined (Seeger & Sellnow, 2013).

Throughout the prodromal stage, disagrees that crisis managers are familiar with the likelihood of a crisis though, Seeger and Sellnow, (2013), declare the contrary that pre-crisis stage can only be standard after the incidence of a crisis. The three-stage model by Coombs proposals an easy method to the examination of crisis mixes severe and chronic stages of a crisis. The other rational after the selection of the three-stage model over the four-stage model is that Fink's model contains crisis essentials that arise into open-endedly extended stage with incomplete issues even after the recapture phases of chronic and resolution stages. Comb's model, equally, reaches organizational learning comparatively rapidly with a complete evaluation of the crisis management (Fink & American Management Association, 1986).

2.5.1.1 Pre crises stage

This stage entails acting before the problem affects the organization. Real communication helps to prevent a problem from arising in the first place. The most inventive technique to hold the stockholders when a crisis arises is to use actual communication. According to the statement, this stage is one of prevention and preparation. Prevention calls for identifying and reducing threats that may materialize into crises (Coombs, 2009).

To conduct and respond to the crisis, crisis managers must be aware of the signal and acquire information, investigate it, and analyze it. On the other hand, by overseeing a crisis management strategy, the crisis management team has a duty to defend the company from damage to its reputation. Businesses are more active when they create a crisis management plan that is revised at least once a year, select a crisis management team, hold exercises to test the plans and teams at least once a year, and prepare some crisis messaging in advance. The crisis management team conducts a crisis assessment at this stage to determine the crisis weakness of the selected spokesperson (a person who is directly involved in the situation and is knowledgeable enough to respond to it effectively) (Hussain, 2014).

A two-step procedure for assessing the crisis threat is suggested by SCCT. Sort stakeholders into categories, then decide how to handle the situation where the influence of the stakeholders is most apparent. Then, find focused performers or isolate difficult issues that keep the organization concerned throughout catastrophic crises.

Prior reputation and crisis history are two concentrated aspects that turn smoke into spark. When a previous crisis recurred, it negatively framed stakeholder behavior and perception. It is simple to categorize the concentrated aspects to demonstrate how successfully or unsuccessfully a company has historically safeguarded stakeholders. Principle of preparation and prevention to safeguard against and live through a future crisis through planning, making essential decisions, training, and appealing crisis management skill that aids in successful response (Coombs, 2007).

2.5.1.2. Crisis stage

This stage emphasis on action taken when an organization looks a crisis and contains the strong participation of public relations. The early answer to a crisis is advised to be quick, correct, and reliable. The pre-crisis stage and the plans made during that stage can help the organization to reply rapidly. It is important for the organization to respond to the crisis immediately, especially when watching the media. If the organization does not come forward and deliver information, the news media, or other people outdoor the organization will frequently fill the void. The other advantage of responding fast to a crisis is that it generates an image of control and honesty (Coombs, 2007).

Truth and consistency during the primary response go hand in hand. Giving inappropriate information needs correcting it, which then can lead to an image of contradiction and ineffectiveness. If false information is given, it must be modified. When a crisis happens, it is unlikely that only one person will answer questions concerning the crisis, and that is why training a voice before is extremely major for the organization. In case the crisis threatens the public and public safety, truth and a fast reply are even more important, as well as cooperating with the public. Here is also one extra phase which is recommended to be involved in the strategies of early reply to a crisis (Coombs, 2007).

2.5.1.3. Post Crisis Stage

The crisis management team anticipated engaging in at least two key activities at this stage. To learn from the crisis response battle in the future, it is crucial to first assess it. Second, organizations need to keep investigating the situation and reviewing actions. This enables firms to provide the required information to stakeholders for reputation rehabilitation (Hussain, 2014).

Organizations must communicate "crisis management performance evaluation" to gauge the extent and effectiveness of the crisis management strategy and crisis communication team. This is like a basic post-crisis mission. Data collected from the disaster records, shareholder response, internet comments, and media attention should start the evaluation's first step in this way. Additionally, planned investigations, interviews, or focus groups with key participants aid in gathering crucial information that enables us to provide a relevant evaluation. To identify the strengths and weaknesses of the crisis response effort, it has been suggested that the assessment approach should concentrate on four key crisis characteristics. Systems, stakeholders, crisis type, and crisis stages are the variables (Mitroff, 2000).

2.6. Crisis communication

Crisis communication is a multidisciplinary area of study that includes a diversity of practices by which organizations communicate before, during, and after crises to bring about a level of normal operations. point out that crises are unique moments that move beyond common, unpleasant calamities, citing Hermann's three distinguishing markers: first surprise, surpasses expectations, then threat, risk exceeds standard operations, and lastly organizations must respond quickly and effectively (Ulmer et al., 2022).

Although many definitions exist, a multidisciplinary approach to understand an organizational crisis includes acknowledging that a crisis is a high consequence event or series of events of little to no predictability that either really or perceptually threaten the performance or public perception of an organization – consequently causing the organization to engage in sense making to reduce uncertainty and restore stability (Weick & Sutcliffe, 2011).

Many definitions of crisis communication lean toward a transmission-based view, focusing on "the collection, processing, and dissemination of information required to address a crisis situation" Additionally, crisis communication is usefully viewed as a series of communicative practices and processes that seek to foster safety and organizational stability when normal operations are challenged by crises.

The plurality of the disciplines converges in the investigation of best practices in the complex organizational ecologies of organizational crises (Coombs & Holladay, 1996).

2.7. Crisis communication plan

The organization's crisis communication procedure's primary focus during a crisis is its crisis communication strategy. The company's crisis communication plan serves as a guide for all decisions. Crisis managers make plans to deal with the crisis effect during the pre-emergency phases. However, because the crisis comes in a variety of hues, it is crucial to plan while considering the current situation and stakeholder perspectives. When a crisis arises, many people point the finger at the organization; in this scenario, the firm is experiencing turmoil. Organizations require a crisis communication plan before the crisis reaches its climax to win the war. It is likely to communicate the situation using a crisis communication plan (Anthonissen, 2008).

The key fundamentals include audience (stakeholders or those affected by the crisis event), message, spokesperson, and media relations techniques. Anthonissen (2008) emphasizes the effectiveness of crisis management from the standpoint of developing media-related activities. Reaching the media can take a lot of effort, but it's often necessary to manage the issue and, ultimately, alter public perception in the organization's favor. Therefore, it is advantageous to prepare a message and reaction for the audience before the crisis occurs. It is important to identify and examine the response design when composing a message.

Anyone can make the worst error by believing that nothing "bad" would ever happen to them. This way of thinking is particularly harmful to enterprises because it puts them at risk when circumstances are misjudged. Because of this, it's crucial for firms to learn how to handle these situations and create crisis communication plans. There are many different forms of crises that might happen, ranging from conflictual and technological to natural calamities and bankruptcy. Since these emergencies can happen suddenly, as was the case with the COVID-19 pandemic, it is crucial to take charge of the crisis and sustain organizational and public communications (Ulmer et al., 2022).

Crisis communication plans act as blueprints for the company in times of crisis so that they can respond immediately. It is an emergency plan that includes steps of communication and future prevention to help prepare and navigate through unexpected crises. So, what are the first steps we should take in developing a crisis communication plan? First, we should answer the following questions: initially we should ask, what type of crisis do we want to prepare for?

Secondly, who are the audiences we wish to communicate with during this crisis? Thirdly, what is our message to each of these audiences in reaction to the crisis? Lastly, we should ask What are the internal expectations and responsibilities of the employee (Seegar et al., 2022).

Answering these prerequisite questions will then help us to develop the top five components of our communication plan. Those top five components are: Crisis Management Team, determine a Spokesperson, develop Message, and Create templates. Among these two of them were discussed below.

2.7.1. Crisis Management Team

The crisis management team may be a collection of responsible individuals charged with resolving a crisis; they are simply relevant tasks and responsibilities for the crisis management team, not a step-by-step manual. Coombs lists the public relations, legal, security, operations, financial, and human resources departments as the common crisis team members. Nevertheless, depending on the nature of the crisis, the composition can change. If the crisis included a computerized system, information technology may be required. The team has previously decided who will carry out the essential activities needed in an extremely urgent situation, saving time (Coombs, 2007).

The team in charge of crisis communication is responsible for gathering data, developing, and distributing critical messages, and interacting with the media. The team also examines how the incident was handled. The crisis communication strategy should list and describe the members of the crisis communication team along with their responsibilities. Who will serve as spokesperson and is one possible? Who will answer media inquiries? How will internal communication be handled? Who will fill each position's backup roles? Include a phone number and email address (Aljuhmani & Emeagwali, 2017).

Observes that crisis communication teams and plans are useless if they are never put to the test. An untested crisis management plan's effectiveness is unknown to management, as is the crisis team's ability to deliver on its promises. Stress the need for training so that team members may practice making decisions in an emergency. Summarizes the studies and demonstrates how practice enhances the performance of related tasks and a crisis' higher cognitive process (Arpan & Pompper, 2012).

2.7.2. Assigning Spokesperson

Details regarding the spokesperson during a crisis should be one of the main components of the crisis communication plan. The organization in crisis can reduce the likelihood of giving contrasting and contradicting statements by identifying the chief spokesman. According to academics such as Coombs, public relations professionals are the most qualified to serve as a principal spokesman (Fearn-Banks, 2009).

Effective communication skills are crucial in times of distress. Speaking professionals can learn how to communicate with the media and the public in a highly stressful environment through media training. Determine who inside the organization would be responsible for speaking with the media in the case of a crisis and provide them with continuing training (Doorley & Garcia, 2020).

This list may also contain the organization's president/CEO and other managers responsible for patient care, finances, and operations in addition to the public relations/affairs team. Consider carefully who should serve as the organization's spokesperson. A good spokesperson is someone who can effectively make an audience reference. Remember that in some crisis situations, people's lives are also affected, therefore they need to hear from someone who can connect with them in a very real and sincere way. The finest spokesperson is someone who can communicate effectively, convey the facts, remain on top of things, and be direct at the same time. Once the organization has identified potential spokespeople, choose a company that offers workshops or training to help these staff members understand the easiest ways to effectively communicate (Coombs & Holladay, 2013).

However, speaking with one voice doesn't always imply selecting one spokesman. Additionally, logical in some circumstances is having many spokespersons. For instance, the choice of spokesperson might actively represent the organization when the first spokesperson isn't available. In addition, the chosen spokesperson can act as an alternative source of information when the media seeks information from other sources during a crisis. Multiple spokespersons may also serve for a successful response to a crisis if there is a strong and effective coalition. But it's crucially necessary to prioritize teaching spokespersons how to effectively communicate communications to the target stakeholders (Coombs, 2007).

2.8. Crisis Response Strategy

The most studied component of crisis communication, crisis response, is designed to pique scholars' interest as they investigate how crisis communication affects stakeholders to produce the desired outcome. According to Doorley & Garcia (2020), "Holdup in crisis response can be assumed not just as indifference, but as arrogance, even an evasion that conforms dishonesty."

According to the authors, while repetitive business events can typically be conducted using standard communication techniques, routine communication patterns have negative effects during times of crisis. Strategies for crisis management send carefully crafted messages to stakeholders that are intended to lessen damage to their reputation, image, and financial standing. Therefore, in the wake of a crisis, firm communication specialists need to foresee the possible effects of delayed reactions (Doorley & Garcia, 2020).

The three interconnected goals that guide the creation of a strategic crisis response are coaching information, information adjustment, and reputational repair. A crisis response strategy's initial goal is to notify stakeholders and protect their safety. The second goal of a strategic crisis response is information adjustment, which basically involves updating stakeholders on the steps taken to prevent a repeat of the crisis and addressing them with messages of sympathy and assurance. Finally, crisis response plans aim to lessen the harm a crisis can do to an organization's reputation (Sturges, 1994).

