

ISSUES & CRISIS MANAGEMENT

Understanding the Media

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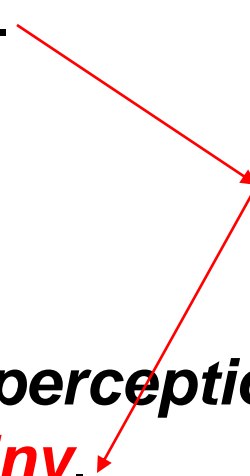
Utusan Malaysia

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PRIMULA BEACH RESORT, KUALA TERENGGANU

- One of the most important functions of YOU is to make the organization fit into the existing environment.
- HOW?
- The organization ***must not be caught unaware*** about pending issues, opinions, government policies and changing in consumer taste – i.e. stakeholders.
- WHAT is ***ISSUES MANAGEMENT***?
- A technique often used by Managers/PR practitioners/Administrators ***to measure the changes*** in the environment.

- **Issues Management** is the capacity *to understand, mobilize, co-ordinate, and direct all strategic and policy planning functions, and all public affairs/public relations skills*, toward achievement of **one objective**.
 - MEANING
 - Participation in creation of **public policy/perception** that affects personal and **institutional destiny**.
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Howard Chase (Reilly, 1998, p.449)

- In this respect, the task of YOU are:
 - To identify ***political, economic and social issues*** which will have impact on the organization's **IMAGE**, performance, profit and destiny.
- An issue can affect an org. in three different ways;
 1. ***Those that affect an individual organization***, such as UiTM having to deal with so many complaints from parents about the shortage of hostel accommodations, internal corruption.
 2. ***Those that affect a whole industry***, such as issues of Graduate Employability or University Ranking. How to gain back the public's confidence to the university.
 3. ***Those that affect public interest, tastes or moral***, such as **drugs in campus or unwanted pregnancies among the UiTM students**, or to **portray the world's best ICCA achievers produced by UiTM?**

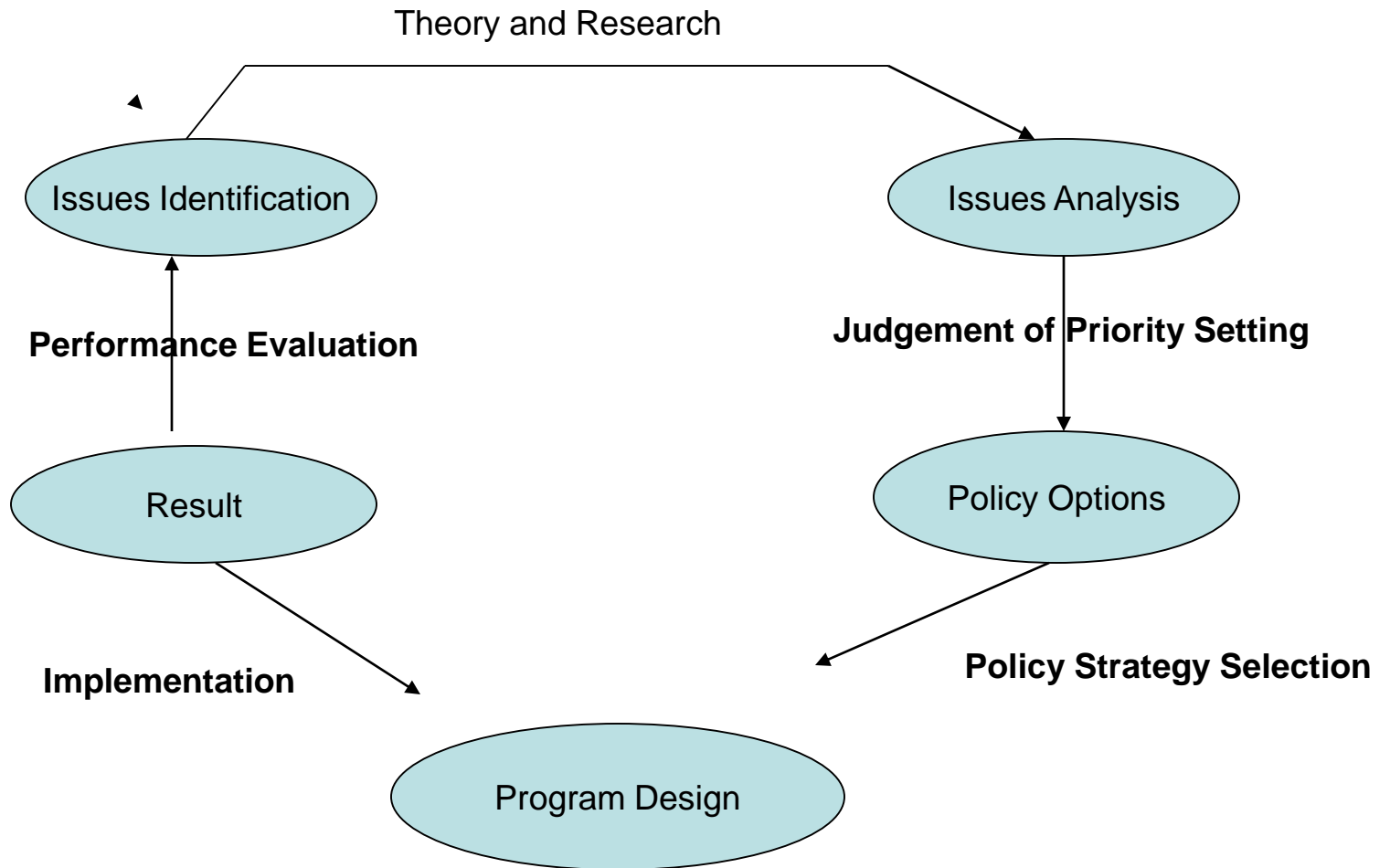
The ***common issues*** facing by organizations in Malaysia are:

