

ANTI-CRISIS PR TECHNOLOGIES IN MAINTAINING
THE CORPORATE IMAGE.

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Annotation: Today, as time progresses, crisis situations can be observed in any company. In such cases, Anticrisis PR is very important. In particular, any PR manager who knows how to develop an anti-crisis PR strategy and how to use PR technologies can maintain a positive image of his company. In our scientific work, crisis situations in various companies and ways to get out of them using anti-crisis technologies are discussed.

Keywords: image, artel, corporate, anti-crisis PR technologies, achievement, HR, experience, analysis.

Introduction:

Let's start with an example to understand anti-crisis PR. Dmitry Shapov, PR manager of the Russian PR agency, writes as follows: recently, on the website of one of the largest Russian news agencies, there were reports that the Donstroy company used building materials containing radioactive substances in the construction of the new residential complex "Scarlet Sails". This information only "lived" on the Internet for a couple of hours, but the print media managed to get hold of it and began to enjoy the hype in their publications. In order to remove the fake sensation from the site, the representatives of Donstroy had to contact the owners of the resource producing company, but the company had no choice but to find an excuse to justify itself.¹

This example is indicative of a crisis situation that commercial firms often face.

So what is a crisis and how can a PR professional deal with it?

Any PR specialist should consider the crisis as a threat to the company's image and reputation. According to experts, the position and image of the company make up 85% of the profit. It can be concluded that the consequence of the crisis affecting the corporate image of the company is loss of money, i.e. a lot of damage.

Anti-crisis PR technologies are used to prevent rumors, lies or negative information. If information is spread in the media that the company is quickly shutting down, and if it is true, without correcting and controlling the information, then the company may have problems, for example, if such a situation is observed when receiving new orders. said and a proper explanation should be given. Solving and preventing such situations is carried out by anti-crisis PR specialists, i.e. crisis managers.

Before the crisis. This is the most important part of the work of the PR department. In other words, it can be called "strategic planning stage". The main task in the pre-crisis period is to predict possible threats and identify the weaknesses of the company, as well as to compile a list of measures aimed at preventing them (you can identify "pain points" and possible defense methods. In this case, SWOT analysis is useful use.

A comprehensive approach to the problem is very important. Anti-crisis strategy is a working project in which you need to analyze the company's activities in the context of the "three" K "": customers - company - competitors. After the program is created, risk analysis and budgeting should be done. It is recommended not to save time during the development and planning phase! The more time spent on preparation and analysis, the more effective the implementation phase will be.

¹ <https://kpfu.ru/portal/docs/F1096292246/Antikrizisnyj.PR.pdf>

The stage of developing an anti-crisis PR strategy is very important for the company. Unfortunately, very few companies, both in Russia and in other CIS countries, know the importance of the initial stage, the stage of preparation for a possible crisis situation. For example, the following statistics are indicative for the economy of Belarus:²

- up to 98% of large commercial enterprises do not have anti-crisis plans;
- about 80% do not have a development strategy.

The results of the absence of a crisis strategy can be illustrated by the most common example. You must travel by car for 24 hours non-stop. The day before, you repaired the car, including the exterior lighting, but before the trip you still forgot to check the headlights, and they turned out to be faulty. Everything was fine during the day, but at night? In complete darkness, you continue to move very slowly or turn off the engine and start looking for an additional source of light. The same is true in extreme business conditions: without an anti-crisis PR strategy, you start frantically looking for "spare headlights".

CRISIS TIME. So the crisis came. What to do and who is to blame?

Based on the strategy, the first thing to do immediately is to develop a script for the first 8 hours of the working day. Without a doubt, the first day is the hardest, so it's important to take it easy. In addition, the incoming should address the issue of buffering against negative data.

Second. Continuing to operate in the pre-crisis mode, the responsible persons will make one of the following decisions:

Option 1. Do nothing.

The firm hopes for its reputation and decides not to let it down, and leave it to the judgment of time. The modern manager, when a crisis arises, continues to remain calm, "sweeps the problem under the carpet". That is, he tries to solve the problem secretly. This is a wrong move, because it is in such a situation that society's attention to the company will increase even more. But if the problem is not solved, the problem will become more complicated.

Option 2. Urgently assemble a special team against the crisis.

In this case, the director of the organization becomes the head of the crisis team and takes full responsibility for getting the company out of the crisis. It also coordinates all work. However, this option is far from optimal. In times of crisis, it is necessary to continue to manage the business, and combining the two functions becomes very difficult. The most optimal option in such a period is to give the marketing or PR department the opportunity to become a team against the crisis.