2.9. Models of crisis management strategies

There are three kinds of strategies to manage crisis, the first one is crisis management model Proactive; this strategy requires planning for a potential crisis to either prevent it or mitigate its effects on your operations. It involves identifying threats, monitoring them, and creating plans to reduce their impact on your organization. For example, setting aside an emergency fund or having spare manufacturing plants in case the one in your factory suddenly stops working both constitute proactive crisis management.

The second one is the crisis management model Proactive; this strategy requires planning for a potential crisis to either prevent it or mitigate its effects on your operations. It involves identifying threats, monitoring them, and creating plans to reduce their impact on your organization. For

example, setting aside an emergency fund or having spare manufacturing plants in case the one in your factory suddenly stops working both constitute proactive crisis management (Garcia, 2015).

The third and the last one is, recovery crisis management, Recovery crisis management helps a company stabilize operations after a sudden disruption it could not predict. For example, a company can negotiate new raises with an employee union after a week of strikes grounded operations to recover from the crisis (Doorley & Garcia, 2020).

2.10. Communication with Media in Crisis Situations

Once the state of the organization has been made public, journalists will search for more and more information, documents, analyze similar situations in other organizations, and reveal the way they have overcome difficult moments. The attention of the media will be all the greater, as the effects of the crisis are more serious. At crisis conditions, media are “key networks A media plan is essential to people who have control over reputation, and it is part of a larger crisis communication strategy (Griffin, 2014).

During a crisis, communication is essential for defining stakeholders' experiences and maintaining reputation. Organizations, according to Ray (1999), should publish experience information along with images, diagrams, the number of employees, the year the act was passed, the business class, the names of the main executives, and the care history and processes. Therefore, a company wants to gather crucial information to aid journalists in crafting accurate tales.

Register & Larkin indicate that the information cancelled in the subsequent sums of a crisis should be plugged farther down. In the event of a crisis, a company must address the media and avoid spreading false information. A press conference room with two doors, visual aids, an information sheet, refreshments, and security need to be strategically located, among other things. The company's top manager should conduct a news conference during a crisis, according to Register and Larkin (2008).

2.11. Preparing Channels of Communication

A message's conveyance method is referred to as the channel of communication. There are various ways to relay crisis communications. Delivering communications could use low-tech methods like

handwritten flyers or inscriptions painted on structures during flooding. High-tech methods of message distribution, such as two-way Internet channels combined with media, are also possible. To reach the target audiences, it is crucial to choose the right communication channels and strategies for the social situation.

If participants do not feel they are receiving adequate information in a timely manner, they may quickly feel excluded. This can be an especially important accident crisis communication where participants may quickly feel excluded. As audiences become increasingly dispersed, they are turning to specialized and regional sources of information for news and expertise (Dowling, 2004).

Researchers advised firms to use the three standard channels of communication that depend on the audience's character, the crisis, and the company. Combs (2007) and other researchers like Y. Sohn & Lariscy (2014) list Traditional Media, New Media, and Unique Web sites as these conduits of communication.

2.11.1. Social Media

Social media, often known as new media, has become a tool for information collecting and "Public relations in the digital age demand careful consideration of how the primary stakeholders are acquiring and sharing information. imply that improving public relations practice with the integration of social media. Social media has altered how we respond to crises. Social media on its own can sometimes be the cause of a problem.

Whether they like it or not, a growing number of people turn to those venues during difficult times or to hear what others are saying—or, in some cases, not saying—or to keep up with current events. The organization's plan must address how it will use social media to respond to emergencies (Dowling, 2004).

As part of the crisis communication plan, someone in the department should be monitoring social media to see what people are saying about the business, its employees, and its services. Social media channels like Twitter, Facebook, and the company's YouTube page may already be used by the business to communicate with customers. If this is the case, the organization is ahead of the curve because it already has a following and a good reputation. If not, the business might want to think about incorporating these sources right away to aid in monitoring conversations and cultivating relationships with customers and the media (Dowling, 2004).

Technological advances keep permeating every aspect of our lives, using social media during times of crisis communication response may be a smart move for those who work in the promotional material industry. Social media can effectively be used to distribute information during emergencies, raise awareness of businesses, and further business objectives. Since crises need swift response and social media enables the rapid dissemination of messages, the two should naturally complement one another (Y. J. Sohn & Lariscy, 2014).

2.12. Theoretical Framework

The essential themes that play a significant part in the study include crisis readiness, the alignment of crisis communication methods with firm strategy and stakeholder involvement. Because situational crisis communication highlights an organization's reputation and stakeholders in various ways, as indicated below, it is used in this study.

Situational Crisis Communication offers a tactical solution to lessen the issue that arose within the company. Developing positive relationships with the important publics during a crisis is desirable since it reduces the organization's crisis liability. SCCT is also appropriate for the research topics posed by this study.

2.12.1. Situational Crisis Communication Theory (SCCT)

A theory around crisis communication is called Situational Crisis Communication Theory (SCCT). It recommends that crisis managers should coordinate their strategic crisis responses with the degree of accountability and reputational risk a crisis poses. W. Timothy Coombs suggested SCCT in 2007. The underlying presumption was that crises are unfavorable events, stakeholders will assign blame for the crisis, and these attributions will influence how stakeholders interact with the business experiencing the crisis (Coombs, 1995; Coombs & Holladay, 1996; Schwarz, 2008).

According to SCCT, assessing the type of crisis, the history of the crisis, and the reputation of previous relationships can assist crisis managers estimate the degree of reputational danger to an organization as well as how the publics of that company will see the crisis and assign blame for it. SCCT can therefore be used. (Coombs & Holladay, 2010).

Three types of crises have been identified by Coombs: the victim cluster, the accidental cluster, and the intentional cluster. Coombs created his experimentally based SCCT to give communicators scientific evidence to guide their decisions, essentially stating that the actions an organization takes post-crisis depend on the crisis. "SCCT identifies how key facets of the crisis situation influence attributions about the crisis and the reputations held by stakeholders. In turn, understanding how stakeholders will respond to the crisis informs post-crisis communication".

Pre-crisis, crisis, and post-crisis are how Situational Crisis Communication Theory frames a crisis (Coombs & Holladay, 2010). The SCCT's central tenet is that an organization should strategically react to a crisis depending on how its public assigns blame. As a result, crisis response plans need to be in line with the organization's objectives and the crisis's specific characteristics (Coombs & Holladay, 1996).

The initial of SCCT is crisis concern. Attributions of crisis responsibility have a substantial impact on how people understand the reputation of an organization in crisis and their emotional and behavioral responses to that organization following a crisis. A crisis is a danger to an organization's reputation (Dowling, 2004).

Crisis concern is a key factor in resolving the risk caused by a crisis. When sharing with the public, it is important to read their body and emotional response. What the reaction, it will inform the researcher as to how effective they are in communication; as well as form the base through which the public will react during a crisis to counter the impacts. Since this study will discover the useful character crisis communication plays during crisis it will seek to define how and why it is vital during a crisis. Even if there is a good crisis communication plan in the organization; it must be moved out, and the public should be concerned about its reality and learned and as a result they need to know what tactics, networks or programs are in place and how they can be used in the event of a crisis (Davies, 2003).

2.12.1.1. SCCT Response Strategies

The SCCT tries to align stakeholders' perceptions and crisis response tactics on the theory that communication influences people's insight (Coombs, 2007). As an audience-centered approach, crisis response techniques therefore consider stakeholders' perspectives.

An organization will proceed with several strategies once the type of crisis and the reputational concerns have been identified:

Table 2.2 SCCT Response Strategy Types; Adopted from Coombs & Holladay (2010)

Response strategy type	Response strategy sub type
Rebuilding Strategy	Balance and regret the object and accept responsibility.
Denial strategy	Attack the accuser, deny crisis exists or scapegoat
Diminishment strategy	Provide excuse for the situation and provide justification
Bolstering strategy	Remind stake holders of past good deeds, ingratiation, claim victim status

2.13. Empirical Studies

Even though few research works are done on crisis communication management, it is not enough compared to the existing problems. To give an example of an international study, Chege Mercy Njerie (2018) of Nigeria investigated how social media is used for crisis communication. A study on the function of public relations in crisis management and communication was carried out by Pakistani researcher Salhim in 2015.

Prior to this study, some local studies on crisis communication were done. For instance, research on the practices and difficulties of crisis management and communication was undertaken by Bayush (2019). The study found out that the commission’s public relations did not practice in professional sense and also the PR directorate had no managerial role and it merely had technical role. Leta (2019) and Shiferaw (2020) have undertaken more research that examines the Public Relations' role in communications and crisis management. The findings of the study show that there was poor understanding on public relations profession and a huge gap in using strategic public relations to manage crisis and conduct reconciliation. The use of Crisis Communication Strategies was also studied by (Fitsum, 2018), findings showed that the company neglected the key tasks such as evaluating the performance of crisis response. continuing investigating the crisis effects and delivering promises, which were made for stakeholders

This research has mostly concentrated on crisis communication tactics. The findings of all the studies demonstrated that crisis communication tactics assisted businesses in safeguarding their reputational value. They all emphasized the importance of organizations' crisis communication plans at all crisis stages. Furthermore, the focus of each study was the crisis communication technique used to preserve reputation. Some of them have evaluated each organization's level of crisis communication readiness for the current crisis.

2.14. Conceptual framework

The link we anticipate existing between our variables, or the traits or qualities we want to discover, is represented by a conceptual framework. It gives a fleeting glimpse of two perspectives that any company can influence. Regarding this, there are two opposing views on whether a business should develop proactive crisis communication management preparedness or disregard crisis communication management preparations. The focus of an organization's preparation typically revolves around the outcomes after the anticipated calamity occurs. Key stakeholders stop supporting the business as the administration appears inept due to the lack of an active crisis communication management plan and practice.

On the other hand, organizations that are well-organized and crisis-ready can handle any form of crisis. The organization is then able to uphold positive relationships with all its stakeholders and finds itself in a better reputational position than it was prior to the crisis. Important decisions that have an impact on an organization's future are taken during times of crisis because how a crisis is handled, not the problem itself, is what matters. The organization's productivity and sustainability will be significantly impacted by the way challenges are organized and evaluated. (Dowling, 2013).