- Negative ***perception*** – intended or unintended...
- Lack of ***two-way communication***
- ***Environmental*** – Sosio-cultural, ethnicity...
- Consumerism – ***YOU and Students, Parents...***
- Government ***Regulations***

PROCESS OF ISSUES MANAGEMENT

A 5 steps-process for Issues Management (Seitel, 1998):

1. **Identify issues** with which the organization must be concerned
2. Analyze and define each issue **with respect to its impact on publics**
3. Display the **various strategic options** available to the organization i.e. comm or non-comm, lobbyist, diplomacy
4. Implement an **action program** to communicate the organization's views and **to influence perceptions** on the issues
5. Evaluate its program in terms of **reaching** organizational **goals**



THE ISSUES MANAGEMENT PROCESS & THEORY RESEARCH

Adapted from Newsom,D., Turk,T.J & Kruckeburg, 1996

Issues Management Strategies

There are 3 strategies to ***control issues***:

1. ***Containment/control***, for an rising issue.
 2. ***Shaping/determining/conditioning***, for one that has media attention, and therefore, is on the public agenda.
 3. ***Coping/dealing***, for issues that face legislative, regulatory or interest action.
- The PR person is the most suitable person to manage the issues faced by the org because he/she has access both the top management and to the outside information.

CRISIS MANAGEMENT (CM)

The tragedies of MAS's MH370 and MH17 or **1MDB** showed that

“a crisis can come in any form or size and to any type of organizations, big or small, private or government”

CRISIS MANAGEMENT

Crisis is not necessarily bad for an org.

If crisis is *handle well*, it can bring *positive outcome* to the org.

But, there are several *warning signs* about the crisis, including:

1. Falling under close *media or government scrutiny*
2. *Interfering* with the normal operations of business
3. *Jeopardizing the positive public image* presently enjoyed by an org or its office

CRISIS MANAGEMENT

According to Steven Fink (1988)

Crisis Management – planning for a crisis, a turning point – is the art of removing much of the risk and uncertainty to allow you to achieve

“more control over your own destiny”

Positive Perspectives of CM

- It's a ***Wake Up Call***
- Crisis originally from the Greek krinien means DECIDE – preparation in managing and ***responding to crisis*** before, during and the aftermath
- Sun Tzu in the Art of War, crisis means “wei ji” – a combination of ***danger and opportunity***