Option 3. This is the best option if the company has engaged in strategic planning and has already appointed a crisis response team or has a crisis response department. As a rule, large corporations should have special departments. After all, the employees who have been working in the company for a long time are loyal to the company's activities and understand its activities well. Such people manage the situation better.

Option 4. Specialists are hired from outside.

In times of crisis, the so-called "strong chaos" can be observed in the company. In such a situation, most companies can make the situation worse by hiring employees from other organizations in the form of agencies. In addition, it takes some time for third-party experts to understand the specifics of the case, develop strategies and scenarios. And now the crisis continues. Unfortunately, it cannot be "frozen" for a while, that is, at this time. The situation gets complicated.

From the point of view of experts, it is not possible to choose to remain inactive and silent in a crisis. Therefore, when a company is really concerned about managing its image, it is imperative to consider the best options.

Now we will consider anti-crisis PR technologies.

² http://www.bizeducation.ru/library/marketing/4p/promo/pr/pr_shapov.htm

54	ISSN 2277-3630 (online), Published by International Journal of Social Sciences & Interdisciplinary Research., under Volume: 12 Issue: 06 in June-2023 https://www.gejournal.net/index.php/IJSSIR
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Battle algorithm

The company decided to fight the crisis. In such a situation, as a PR manager, you need to think quickly and act coolly. The first step is to identify the target audience that is most important to the business. The following audience classification is offered:

Internal environment:

- General manager of the company.
- Top managers and company leaders.
- Company employees.

External environment:

- Clients of the firm.
- Partners and investors.
- Press.
- Authorities.

The next step is to identify the segments affected by the crisis. The most difficult situation is if the crisis covers all segments.

Working with the corporate internal environment:

First of all, you need to convince the employees that the crisis is temporary and inspire them to get out of this situation. This will help prevent panic. After all, the adoption of panic in a crisis situation means the death of the company. Therefore, in a difficult situation, it is necessary to explain to employees that the market is a game, and the company is a player in it, and the situation is an adventure for the company, and everyone can contribute to the team's victory.

The next step will be to develop a strategy for the company to come out of the crisis. The strategy is developed by the crisis management team together with top managers. It should be taken into account that the development team works in a short time with very limited resources. An anti-crisis PR strategy should be developed within 3-7 days, otherwise it will be irrelevant.

The most important aspect of anti-crisis PR technology is the appointment of a special team by the company for continuous control of the media.³

It is necessary to prepare special materials for news, messages, which contain statistical data, information about the company, employees, current situation, as well as difficult and prepared answers to journalists' questions. For example, it is not necessary to enter into a discussion and answer provocative questions. Experts put forward the following opinion, in the materials and information prepared by the Anticrisis PR group, one of the phrases is "soft bullets transmission" i.e. "Unfortunately, as a non-professional, it is very difficult for me to judge and more detailed ma They say that it is enough to use a sentence like "I recommend you to contact our PR-service for information". This gives the opportunity to make a warm impression on journalists and contact the company's information service.

Foreign experts say that it is very useful to conduct "triggered crises" from time to time in the company. In working groups, about once every 6 months, in order not to distract people from their main work, I go to them and ask: "If a crisis starts tomorrow, what will you do?" should be addressed with the question. This is important for their mental preparation in advance, and the result of the work of such groups will be important for the development of an anti-crisis program for the entire enterprise.

In general, it is necessary not to stop, draw conclusions and move on. It is necessary to allocate time for planning, develop a development strategy. After all, as marketers say, the future cannot be predicted, it can be invented.

Considering the above, the following can be concluded:

³ <https://conference.image-media.ru/anonsy-konferencij/antikriz-2022/19-21-oct/>

55	ISSN 2277-3630 (online), Published by International Journal of Social Sciences & Interdisciplinary Research., under Volume: 12 Issue: 06 in June-2023 https://www.gejournal.net/index.php/IJSSIR
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- Every enterprise should have a business development strategy for at least three years.
- You need to be prepared for a crisis in advance, that is, you need to have a crisis response program that includes anti-crisis PR technologies.
- When developing an anti-crisis strategy, it is necessary to determine the target audience that is important for a company in crisis.
- Every employee should know what to do in the following situations:⁴
 - before the crisis;
 - during the crisis;
 - after the crisis.

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⁴ <file:///C:/Users/User/Downloads/primenenie-antikrizisnoy-pr-tehnologii-v-usloviyah-sotsialno-ekonomicheskikh-trudnostey.pdf>