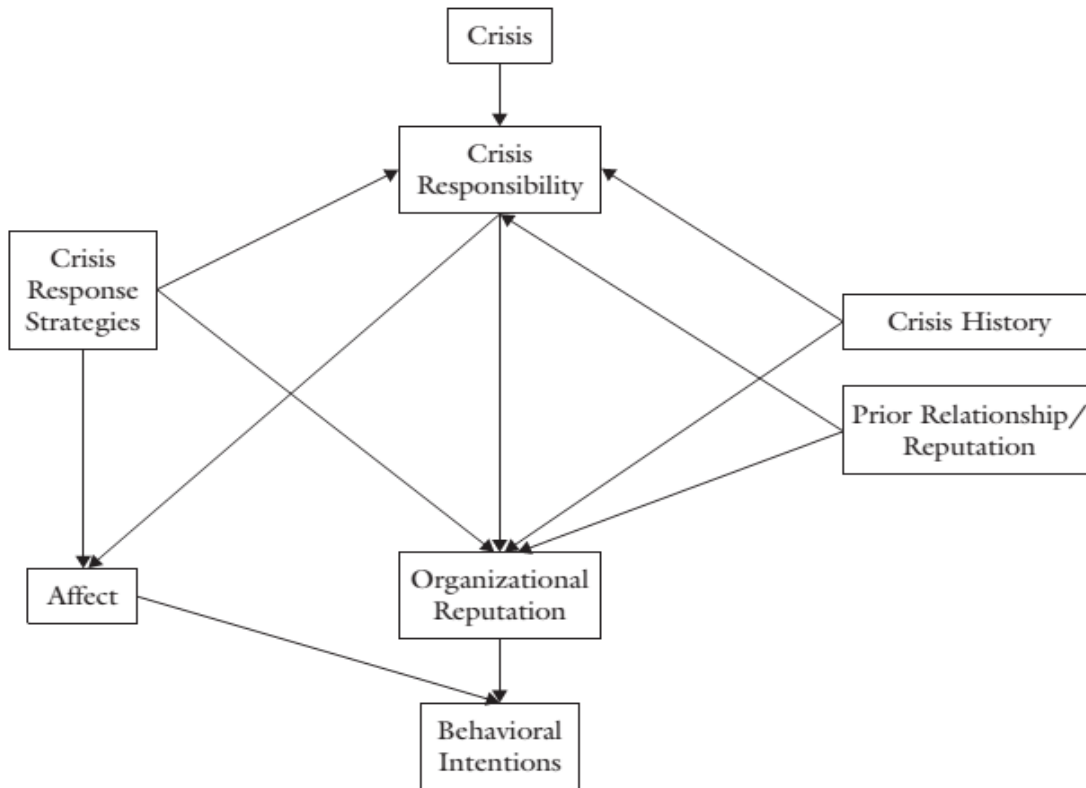


Figure 2.1 shows a model for the variables in Situational Crisis Communication Theory (Coombs, 2010).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This section of the study focuses on the overall research methodologies used to accomplish the study's objective. Therefore, this chapter discusses the research methodology, including the design, sampling, and sampling methodologies, as well as the data gathering method.

3.2. Description of the study organization

Yes, Brands Food & beverage Company, was established in 2010 with its motto "Yes Natural mineral water for a Better Life." The location of the Factory Site which is 20 Km from the center of Addis Ababa around Wechecha Mountain near to town of Alemgena in Oromia Region. It is engaged in industrially processed and bottled water for local and export market. Yes, Brands is a leading drinking water bottling company. Catalyst principal partners, an East African focused private equity firm, have acquired a 50% stake in Yes Brands food & Beverages PLC.

3.3. Research Design and Approach

A research approach is used to characterize a situation's characteristics as they exist at the time of the study and to investigate the causes of a specific phenomenon. This study used a mixed research methodology for a variety of reasons. First off, relying just on one method may not ensure that the researcher would seek for reliable information that is free of personal prejudice. Additionally, combining qualitative and quantitative research enables the researcher to provide both numerical and non-numerical information through survey questions and interview transcripts. Additionally, it is well known that mixed-methods research approaches systematically combine quantitative and qualitative research tools, methods, approaches, and ideas for richer and broader understanding while purposefully minimizing the limitations of mono-method research methods for high-quality data findings (Creswell, 2004).

According to the research question and goals, a descriptive research design was used. As explained in the previous chapters the main aim of this study was to evaluate the crisis communication management plan and practice of Yes Brands Food & Beverage PLC and the method of response

it used at the time. In more detail, the study tried to assess the crisis communication strategies used by YES both before and after the crisis. Moreover, descriptive research design is used commonly in social science research to describe certain characteristics of a population or group (Babbie,2016).

The main objective of this approach was to use qualitative data to describe the first quantitative results in more depth. A typical process would start with the collection of survey data, followed by data analysis and, finally, qualitative interviews to help explain the survey responses.

3.4. Source of Data

Both primary and secondary data were used in this investigation.

3.4.1. primary data

Natural raw data gathered from many sources constitute primary sources. The study made use of several primary data that were gathered using data gathering technologies including surveys and in-depth interviews. The researcher employed notetaking and sound recording techniques to collect enough data, which was essential for further interpretations and analyses of the data.

3.4.2. Secondary Data

Data that is already processed or that has undergone some processing is referred to as secondary data. These sources of information came from the organization, as well as information from previously completed research projects, papers, books, reports, periodicals, journals, published and unpublished documents and crisis communication plans.

3.5. Population of the Study

The study's overall population consisted of all Yes Brands Food & Beverage PLC employees. In other words, all employers were taken into consideration as a target audience for the study's generalizations. There are 116 people working for this company in total.

Table 3.1. Data of employees who served in the company in the year 2015.

No	List of departments	Male	Female	Total
1	Managers	1	1	2
2	Marketing and sales	16	14	24
3	Finance	2	3	5
4	Labor	85	26	81
5	Communication	2	0	2
6	Public Relation	1	1	2
Total				116

3.6. Sampling Methods

Both probability and non-probability sampling techniques were used in this investigation. To choose a sample that is representative of the target population, various sampling approaches were applied. Probability sampling is "random sampling or chance sampling" with the premise that it gives each number in each population an equal chance of being chosen. Both the representatives and the respondents have an equal chance of being chosen in probability sampling (Flick, 2014). There are 116 employees in this organization; from this total population, the researcher was selected as a representative sample.

To select the exact sample size, the researcher used Yamane's (1967) formula to calculate the sample size.

$$n = \frac{N}{1+N(e)^2}$$

Where:

- n = is the sample size,
- N = is the population size, and
- e = is the level of precision.

By using this formula at a 95% confidence level and 5% level of precision the sample size was obtained as follows: -

$$n = 116 / (1 + 116(0.05)^2) = 90$$

$$n = 90$$

The researcher used a simple random sampling method to select study participants in this investigation. Because simple random sampling gathers a random selection from the entire population, where each unit has an equal chance of selection. This is the most common way to select a random sample. Thus, 90 participants were selected randomly at the time of the questioner distribution.

On the other hand, the researcher used the purposive sampling technique which is non-probability sampling technique in selecting the interviewee for the in-depth session. Here, the researcher's judgment served as the sole basis for the sampling. This indicates that the interview sample populations were chosen based on the depth of knowledge and distinctive characteristics the interviewers possessed regarding the topic matter under study. Six people were therefore chosen for an in-depth interview.

3.7. Data Collection Instruments

Data collection instruments are used to collect information on substantially identical items from a certain number of respondents. For this study, the researcher uses a questionnaire and an in-depth interview to obtain data from the respondents.

3.7.1. Questionnaire

The act of gathering data using a tool that asks people a series of questions and then waits for their answers is known as a questionnaire survey. For this study, a questionnaire was created to evaluate the crisis communication management strategy and practices of Yes Brands Food & Beverage PLC. The questionnaire was distributed to the chosen respondents, who worked in management, marketing, sales, finance, labor, communication, and public relations.

It is important to construct questionnaires in a way that people will find appealing. Additionally, questions that have similar substance should be put together. In accordance with the specific study objectives, the researcher categorized the questions according to these parameters into three broad groups. The first category contained questions pertaining to the construction of a crisis communication management strategy. Questions on crisis communication management during a crisis were covered in the following category. The third category was finished with crisis-ready communication routes.

3.7.2. In-depth Interview

In this study, an in-depth interview served as the researcher's additional tool for acquiring data. By employing direct responses from the intended participants, an in-depth interview aids the researcher in generating qualitative data. Extensive interviews were conducted to examine specific crisis communication concerns from the perspectives of practitioners and communication directors (Flick, 2014).

The researcher selected interviews as the most effective strategy that could provide fresh information and generate new picture into this substance in addition to the questionnaire to increase more detailed intuition into the crisis communication management plan of the organization. All the six interviewees (communication officer, PR officer, the general and Dep, manager, HR and the marketing manager) are members of top management and have communication responsibilities as part of their job descriptions. To ensure their privacy, informants names were replaced with codes. These codes were a combination of letters A and numbers. This means, interviewee one = informant A1, Interviewee two = informant A2 Interviewee three = informant A3, Interviewee Four = informant A4, Interviewee Five = informant A5 and Interviewee Six = informant A6.

To encourage the interviewee to comment on the topics raised in a descriptive manner, to track intriguing developments, and to allow the interviewee to elaborate on certain issues, the researcher devised semi-structured types of interviews. An audio recorder was used during the interview to ensure that the interpretation of the data was appropriate and valid. Finally, the researcher set up interview schedules based on the participants' preferences for the times and locations where the researcher conducted interviews at various times (Flick, 2014).

3.8. Data Analysis Procedure

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense, and recap, and evaluate data. The aim of analyzing the data is to fairly summarize the evidence to draw logically sound findings and suggestions. The results gathered from the survey were first quantitatively evaluated with SPSS. With the appropriate frequencies and percentages, the data were displayed in tables, graphs, and charts. The evidence gathered from the respondents was presented statistically as a result the researcher conducted multiple interviews (Creswell, J. W. (2014).

After that, the interview data was thematically examined by playing each respondent's record as soon as it was archived. Data was organized in ways, and then clearly carried out analysis and elucidation.

3.9. Research Validity and Reliability

Validity is the step to which the instrument measures what its suggestions to measure to the study. The extent to which a tool measures what it claims to measure is known as validity (Ary et al., 2010). To this study, face validity and content validity were emphasized in relation to the data collection instruments.

Face validity measures the degree of an instrument at shallow level in the aspects of accuracy and appropriateness in relation to the purpose of a study. This validity controls whether an instrument has a “face value” that engages the needs of research. (Braun, 2019).

For this study, face validity measure is conducted by having academicians who understand the topic go through questionnaire to evaluate the content and based on their evaluation and comment the questionnaire is modified.

A pilot test was done for this study to evaluate the questionnaire's validity. Twelve employees were requested to complete the survey for the pilot test. The content validity of the instrument was strengthened by the insights these employees were able to demonstrate.

We took notice of their observations and suggestions. The researcher made some appropriate changes to some of the surveys based on the pilot test to reduce obstacles. To improve clarity, numerous elements were changed or rewritten.

The loyalty and regularity of an instrument's output define reliability. This means that trustworthy tools can be used again at various times to produce results that are both obvious and consistent. Internal consistency was derived from several testing reliability measures and applied in this investigation in terms of result (Taber, 2018).

Cronbach's Alpha, a gauge of consistency within a scale in an instrument, is connected to reliability statistics. The questionnaires items were tested for reliability by taking sample respondents using Cronbach Alpha test, which scored 0.83. Which is found in acceptable range for the data collected from respondents.

3.10. Ethical Consideration

This study shows exceptional consideration for ethical concerns throughout the steps of data collection, analysis, interpretation, and reporting. Participants in research competitions shall not be subjected to any kind of harm. Prioritizing participants is advisable. Additionally, ethical standards and values must guide study planning (Creswell, 2014).

The student received a letter of collaboration from the Addis Ababa University's faculty of media addressed to Yes Brands Food & Beverage PLC. As a result, the researcher delivered the letter to the company and had a conversation with the relevant entity. The researcher then persuaded them by explaining the study's objective and how it would be kept private and utilized exclusively for academic purposes. In more detail, the researcher connected the interview subjects according to their level of readiness and explained to them how the research wouldn't put them in danger. Therefore, during the study's interpretation and reporting phases, the researcher refrained from using the names of the research participants to maintain their anonymity and privacy.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The presentation and analysis of quantitative and qualitative data collected through survey questionnaires and interviews are the topics of this chapter. The presentation and discussion are presented in the order of the SCCT theory and associated theme areas. The chapter includes information on the demographics of Yes Brands Food & Beverage PLC responses. The sections display the findings and discussions on the issues of crisis prevention and preparation (plan), the crisis response efforts during the crisis, and finally the channels of communication that are used for crisis communications because the presentation and discussions are done in accordance with the research questions explained in chapter one.