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PRINCIPLES IN ISSUES & CRISIS COMMUNICATION

Guidelines on how to deal with the press during a crisis. They are:

- 1. *Speak first and often – don't delay...***
2. Don't speculate
3. Go off the record at your peril/risk
- 4. *Stay with the facts – consistency...***
5. Be open, concerned, and defensive
6. Make your point and repeat it
- 7. *Don't war with the media or social media***
8. Establish yourself as the most authoritative/reliable source
9. Stay calm, be truthful and co-operative
- 10. *Never lie!!!***

Strategizing Handling Media

MEDIA? WHO ARE THEY? – YOUR **INTIMACY** WITH THEM? MESRAKAH ANDA?
TEST YOURSELF? WHAT IS **MEDIA RELATIONS**?

- Ask yourself how far is **your relationship** with them?
- What do you know about them?
- How **often do you meet** them?
- How often do you call them, who?
- Who's who in Utusan Malaysia, The Star, The NST...?
- **Who's who** in TV3 or RTM?
- What are the roles of Assignment Editor, News Editor, Photo Editor, Chief Reporter...
- Who is Rocky Bru? or **any of those bloggers, social media players**
- What is **UMES**?
- How many newspapers in Malaysia?
- What is Quality and Popular newspapers?
- What is Forum Utusan?
- How to determine what goes to page 1 or page 24?
- Do you know what are **news values** or news worthiness?

Strategizing Handling Media

If the answer is **YES**, keep on with your *good rapport*, if **NOT** start thinking about it ASAP, because *you never know when you really need them – to help you!*

Strategizing Handling Media

How to go about?

- >> **Interpersonal R/ship** – Person to Person – You and Me; Your Boss and My Boss; Your Superior and My Superior; You and My Boss; My Superior and You; Your Boss and Me...
- >> **Professional R/ship** – Convince or persuade the media people that your org has news worth reporting.
- >> **Opportunistic R/ship** – Convince them that there are individuals within your org who are worth interviewing.

How to **match-make the relationships?** Various e.g. UiTM Polis Bantuan-Media Shooting Competitions, Media Awareness Workshop/Talk on Corruption Preventions by your latest faculty member, Tan Sri Abu Kassim or on the Understanding of the UiTM Structures and Its Roles, Retreat, Lunch/Dinner etc.

Strategizing Handling Media

(WHAT IS NEWS VALUE)?

- > **Impact/Consequence**: The most people affected, the more important the story.
- > **The Unusual/Human Interest**: An interruption of life's routine makes news. If something makes a reporter stop and stare, wonder and exclaim, then the reporter knows that what he or she is looking at may be newsworthy. A dog bites a man, or a man bites a dog?
- > **Prominent/Eminent**: The newsmaker (Tun Dr. Mahathir Mohamad). Names make news. People who are widely known or who have position of authority are said to be prominent.
- > **Conflict**: A conflict that creates an eye-opener to the public. A divorcing couple – prominent or not -- contest custody rights. War between two states (Israel-Gaza).
- > **Proximity**: Anything that is close to us – is more important than something far or remote. A landslide story killing 20 villages in Tawau is more important than a train plunged in a river killing 100 passengers in Peru (unless if there was a Malaysian on board of the train).
- > **Timeliness/Currency**: We always want to know the latest. Remember, newspaper is a day-old. **USE SOCIAL MEDIA!**

CONCLUSION

YOUR main aim is to establish and maintain a ***correct image or impression*** of the organization as a whole

A positive image will have a positive effect on the organization, from hiring employees, to marketing the product or service, and gaining the support of the community

IF IT IS NEGATIVE

Then actions must be taken to remedy it

GOOD COMMUNICATION STRATEGY IS A WAY TO RESTORE BACK THE POSITIVE IMAGE OF AN ORGANIZATION

REMEMBER

MEDIA RELATIONS Need to be practiced
effectively

**DON'T WAIT UNTIL IT EXPLODED AND
*HAYWIRED YOU...***

THEREFORE PLEASE IDENTIFY NOW ANY SKELETONS IN YOUR CUPBOARD!!!



**THANK YOU
&
Q&A**