4.2. Response rate

In this study, from a sample of 90 respondents 83 respondents filled in and returned the questionnaires making a response rate of 92.22%, as represented in Table 4.1 below. Based on Mugenda and Mugenda (2008) defined a response rate of 70% or more as excellent.

Therefore, the obtained response rate of 92.22% can be considered excellent. The high response rate also suggests that the respondents were motivated and willing to participate in the research, which can be attributed to the clarity of the research questions, the simplicity of the questionnaire, and the awareness of the research's importance.

Table 4.1. Response rate

Response	Frequency	Percent
Filled and returned	83	92.22%
Unreturned	7	7.78%
Total	90	100%

4.3. Demographic Characteristics of Respondents

The data are gathered from 83 respondents of survey questionnaire. The following is a summary of the respondents' demographic characteristics.

4.3.1 Gender

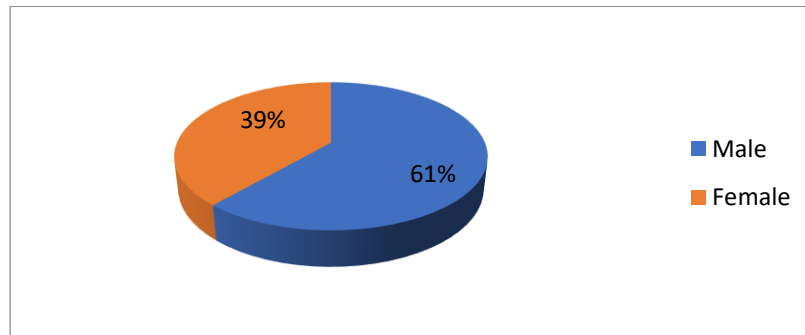


Figure 4.1 Gender Distribution of respondents

According to respondents' responses to questions about gender, 32 (39%) of the respondents were women and 51 (61%) were men. This suggests that men make up most employees at Yes Brands Food & Beverage PLC.

4.3.2. Age of Respondents

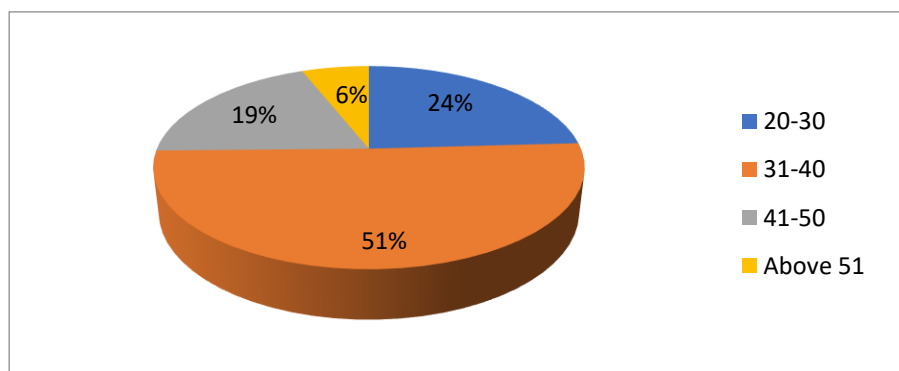


Figure 4.2 Respondents' Age Categories in Percentage

Of the total of 83 respondents, 42 (51%) were in the age range of 31 to 40 years, 20 (24%) were in the 20-to-30-year range, 16 (19%) were in the 41-to-50-year range, and 5 (6%) were over the age of 51 years. From this data, it can be deduced that most Yes Brands Food & Beverage PLC's employees are between the ages of 31 and 40.

4.3.3. Educational Level of Respondents

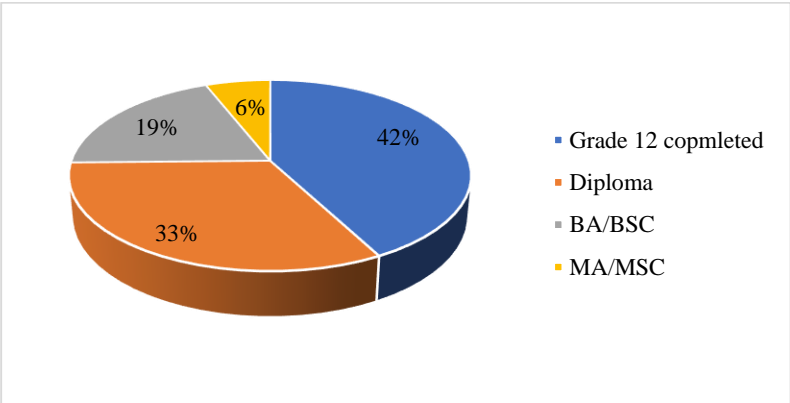


Figure 4.3: Educational level of the Respondents

According to figure 4.3, 35 respondents (42%) said they had completed grade 12; 27 (33%) had diplomas; 16 (19%) had B.A./BSc. degrees; and 5 (6%) had M.A./MSc. degrees. This shows that most employees have completed grade twelve, and in addition to this, most of them held diplomas.

4.3.4 Work Experience of the Respondents

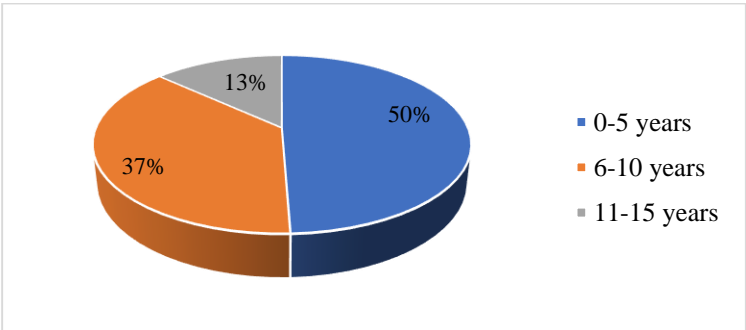


Figure 4.4. Work Experience Categories of the Respondents

According to figure 4.4, of the 83 total respondents, 41 (50%) had less than five years of work experience, 31 (37%) had experience ranging from six to ten years, and 11 (13%) had experience ranging from ten to fifteen years. This shows that most of the workforce at Yes Brands Food & Beverage PLC have fewer than five years of experience.

4.4. The prevention and preparation for crisis

Pre-crisis planning and crisis management are taking place currently. Organizations now anticipate paying planning attention to a variety of responsibilities to prevent and be ready for crisis circumstances. establishing a plan for crisis communication, designating a spokesperson during a crisis, and forming crisis communication management team are some of the principal pre-crisis phase activities or tasks to minimize risks and prevent issues as early as possible. Therefore, this section was selected to evaluate these key tasks in the company.

4.4.1. Crisis communication Management plan

According to the researcher's findings, Yes Brands Food & Beverage PLC has a formal document developed with a clear procedures action plan that can be used as advice for a crisis. This information relates to whether the company has an active written document of Crisis Communication or Crisis Management. The communication director made the following comments in this regard.

Table 4.2: Crisis Communication Management plan

Question	Options	Responses in	
		Number	Percentage
Do you know that your company has a crisis communication management plan?	Yes	13	16%
	No	22	26%?
	I don't know	48	58%
	Total	83	100%

Based on table 4.2, only 16% of respondents from a total of 83 respondents indicated that their company had a crisis communication management plan in place, 26% indicated that their company did not have a crisis communication management plan, and 58% indicated that they were unsure of the status of the plan. This finding strongly suggests that most respondents were unaware of the existence of the company's crisis communication management plan. The company's key informant A1 responded to the same question during the interview session as follows:

A crisis communication plan is in place. This strategy was created by the communication director, General manager, PR director, Dep. manager, the marketing manager and with communication director in 2008 E.C.

During my observation I had the chance to see the crisis communication management plan of the company. The plan starts with a definition of what a crisis means for the business and how it might affect everything. Additionally, it focuses mostly on how to handle crisis situations that could harm stakeholders' trust and destroy reputational assets. The components of crisis communication management plan like, Crisis communication team, Key messages, Internal communications procedures, Contacts, and media list were listed and explained plainly. So, we can conclude that Yes Brands Food & Beverage PLC. had a proactive crisis communication plan.

4.4.2. Reviewing and Updating the Crisis Communication Plan

Table 4.3: Reviewing and up- dating plan.

Question	Options	Responses in	
		Number	Percentage
Has your company regularly reviewed and updated the crisis management plan? if your response to question number one is yes.	YES	2	15 %
	NO	11	77 %
	I do not know	1	8 %
	Total	13	100 %

As can be seen in table 4.3, 15% of the 13 respondents who answered "yes" to question number one said their company periodically reviewed and updated its crisis communications management plan, while 77% said their company did not periodically review and update its crisis communications management plan. 8% responded that they didn't know whether their company had regularly reviewed and updated the crisis Communications management plan. Thus, the data demonstrated that the organization's crisis communication management plan had not been regularly reviewed and updated.

In addition to the data that was revealed in the above table the interview outcome was presented as follows. Regarding on the above question the informant key informant A 2 responding as follows:

I've been working for this company for about 8 years, however, frankly speaking, we have not been reviewing and updating the Crisis Communications Management Plan since it was planned. We had not had an organized way of detecting such kinds of issues. Once it was planned by some groups seven years ago and we put it somewhere. Informally, though, we typically bring up concerns at the managerial meeting when we see something that should alert our firm and brands. However, it's possible that others won't pay attention to the issues someone has brought up.

As stated in the above discussion with the communication director, the company has not revised and updated the plan for almost seven years. During these interviews I observed that the professionals were not free to handle problems professionally. Key informant A1 of the organization were also asked the same question and he answered as follows,

To be honest with you I personally forgot the plan. I do remember we did it with some selected staff members. Lack of training and negligence were major problems for not using and updating crisis communication and management plan. As stakeholders we all are responsible, but the communication experts were more responsible in handling all aspects of this a kind of activity. To be honest with you I personally forgot the plan.

The manager also admitted that they were not using and updating the crisis communication management plan. Key informant A4 on his part said,

We were also responsible for updating and using the plan in crisis situations and before the actual crisis happened. Yes, we had prepared a crisis communication management plan. But we did not

update it and use it when the crisis happened in the company. In the first place we have had a big gap b/n the managers. We were always solving daily routines.

When a certain problem happened, the managers called an urgent meeting, then we discussed the issue and we put a solution for that problem.

In general, nevertheless, the corporation did not appear to use and maintain the crisis communication management plan, despite its existence. Some of them preferred to point fingers at others rather than examining why they weren't using and updating the plan. An effective crisis communication strategy that is frequently updated verifies that a company has the infrastructure in place to react as needed to a variety of natural or man-made catastrophes. For this reason, a crisis communication plan ought to be created, evaluated frequently, and updated.

4.4.3 Crisis Communication Management Team

One of the most important things that businesses do to prepare for crisis communication is to assign a crisis management team. The crisis management team was developed to react quickly to warning signals of crisis and put in place the necessary countermeasures. The group was established to protect an organization from the negative effects of a crisis. It makes decisions about upcoming tasks and prepares to assist the organization crisis as soon as possible. It gets a company ready for potential dangers. Respondents were concerned about whether their business has a crisis management team.

Table 4.4: Crisis Communication Management Team

Question	Options	Responses in	
		Number	Percentage
Does your Company have a Crisis Communication Management Team?	Yes	9	11%
	No	23	28%
	I don't know	51	61%
	Total	83	100%

As shown in table 4.4 above, out of a total of 83 respondents, 11% said their company has a communication management team, 28% said it does not, and 61% said they are unsure. The information acquired reveals that the corporation did not establish a permanent crisis management team prior to the real incident. Key informant A3 however, provided the following assurance:

In our company, there isn't a permanent crisis management team. We had been forming a committee when a crisis happened. For example, we had a problem related to the salary increment problem, and then the company managers formed a team to solve the problem. The members of the committee were selected by the general managers. So, the team had been forming and working on this issue.

As was presented in the above data the interview also showed that Yes Brands Food & Beverage PLC. does not have a crisis management team. The Key informant A5 also added:

In our company, there is no crisis management team. Most of the time when a crisis happened, the managers were trying to form a small group according to the problem. Then the committee followed the pattern as the will of the company.

Both the table and the interview obtained expose that the company before the crisis really occurred, no permanent crisis communication management team had been established. Crisis communication management team prepares an organization to respond to potential emergencies. It also executes and coordinates the response in the event of an actual disaster.

4.4.4. Crisis Time Spokesperson

Table 4.5 Spokesperson appointment

Question	Options	Responses in	
		Number	Percentage
Has your Company appointed spokesperson that will communicate with all stakeholders if a crisis should occur?	Yes	5	6%
	No	24	29%
	I do not know	54	65%
	Total	83	100%

Table 4.5 shows that 6% of respondents said their company has chosen spokespersons who will speak to all participants in the event of a crisis, 29% said their company has not chosen spokespersons who will speak to all stakeholders in the event of a crisis, and 65% said they are unsure of the answer to the question of whether their company has chosen spokespersons who will speak to all stakeholders in the event of a crisis. Therefore, it is feasible to draw the conclusion that the corporation has not chosen spokespersons who will interact with all stakeholders in the event of a crisis. The company's Key informant A6 stated the following in response to the interview results:

We did not appoint a crisis communication spokesperson before the crisis. Our training was quite different from the scientific approach. Even if the plan was in our hand, we were using another committee for the crisis. According to the problem the spokesperson may differ. The managers will appoint anyone that they think may side only the company. The management remembers us while they need us only, Though, we were not engaging them in any planning and processing.

As was stated clearly the company didn't appoint a spokesperson. While it's nearly impossible to prevent crises from occurring, there are steps we can take to ease the effect. A good company spokesperson is an essential part of any crisis communications strategy. The other person that I interviewed was the key informant A1 and he stated the following regarding assigning the spokesperson.

In our company till now we haven't selected a spokesperson before an actual crisis happened. The wrong thing here is that we are following the crisis. We didn't even consider the plan. We were selecting a spokesperson from the committee that was nominated for a particular problem.

In general, we can conclude that Yes Brands Food & Beverage PLC doesn't have a crisis time spokesperson. Even if the company had selected different spokesperson for different problems, it is not enough. The company must proceed scientific ways because the question is a poorly handled PR crisis can have long-lasting implications that may include concerned customer relationships, legal or controlling action, declining stock prices, and damaged brand reputation.

4.4.5. Spokespersons' Training

The spokesperson we select to symbolize an organization plays a vital mission in crisis communications. It's essential that the person we select has characteristics that will help the company to be in the position and send messages effectively. Attributes like strong communication skills, personality, faithfulness, and relatability are all vital. In this regard the respond asked whether their company's spokesperson taught in how to communicate effectively in media interviews and other situations and the result was shown in the following table.

Table 4.6. Spokespersons' Training

Question	Options	Responses in	
		Number	Percentage
Is the spokesperson skilled in media interviews and other communication strategies, if your response to question five is, yes?	YES	1	20%
	NO	1	20%
	I do not know	3	60%
	Total	5	100%

According to table 4.6 1, 20% of respondents indicated that the spokespersons in their company have received training in media interviews and other communication techniques, 20% indicated that they have not received such training, and 60% indicated that they are unsure as to whether the spokespersons in their organization have received such training.

As a result, it may be concluded that it is unknown whether the company's crisis spokespersons are skilled at doing media interviews and using other communication strategies. Because the number of respondents who were answering question number five was only five. Whereas when we are looking the interviews we found the following results, the key informant A2 added and said:

As I said before we are not gone through in the professional way. Our company nominated a spokesperson or the crisis communication team not by criteria. The company managers selected by their will. Whether trained by media or not it is not their concern. The one who talks always on the side of the company, that person appointed as a spokesperson.

During interview time the informants were asked whether the spokesperson was knowledgeable about media interviews and other communication strategies. The key informant A5 gave a drab response when asked about this:

We were selecting a spokesperson from the committee that was selected for the crisis, we were not concerned with the skills of the person rather the company focused on how she or he is related with the company. We were not following the scientific way anyway.

To sum up the company didn't assign the spokesperson that was having had training in media interviews and other communication methods. They proposed the recently constituted committee for a specific issue as being of interest. Professional training is very important in crisis time. To handle and control the company in different directions.

4.5. Crisis response Strategies

This section's goal is to examine the crisis response plan of Yes Brands Food & Beverage PLC. After its employee's disagreement over employee's salary adjustments resulted in firing of eighty-nine employees and partial shutdown of the company. This section reviewed the company's crisis response strategies and efforts throughout the crisis by using this as an example.

4.5.1. Manager's response to complaints of employees

Every single employer should be planned for managing and addressing employee concerns and complaints. It is not strange for employees to create a voice against issues they have been facing. Nevertheless, being able to settle these complaints at the earliest helps employers claim a good correlation with their managers. The following figure shows the managers' response to the employees' complaints.

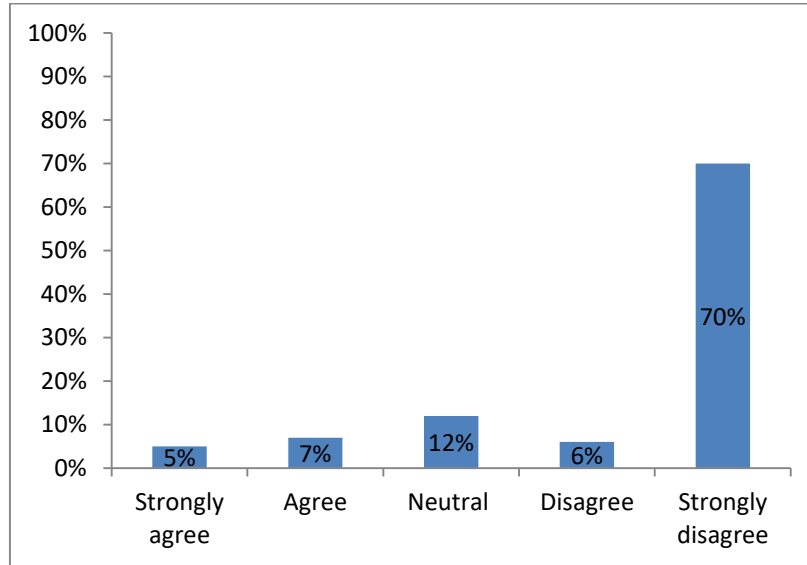


Figure 4.5. Manager's response to complaints of employees

Based on *Figure 4.5*. More than 70 % of employees were not satisfied by the response given by the managers. The organization's previous relationships with its constituents may have an impact on how it feels about its staff during a crisis. Additionally, the way they interact negatively affects the issue and the way the public views the company. 12% of the respondents were neutral and 7% of them agreed. And 5% of the respondents strongly agree. Most of the respondents were replying as they were not satisfied by their managers. Employees' negative perceptions indicate that the organization is not well-positioned to meet its goals. When the same question was put to the company's key informant A6, he responded as follows:

Our factory had about 300 employees operating at various levels during the crisis. And they were working diligently. When the company adjusted salaries some of the employees from different sections were not happy. At that time, we collected their questions and talked with the concerned body and decided the previous salary scale as it is. which they were not satisfied with. Then some of them were doing illegal actions. insulting and abusing the managers, throwing different company's properties, and so on. To stop this the company took proper measures at the time. About their question, they have the right to ask. The concern was how they were exercising their rights.

In addition to the informants, the researcher also emphasized the reasons why workers had gone through these kinds of circumstances. Especially why do they want strike rather than peace talks? Do you think that your response was correct at that time? Key informant A1 stated the following.

As a manager, I have several years of experience with the organization. Employees undoubtedly have their own inquiries. The salary increment may not satisfy their need. To answer your question, whatever they have any question, they should know how to ask. We are always under rules. When you think you are above the rules and regulations, you are going to make a mistake. That was happening in our company. One thing that I regret about the thing is we were not assigning proper contact person. Information's were not gone smoothly b/n us.

The manager also admitted that the relationship between the managers and the employees was not good. Key informant A5 also answer this question:

The response from the company at that time was not satisfactory. Because as you know people are suffering from different things now. They were asking direct questions for the administration at that time. The administration takes time and delays their question. Personally, I talked with some of them, and they were irritated by the action of the managers. Even if I disagree with their final action, I strongly disagree with the answer given by the company. Such kinds of problems were not solved in this way.

To conclude, most of the employees were not satisfied by the response given by the managers. When there is a crisis, the organization's relationship with its employees may be impacted by its past relationships with its public.

4.5.2. Character and communication skills of managers.

Managerial communication is essential because it enables managers to properly lead and manage their teams. Managers can verify that their team members are working toward the same objectives by communicating effectively with them. Additionally, managerial communication fosters a culture of trust among managers and the people of their teams.

The response of the employees to their bosses' personalities and communication abilities is shown in the following Figure.

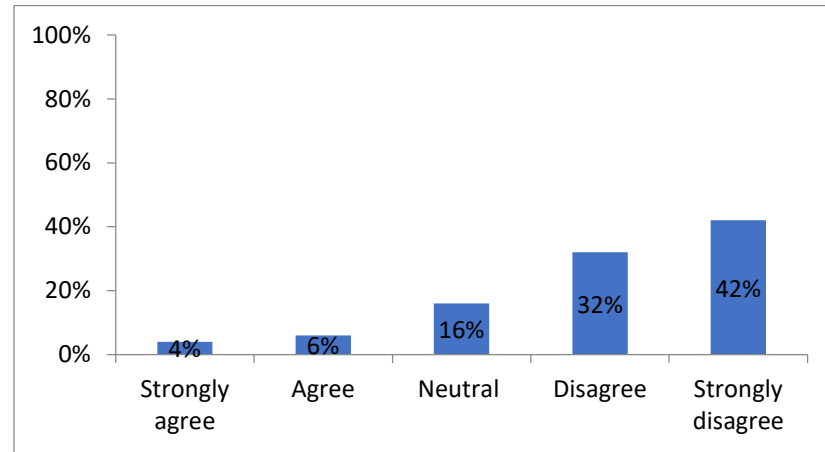


Figure 4.6. character and communication skill of managers.

As showed on table 4.6. 42% of respondents responded that the character and communication skill of the managers were not proper at the time of the crisis. Besides to these, 32% of respondents responded that they disagree about their manager’s communication and personal character. Only 4% of the respondents are agree and satisfied with their managers. Hence, it can be concluded that the character and communication skills of the company’s managers were not good.

However, there is another reason why the public should hold the firm accountable for failing to carry out its proper obligations. regarding communication gap and character of personalities. The key informant A2 was answering the conditions during the crisis time situation whether it was suitable or not as follows.

When the crisis happened immediately the company formed a committee, among us we appointed a spokesperson and communicated with external and internal stakeholders. To be honest, during that time we were not focusing on the skill and other things. The company was instead focusing on identifying people who were participating in the chaos.

The problem is we were not following a professional way of solving the crisis. People who were near to the company appointed and the crisis had been aggravating and gone to court.

We can conclude that the character and communication skills of the company’s managers were not good. Both the data showed that it needs improvement. Good communication skills for managers allow them to explain tasks and goals clearly to their employees. Understand what their team is working on and provide feedback as needed. And to Resolve any conflicts that may arise.

4.5.3. Reflection towards the accuracy of the information

The following figure indicates that the respondent's response towards getting accurate information from the Yes Brands Food & Beverage PLC during the crisis time.

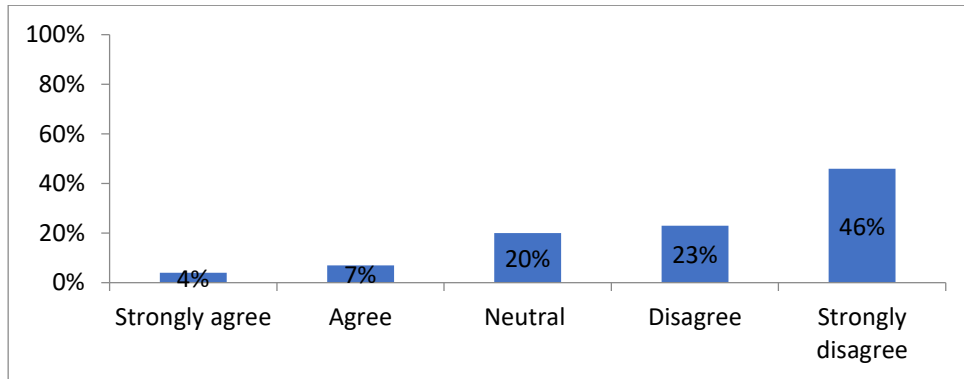


Figure 4.7 Reflection toward the accuracy of the information.

Figure 4.7 demonstrates the absence of access to the employee must timely, reliable information from Yes. The difficulty for the staff causes disappointment and unhappiness in the organization. 46% of the respondents strongly disagreed with the accuracy of the information and 23% of the respondents responded that they disagreed with the accuracy of the information. The rest 7% agree as the information was accurate.

On the other hand, the key informant A1 answered the question towards getting accurate information from the Yes Brands Food & Beverage PLC during the crisis time.

Yes, ought to have done something about it, but it didn't. It is preferable if the employee can realize that it is in accordance with their pay scale. Then when they asked to elaboration, the company takes time by ignoring their question I the whole chaos comes later. If the contact person had given proper answer at that time, they wouldn't have gone such a position. Accurate information at a time of crisis heals.

Finally, it might be said that the employee lacks access to timely, correct information from Yes. The management kept their percentage pay raise from the employees' salaries a secret. An example of According to experts, communication can have a significant impact during the crisis phase by aiding the decision-makers throughout the response stage and giving them the ability to achieve the best outcome for the issue. The company's approach, meanwhile, was ineffective now in achieving the optimal outcome. This demonstrates a lack of effort in choosing the best

spokesperson as well as a lack of PR engagement in developing crisis-related messages. The workers seek information from many sources after the catastrophe to understand what happened.

4.5.4. The relationship between the company and its employees.

The following figure answers the question whether the respondents have a good relationship with Yes Brands Food & Beverage PLC. or not.

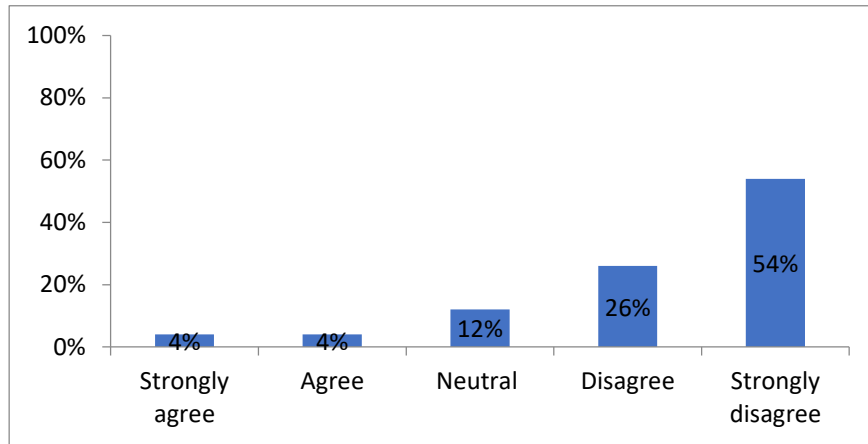


Figure 4.8. The existence of a good relationship between Yes and the employees.

According to Figure 4.8, during a crisis, more than 60% of workers had an unfavorable attitude about saying yes. When an employer and employee have this kind of relationship, it can lead to disaster and critical situations. The corporation clearly has great responsibility for crisis management, as demonstrated by this. The organization is not in a good position to meet its goals as evidenced by intensely unfavorable understanding in workers' minds. To understand how the employees felt following the crisis, the corporation neither conducted nor did it plan to analyze employee sentiment. Key informant A1 states as follows:

After the crisis happened, we are doing a lot of things. As you know 89 workers were fired, so with HR we were replacing the workers with new ones. Most of them are of course previous staff members. Since we were busy by the crisis, we didn't talk with them. As far as they are working smoothly, we do not have any problem with them. The price of materials challenges us parallel to this problem and hinders us to concentrate.

Key informant A2 also stated the following.

By now we are not working because we were not in such a kind of mood. Mainly we were working on the previous chaos. Now it is over, we have a strong plan to renew our staff's mood into a normal position with the rest of the staff.

The results showed that there were problems with the company's interaction with its employees. According to the SCCT theory, a crisis is considered a target crisis when stakeholders assert that an organization is acting inappropriately. Based on the organization's classification of the issue in its management of crisis responsibility, it exhibits a limited level of crisis responsibility.

4.6. Channels for Crisis Communication

Before a crisis, the channel of communication should be planned and prepared. The informants were questioned about the communication channels they prepared for expected crises since the third specific purpose of this study is to determine the channels of communications prepared by Yes brand food and beverage Plc. for crisis communications.

4.6.1. Creating official social media pages

Managerial communication is essential because it enables managers to properly lead and manage their teams. Managers can verify that their team members are working toward the same objectives by communicating effectively with them. Additionally, managerial communication fosters a culture of trust among managers and the people of their teams. The response of the employees to their bosses' personalities and communication abilities is shown in the following table.

Table 4.7. Making official social media pages

Question	Options	Responses in	
		Number	Percentage
Did you know that the company has official social media pages to communicate with the public in times of crisis?	Yes	28	34%
	No	39	47%
	I don't know	16	19%
	Total	83	100%

As shown in table 4.7 above, out of a total of 83 respondents, 47% said their company had established official social media pages to communicate with the public during a crisis. By contrast, 34% said their company had not established such pages, and 19% said they were unsure whether their company had done so. The following was also included by the communication director.

In our company we are posting different posts on the board. Apart from this we are using Facebook page to control the situation. This was controlled and used by our PR and communication offices. We are using it to disseminate information. During the crisis time Journalists from capital and Herald magazine came and collected different information from the company and as well as from the employees.

Key informant A2 also said,

During the crisis time we are not using as much social Medias, we used Facebook once to control fake information that was disseminated by some groups. For internal stakeholders most of the time we post messages on the board. In regular times the company used Facebook and website for advertising purpose.

Thus, it is fair to draw the conclusion that the company has built some of its own official social media (Facebook, Twitter, You Tube, etc.) accounts to interact with the public, particularly during times of crisis.

4.6.2. Identification of the various public groups

The topic of whether a corporation has acknowledged the various community groups according to how they look for and receive crisis information was put to the respondents. The data are shown in the following table as follows:

Table 4.8. Identification of the various public groups

Question	Options	Responses in	
		Number	Percentage
Did you know that different public groups are identified based on how they request and consume risk information?	Yes	18	22%
	No	56	67%
	I don't know	9	11%
	Total	83	100%

According to table 4.8, 22% of respondents indicated that their company had identified the various public groups according to how they seek and receive information about crises, whereas 67% of respondents indicated that their company had not identified the various public groups according to how they seek and receive information about crises, and 11% of respondents indicated that they were unsure of whether the various public groups had been identified according to how they seek and receive information.

Additionally, the key informant A3 stated:

We know we have different publics, internal and external. but we were not ready for the time being to answer their questions according to their needs. We were trying to give an answer even if sometimes the information differed. In this kind of condition, the information should be centralized unless it goes wrong.

It's crucial to identify the distinct publics based on how they seek and consume information regarding dangers. It protects the company in many ways. Unfortunately, the company did not identify their publics. Therefore, it can be concluded that Yes Company, based on how people access and seek out information regarding crises, the different public groups have not been recognized.

4.6.3. Identifying influential Media Houses

The answers given by responders to the question of how the company has categorized lists of key media houses that include contact information for contacting the public in times of crisis are shown in the table below.

Table 4.9. Identifying influential Media Houses

Question	Options	Responses in	
		Number	Percentage
Did you know that the company maintains lists of important media houses that are categorized and provide contact details for contacting the public in times of crisis?	Yes	12	14%
	No	54	67%
	I don't know	17	21%
	Total	83	100%

According to the information in table 4.9, respondents were asked if their company has created lists of significant media houses that also included contact details for reaching out to the public in an emergency. Of a total of 83 respondents, 14% said their company has identified influential Media House lists and has included contact information to communicate with the public during a crisis. Meanwhile, 67% said their company has not identified influential Media House lists and has not included contact information to communicate with the public during a crisis, and 21% said they are unsure of the answer.

Key informant A1 mentioned the following regarding categorizing key media house listings; add contact information to engage with the public during a crisis.

The company hasn't compiled lists of influential media outlets with contacts. Because as I told you, we were not following the scientific way of handling crisis. Different media houses were coming to our doors to ask different questions. We gave them an answer according to their question.

Therefore, we can draw the conclusion that the corporation was not classifying lists of key media outlets or including contact details to engage with the public during a crisis.

4.6.4. The spread of crisis on social media

The creation of new media for crisis communication is crucial for preserving a company's reputation. On the contrary, the damage is very high. Nowadays different social media plat forms are disseminating fake news. It is easy because most of the public are using these platforms. The table shows the respondents response towards the spread of crisis on social media.

Table 4.10. The spread of crisis on social media

Question	Options	Responses in	
		Number	Percentage
Do you know that crisis can spread wildly through social media in your company?	Yes	50	60 %
	No	11	13%
	I don't know	22	27%
	Total	83	100%

As it shown above on table 4.10. 60% of respondents responded that they know, in their company crisis spread wildly through social media. And 27% of the respondents didn't know. And 27% of the respondents don't know.

In this aspect, yes's preparation for handling new media for crisis communication was insufficient. The key informant A2 said the following:

Yes, it's very clear that these days' false news is intensified. To be honest different groups were trying to defame the company's name different times. As a country in general we believe the social media instead of the actual case in the actual place. They are making money deliberately by harming a company or a person. Individuals were trying to disseminate false information and aggravated the crisis.

To conclude, in the company social media spreads the crisis excitedly. Ignoring the problem will not make it go away. In the company crisis spread violently through social media.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary

Throughout this study, Yes Brands Food & Beverage PLC crisis communication management plan and practice has been investigated. Three fundamental research questions were created to accomplish this. Therefore, the purpose of this section is to summarize the key findings of the study that were produced using mixed-method research techniques.

The study produced extensive data on pre-crisis activities' comprehension and attempts in order to answer the first research question. Companies are expected to give priority to critical tasks that prepare them for crisis situations during the pre-crisis phase. In addition to these duties, the research focused on and identified the company's crisis management team, crisis time spokesperson, and assessing and updating the crisis communications plan.

The results of the company's crisis communication management plan demonstrated that it had a proactive strategy. which might assist in serving as a guide for resolving the situation. However, the analysis reveals that the corporation was unaware of the plan during the employees' crisis, and managers didn't appear to be adhering to the tactics mentioned in the plan.

The corporation, as several of the informants said, believes that the committee will receive more attention than the crisis communication management plan, nevertheless. This committee concentrates on imposing stricter restrictions on how the employees can move. Results suggest that this committee would be important in preventing a crisis, especially for crisis types involving employees, the organization believes.

The organization's crisis communication plan hasn't been reviewed or updated on a regular basis. Additionally, before the crisis occurred, the corporation did not establish a dedicated crisis communication management team.

The study's second research question focused on the company's crisis management activities both before and after the employee's problem. This section of the study's major goal was to investigate how crisis response plans assist businesses in limiting harm. According to the results of the

qualitative research, Yes Brands Food & Beverage PLC's crisis response required accurate information during the crisis phase. This circumstance increases the managers' crisis responsibilities.

The firm came under fire in part because the communication department failed to respond in accordance with their crisis communication plan and strategy for interacting with various stakeholders. The public may also hold the corporation responsible for the communication gap since it did not carry out its obligations properly. Employee grievances were not satisfactorily addressed by the manager.

Finding the communication channels set up for crisis messaging was the third specific goal. According to both the qualitative and quantitative statistics, the corporation has not recognized the various public groups in accordance with how they seek and consume information about the situation. The corporation established a Facebook profile for its official social media presence to interact with the public, but it only uses it in times of crisis.

5.2. Conclusions

According to the study's key findings, the researcher has come to the following conclusion.

To investigate the crisis communication management plan and practice of Yes Brands Food & Beverage PLC. Three research questions were designed to address the phases of crisis with specific stress to employee's crisis. What sort of crisis management plans and resources were implemented at the organization, asks the first question? Which crisis response techniques were used when a crisis occurred was the second question. And thirdly, which communication routes were set up for crisis communications? Several pieces of literature were thoroughly verified to answer the questions by examining the data through the eyes of what researchers and studies have to say.

The research notes that although the organization had a well-written crisis communication management plan, it wasn't used as a reference during the employees' crisis. No one noticed it when the time of crisis. The company was trying to handle the situation by forming an emergency committee. Likewise, the crisis response strategies also need a lot of work.

About the channels of communications, the study found that Yes Brands Food & Beverage PLC has prepared social Facebook pages are used by the company including in times of crisis, to communicate with the public.

In general, the study attempted to investigate the existence of significant pre-crisis duties and significant efforts during the crisis at Yes Brands Food & Beverage PLC. The availability of the crisis communication management plan, the effort put forth in the crisis response, and the channels of communication set up for crisis communications were evaluated and examined. The overall findings in this regard demonstrated that more work needs to be done on the company's readiness. The corporate has not yet adopted the accepted and proven scientific methods for crisis event prevention and preparation. except for the creation of the crisis communication management plan.

5.3. Recommendations

The following recommendations are made considering the study's results and conclusions.

- According to the research, the organization has a well-defined proactive crisis communication plan, but it didn't implement it during the actual crisis. To provide directions for operational crisis situations, a crisis communication plan must be in place.
- Yes Brands Food & Beverage PLC should establish a permanent crisis management team before a crisis occurs. The crisis communication management team discusses what went wrong and decides how to enhance and better current procedures for the efficient operation of the business.
- Yes Brands Food & Beverage PLC. must assign spokespersons that will communicate with all stakeholders. A spokesperson who has been properly chosen and trained will perform better when managing crisis communications.
- Communication channels are fundamental component of crisis communication, So, the company should develop different platforms to address stakeholders.
- The company should strive to improve interactions between itself and its staff.
A seamless relationship is maintained, and employees' confidence is boosted specifically when a crisis occurs by clear and precise information.
- The organization must make persistent follow-up communications, evaluate the effectiveness of crisis management, and investigate crises to keep its staff informed.

5.4. Research Implications

This study assessed the crisis communication management and practice of Yes Brands Food & Beverage Plc. The study's findings indicate that the company's crisis communication management is appalling. Most respondents said that, aside from the strategy that wasn't effective during the crisis, their organization had nothing else planned for any kind of disaster. Additional investigation into other businesses should support this conclusion. Future research on perceived organizational crisis communication management should focus on proportionate studies of two or more businesses in the same or other sectors.

REFERENCES

- Alimba, C. N. (2018). Conflict Communication As Correlates Of Public Secondary School Teachers' Productivity In Adamawa State. . . PP, 6.
- Aljuhmani, H. Y., & Emeagwali, O. L. (2017). The Roles of Strategic Planning in Organizational Crisis Management: The Case of Jordanian Banking Sector. 7(3).
- Anthonissen, P. (2008). Crisis communication: Practical PR strategies for reputation management & company survival. Kogan Page Publishers.
- Arpan, L. M., & Pompper, D. (2003). Stormy weather: Testing "stealing thunder" as a crisis communication strategy to improve communication flow between organizations and journalists. *Public Relations Review*, 29(3), 291–308.
- Babbie, E. R. (2016). *The Practice of Social Research* (14th ed.). Boston: Cengage Learning.
- Bayush.A (2019), *The Practice Of Crisis Management and Communication The Case of National Disaster Risk Management Commission Of Ethiopia*, [master's thesis, Addis Ababa university]
- Beldad, A. D., van Laar, E., & Hegner, S. M. (2018). Should the shady steal thunder? The effects of crisis communication timing, pre-crisis reputation valence, and crisis type on post-crisis organizational trust and purchase intention. *Journal of Contingencies and Crisis Management*, 26(1), 150–163.
- Carley, K. M., & Harrald, J. R. (1997). Organizational learning under fire: Theory and practice. *American Behavioral Scientist*, 40(3), 310–332.
- Claeys, A.-S., & Cauberghe, V. (2012). Crisis response and crisis timing strategies, two sides of the same coin. *Public Relations Review*, 38(1), 83–88. <https://doi.org/10.1016/j.pubrev.2011.09.001>
- Coombs, W. T. (1995). Choosing the right words: The development of guidelines for the selection of the "appropriate" crisis-response strategies. *Management Communication Quarterly*, 8(4), 447–476.
- Coombs, W. T. (2007). Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Corporate Reputation Review*, 10(3), 163–176. <https://doi.org/10.1057/palgrave.crr.1550049>
- Coombs, W. T. (2009). Crisis, crisis communication, reputation, and rhetoric. In *Rhetorical and critical approaches to public relations II* (pp. 249–264). Routledge.
- Coombs, W. T., & Holladay, S. J. (1996). Communication and Attributions in a Crisis: An Experimental Study in Crisis Communication. *Journal of Public Relations Research*, 8(4), 279–295. https://doi.org/10.1207/s1532754xjpr0804_04
- Coombs, W. T., & Holladay, S. J. (2010). Examining the effects of mutability and framing on perceptions of human error and technical error crises: Implications for situational crisis communication theory. *The Handbook of Crisis Communication*, 181–204.

- Coombs, W. T., & Holladay, S. J. (2013). *It's not just PR: Public relations in society*. John Wiley & Sons.
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. SAGE publications.
- Darling, J. R. (1994). Crisis Management in International Business: Keys to Effective DecisionMaking. *Leadership & Organization Development Journal*, 15(8), 3–8. <https://doi.org/10.1108/01437739410073047>
- Darrell, B. (2003). *Crisis communication handbook*. Stockholm: Swedish Emergency Mngement Agency, Iil.
- Davies, G. (2003). *Corporate reputation and competitiveness*. Routledge.
- Dawit.E “Yes stops operation due to strike” *The reporter*, 13 January, 2018, Page 7, thereporterethiopia.com
- Dawit.T, (2019), *Crisis Communication Strategies of Ethiopian Airlines Group: A Case Study of Flight 302 Accident*. [master's thesis, Addis Ababa university].
- Deetz, S. (1992). *Democracy in an age of corporate colonization: Developments in communication and the politics of everyday life*. SUNY press.
- Dese.K, (2021), *An Assessment of crisis Communication in the case of selected Ministries of FDRE* [master's thesis, Addis Ababa university]. <http://etd.aau.edu.et/handle/123456789/29858>
- Doorley, J., & Garcia, H. F. (2020). *Reputation management: The key to successful public relations and corporate communication*. Routledge.
- Dowling, G. R. (2004). Corporate Reputations: Should You Compete on Yours? *California Management Review*, 46(3), 19–36. <https://doi.org/10.2307/41166219>
- Dutton,J. E (196). The processing of crisis and non-crisis strategic issues, *Journal of management studies* ,23(5), 501-517
- Fearn-Banks, K (2011). *Crisis communication: A casebook approach* (4. ed). Routledge.
- Fener, T., & Cevik, T. (2015). Leadership in crisis management: Separation of leadership and executive concepts. *Procedia Economics and Finance*, 26, 695–701.
- Fink, S. & American Management Association. (1986). *Crisis management: Planning for the inevitable*. Amacom,.
- Flick, U. (2014) *An Introduction to Qualitative Research*. 5th Edition, London.
- Fitsum. Z (2018), *Crisis Communication as a Strategy to Protect Reputation: The case of Mirinda*. [master's thesis, Addis Ababa university].

- Garcia, B. D. (2015). *Crisis Leadership: The Roles University Presidents and Crisis Managers Play in Higher Education - A Case Study of the State University System of Florida* [Doctor of Education Higher Education, Florida International University]. <https://doi.org/10.25148/etd.FIDC000120>
- Gilpin, D. R., & Murphy, P. J. (2008). *Crisis management in a complex world*. Oxford University Press.
- Griese, N. L. (2002). *How to manage organizational communication during crisis*. Anvil Publishers, Inc.
- Griffin, R. A. (2014). Pushing into precious: Black women, media representation, and the glare of the White supremacist capitalist patriarchal gaze. *Critical Studies in Media Communication*, 31(3), 182–197.
- Grunig, J. E. (1992). The Development of Public Relations Research in the United States and its Status in Communication Science. In H. Avenarius & W. Armbrrecht (Eds.), *Ist Public Relations eine Wissenschaft?* (pp. 103–132). VS Verlag für Sozialwissenschaften. https://doi.org/10.1007/978-3-322-85772-9_6
- Hermann, C. F. (1969). *Crises in foreign policy: A simulation analysis*. Bobbs-Merrill Company.
- Hussain, S. B. (2014). Crisis Communication at Higher Education Institutions in South Africa: A Public Relations Perspective. *Journal of Economics and Behavioral Studies*, 6(2), 144–151. <https://doi.org/10.22610/jeb.v6i2.477>
- Ince, M., & Gul, H. (2011). The role of the organizational communication on employees' perception of justice: A sample of public institution from turkey.
- Jaylan.A (2020), An Assessment of crises communication practices and challenges: the case of the federal police commission, [master's thesis, Addis Ababa university]. <http://etd.aau.edu.et/handle/123456789/22024>.
- Keeffe, M. J., Darling, J. R., & Natesan, N. C. (2008). Effective 360 management enhancement: The role of style in developing a leadership team. *Organization Development Journal*, 26(2), 89.
- Leta.F (2019), The Strategic Role of Public Relations in Crisis Management and Reconciliation Process In Ethiopia: The Case of Burayu City Displacement Crisis, [master's thesis, Addis Ababa university]. <http://etd.aau.edu.et/handle/123456789/18921>.
- Minale,G, (2018), Crisis Communication: A case study of the Integrated Master Plan Crisis in oromia regional state. [master's thesis, Addis Ababa university], <http://etd.aau.edu.et/handle/123456789/16394>.
- Mitroff, I. I. (1998). On the fundamental importance of ethical management: Why management is the most important of all human activities. *Journal of Management Inquiry*, 7(1), 68–79.
- Mitroff, I. I. (2000). *Managing crises before they happen: What every executive and manager needs to know about crisis management*. AMCOM/American Management Association.

- Mugenda, A. G., & Mugenda, A. G. (2008). *Social science research: Theory and principles*. Nairobi: Applied, 11-22.
- Nilsson, J., & Eriksson, K. (2008). The Role of the Individual—A Key to Learning in Preparedness Organizations. *Journal of Contingencies and Crisis Management*, 16(3), 135–142. <https://doi.org/10.1111/j.1468-5973.2008.00542.x>
- Özdem, L., & Balkan, M. O. (2016). *The Positive and Negative Effects of Crisis on Organizations: An Application*.
- Penchant, T., & Mitroff, I. (1992). *Transforming the crisis-prone organization*.
- Ray, S. J. (1999). *Strategic Communication in Crisis Management: Lessons from The Airline Industry*. Greenwood Publishing Group.
- Regester, M., & Larkin, J. (2008). *Risk issues and crisis management in public relations: A casebook of best practice*. Kogan Page Publishers.
- Schwarz, A. (2008). Covariation-Based Causal Attributions during Organizational Crises: Suggestions for Extending Situational Crisis Communication Theory (SCCT). *International Journal of Strategic Communication*, 2(1), 31–53. <https://doi.org/10.1080/15531180701816601>
- Sellnow, T. L., Seeger, M. W., & Sheppard, R. (2013). Revisiting the Discourse of Renewal Theory: Clarifications, Extensions, Interdisciplinary Opportunities. *The Handbook of Crisis Communication*, 127–136.
- Shiferaw. A (2020), *The Role of Public Relations in Crisis Management: The Case of Ethiopia Civil Aviation Authority*, [master's thesis, Addis Ababa university] <http://etd.aau.edu.et/handle/123456789/22435>.
- Sohn, Y. J., & Lariscy, R. W. (2014). Understanding Reputational Crisis: Definition, Properties, and Consequences. *Journal of Public Relations Research*, 26(1), 23–43. <https://doi.org/10.1080/1062726X.2013.795865>
- Sohn, Y., & Lariscy, R. W. (2014). Understanding reputational crisis: Definition, properties, and consequences. *Journal of Public Relations Research*, 26(1), 23–43.
- Steyn, B., & Niemann, L. (2014). Strategic role of public relations in enterprise strategy, governance and sustainability—A normative framework. *Public Relations Review*, 40(2), 171–183. <https://doi.org/10.1016/j.pubrev.2013.09.001>
- Sturges, D. L. (1994). Communicating through Crisis: A Strategy for Organizational Survival. *Management Communication Quarterly*, 7(3), 297–316. <https://doi.org/10.1177/0893318994007003004>
- Taber, K. S. (2018). The use of Cronbach’s alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48, 1273–1296.
- Temesgen.K. “Yes defeated in the court” Capital news, 7 February, 2022, Page 9, capitalnewsethiopia.com
- Tench, R., & Yeomans, L. (2009). *Exploring public relations*. Pearson Education.

Tench, R., & Yeomans, L. (2017). *Exploring public relations: Global strategic communication* (Fourth Edition). Pearson.

Ulmer, R. R., Sellnow, T. L., & Seeger, M. W. (2022). *Effective crisis communication: Moving from crisis to opportunity*. Sage Publications.

Van Riel, C. B. M., & Fombrun, C. J. (2007). *Essentials of Corporate Communication: Implementing Practices for Effective Reputation Management* (0 ed.). Routledge. <https://doi.org/10.4324/9780203390931>

Weick, K. E., & Sutcliffe, K. M. (2011). *Managing the unexpected: Resilient performance in an age of uncertainty* (Vol. 8). John Wiley & Sons.

Wekesa, A. S. (2013). An Analysis of Team Effectiveness in Crisis Communication. *International Journal of Humanities and Social Science*, 3(7).

Yamane, Taro. 1967. *Statistics, An Introductory Analysis*, 2nd Ed., New York: Harper and Row

APPENDIX A; QUESTIONNAIRE SURVEY

ADDIS ABABA UNIVERSITY

SCHOOL OF JOURNALISM AND COMMUNICATION

Dear Respondent

The purpose of this inquiry is to learn more about Yes Brands Food & Beverage PLC's crisis communication management plan and procedures. This questionnaire's objective is to collect data regarding the issue. The research output is intended to satisfy the M.A. in Public Relations and Strategic Communications' partial requirements. The information gathered will only be utilized for academic purposes, fully and carefully. Your sincere and accurate responses to each question are extremely important to the study's accuracy and dependability. You are respectfully asked to read through all the questions and provide thoughtful answers.

Part I: personal Data

A. For the following questions, mark the box with an "X".

1. Sex 1. male 2. Female
2. Age 1. 20-25 2. 31-40 3. 41-50 4. Above 50
3. Educational Background 1. Grade 12 complete 2. Diploma 3. BA
4. MA/MSc 5. PhD
4. Position 1. Junior 2. Senior 3. Team leader
4. Director 5. Other
5. Work experience 1. 0 -5 2. 6-10 3. 11-20 4. Above 20

Part Two

1. This part concerns about crisis communication plan

Mark the appropriate choice next to your response in the space provided before each question.

1. Do you realize that your company has a plan in place to handle communications during a crisis?

- A. yes b. no c. I don't know

2 Has your firm reviewed and updated its crisis management strategy on a regular basis, if your response to question 1 is, yes?

- a. yes b. no c. I don't know

3. Do you have a crisis communication management team at your company?

- a. yes b. no c. I don't know

4. Has your company designated a spokesperson who will communicate with all stakeholders in the event of a crisis? a. yes b. no c. I don't know

5. Is the spokesperson skilled in media interviews and other forms of communication? if your response to question four is yes. a. yes b. no c. I don't know

This part concerns the crisis response strategies of Yes Brands Food & Beverage PLC. During the employer crisis.

3. Please indicate your level of agreement with the following statements by using the following scale.

1) Strongly agree 2) Agree 3) Neutral 4) Disagree 5) Strongly disagree

NO	Questions					
1	Did you agree that the given response by the managers of Yes Brands Food & Beverage PLC was appropriate to the employee complain?					
2	Did you agree that the character and communication skills of the managers during the crisis time were satisfactory?					
3	Did you concur that obtaining accurate information from Yes Brands Food & Beverage PLC was challenging?					
4	Did you agree that you have a good relationship with Yes Brands Food & Beverage PLC.?					
5	Did you agree that the measurement taken by Yes Brands Food & Beverage PLC. to resolve the public discontent is satisfactory?					

3. This section focuses on crisis communication paths.

Mark the box next to each question with the appropriate response.

NO	Questions	yes	no	Idon't know
1	Did you know that the organization has built official social media accounts on platforms like Facebook, YouTube, etc. to engage with the public during times of crisis?			
2	Did you know that different public groups are distinguished based on how they access and gather information regarding risks?			
3	Did you know that the business maintains lists of key Media Houses that are categorized and provide contact details for contacting the public in times of emergency?			
4	Do you realize how quickly a disaster in the company may propagate on social media?			

APPENDIX B; INTERVIEW QUESTIONS

ADDIS ABABA UNIVERSITY COLLEGE OF HUMANITY, JOURNALISM AND COMMUNICATION GRADUATE SCHOOL OF JOURNALISM AND COMMUNICATION INTERVIEW QUESTIONS

Interview with members of the Yes Brands Food & Beverage PLC's public relations department personnel, General and dep. Manager, Marketing manager, HR, and the Communication officer.

My name is Hamza Geremew, and I'm a graduate student at Addis Ababa University studying public relations and strategic communication. I am now working on my thesis, which explores the crisis communication management plan and practice employed by Yes Brands Food & Beverage PLC, stakeholder discontent with the employee compensation adjustment procedure, and the channels that are utilized during a crisis. Thank you for taking the time to answer my inquiries.

1. Does the crisis communication management plan include pre crisis, crisis, and post crisis strategies?
2. Do you periodically review and update your crisis management plan?
3. Has your business established a Crisis Communication Management Team? Whenever a problem arises, do members of the crisis management team meet regularly to discuss it?
4. How do you usually communicate with the employers?
5. Is there any communication break between the managers and employers before the implementation of salary increment process? Why?
6. Do you think the given response from the company was appropriate to the employees' complaints?
8. In your organization, what types of communication channels have been set up for crisis management?
9. How do you communicate with the media during crisis?
10. Which kind of media (platform) utilized to communicate the crisis for both internal and external stake holders?

ለሰራተኞች የተዘጋጀ ቃለመጠይቅ

መግቢያ

ሃምሐ ገረመው እባላለሁ በአዲስ አበባ ዩንቨርሲቲ ህዝብ ግንኙነትና ስልታዊ የድህረ ምረቃ ተማሪ ስሆን የመመረቂያ ጽሁፌን በማዘጋጀት ላይ ነኝ። ይህን የመመረቂያ ጽሁፍ (Investigation into crisis communication management plan ለማግኘት የተዘጋጀ መጠይቅ ነው ። መጠይቁ ሰስት ክፍሎች ሲኖሩት የመጀመርያው ክፍል ግላዊ መረጃ የያዘ ሲሆን ሁለተኛው ክፍል ደግሞ ሰራተኛው ስለ መስርያ ቤቱ የቀውስ ጊዜ አዘገጃጀትና ከቀውስ ጊዜ በሁዋላ ስለሚደረጉ እንቅስቃሴዎች ምን ያህል ግንዛቤ አለው የሚለውን ለመለካትና ተሳትፎዎቻቸውን ለማወቅ ነው። ስለሆነም መልስዎን በቅንነት እንዲሰጡኝ በትህትና እጠይቃለሁ፤፤ አመሰግለሁ፤፤

ክፍል አንድ

እባክ ትክክለኛ መልስ የያዘው ሳጥን ውስጥ የ “X” ምልክት ያስቀምጡ

- ጾታ 1. ወንድ 2. ሴት
- እድሜ 1. 20-30 2. 31-40 3. 41-50 4. 51 በላይ
3. የትምህርት ደረጃ 1. 12 ያጠናቀቀ 2. ዲፕሎማ 3. ዲግሪ 4. ማስተርስ

ሶስተኛ ዲግሪ

4. ደረጃ 1. ጀማሪ 2. ከፍተኛ 3. የቡድን መሪ
5. የስራ ልምድ 1. 0 -5 2. 6-10 3. 11-20 4. ከ 20 በላይ
4. ዳይሬክተር 5. ሌላ

ክፍል አራት

3. ይህ ክፍል አጽኦት የሚሰጠው ስል መለክት ማስተላለፊያ ዘዴዎች ነው።

እባኩን መልሱን ከያን ዳንዱ ጥያቄ ፊት ለፊት ላይ የራይት ምልክት ያስቀምጡልን

ተ.ቁ	ጥያቄ	አዎን	አይ	አላውቅም
1	መስርያቤቶ በቀውሱ ወቅት የተለያዩ የመሀበራዊ ሚዲያዎችን በመፍጠር ወይንም በመጠቅም ከተለያዩ ባለድርሻ አካላት ጋር ግንኙነት ያደርግ ነበር?			
2	የተለያዩ የማህበረሰብ ክፍሎች እንደ ፍላጎታቸውና እንደ አቀባበላቸው ስለ ቀውሱ የሚፍልጉትን መረጃ እንድያገኙ ተለይተዋል።			
3	መስርያቤቶ ጠቃሚ የሆኑ የሚዲያ ዝርዝሮችን (አይነቶችን) በማዘጋጀት በቀውስ ወቅት ተገቢውን ሰው በመመደብ ለማህበረሰቡ የማሳወቅ ስራ ይሰራል?			
4	ድርጅታችሁ ውስጥ የተፈጠረው ቀውስ በመሀበራዊ ሚዲያ በፍጥነት ተሰራጭቶ ነበር?			