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Editora
Ano 2021



Comunicação Institucional, Gestão e Atores Organizacionais

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Revisão: Os Autores
Organizador: Marcelo Pereira da Silva

Dados Internacionais de Catalogação na Publicação (CIP)

C741 Comunicação institucional, gestão e atores organizacionais /
Organizador Marcelo Pereira da Silva. – Ponta Grossa -
PR: Atena, 2021.

Formato: PDF

Requisitos de sistema: Adobe Acrobat Reader

Modo de acesso: World Wide Web

Inclui bibliografia

ISBN 978-65-5706-761-1

DOI 10.22533/at.ed.611212201

1. Comunicação. I. Silva, Marcelo Pereira da
(Organizador). II. Título.

CDD 302.2

Elaborado por Bibliotecária Janaina Ramos – CRB-8/9166

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APRESENTAÇÃO

As sociedades constituem verdadeiras fábricas de significações e sementeiras da vida social com sentido. Assim como as sociedades, as organizações, igualmente, são um viveiro de significações e sentidos que envolvem diferentes sujeitos, identidades, perspectivas, espaços e idiosincrasias.

As organizações contemporâneas constroem seus ethos calcadas em valores como responsável socioambientalmente, diversa, credível, plural, virtuosa, inclusiva, empreendedora, inovadora, etc.; porém muitos destes qualificadores se alicerçam mais no “parecer ser”, pois não dão conta das demandas que os públicos apresentam tanto em ambientes on-line como em off-line, demonstrando certa dificuldade em ouvir e atender aos interesses de seus públicos, negociar e coabitar.

Verifica-se considerável esforço de administradores e gestores da comunicação organizacional no fomento de engajamento dos públicos em relação às marcas; não seria demasiado que considerassem os arranjos e modalidades de subjetivação emergentes nos sistemas de coletividade que são as organizações, dado que estão investidas de visões de mundo que se materializam em relevantes categorias de pensamento para a constituição da identidade corporativa e o delineamento do seu propósito.

As organizações necessitam entender a complexidade do sujeito para que lidem com mais eficiência com suas vindicações, construindo identidades corporativas mais coerentes e honestas, equilibrando discurso e prática, haja vista que a árvore da informação e os frondosos ramos da transmissão escamoteiam a floresta da comunicação, das alteridades e dos atores que dão vida às organizações.

Os modos de organização do discurso organizacional não podem ser tomados somente por “maneiras de dizer” sem que passem, obrigatoriamente, pelas “maneiras de ser”, já que que os modos de ser regem as maneiras de dizer das instituições. Ou pelo menos deveriam. A legitimidade das ações organizacionais estruturadas sob a égide do esforço comunicativo na procura da conciliação de interesses é um pilar fundamental para instituições e sujeitos.

Postas estas questões, este e-book intitulado “**Comunicação Institucional, Gestão e Atores Organizacionais**”, abarca textos fulcrais para a pesquisa em comunicação organizacional, aventando hipóteses e objetivos e analisando as configurações da sociedade, dos atores e das instituições na contemporaneidade. Os 6 artigos exibem arcabouços teóricos, metodológicos, empíricos e analíticos que estruturam e pavimentam o caminho que leva à necessidade de investigações sobre a comunicação das instituições e o lugar dos atores sociais para a legitimação e a consecução do propósito e da cultura organizacional.

Marcelo Pereira da Silva

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SOCIAL TECHNOLOGIES AND CRISIS COMMUNICATION IN THE AVIATION SECTOR

Data de aceite: 01/02/2021

Lúcia de Fátima Silva Piedade

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ABSTRACT: This work focuses on the communication management process in a crisis situations on the air transport sector, and seeks to identify the problems and opportunities by using social networking technologies. The main objective is to create a model that allows the analysis and understanding of the role of social technologies in crisis management. This article follows a research design divided into several stages of quantitative and qualitative nature, starting with the collection and interpretation of information. We have used an content analysis methodology, performed with the software Nvivo, which allowed the codification of the structured texts, organizing the data in a hierarchical set of categories, which were designed to help define and explore research ideas. In terms of the use of social technologies and their evolution in airline companies, this takes place in a weighted, moderated and customer-oriented way, on an informative basis, seeking to avoid misunderstanding, discontent and social alarm. Another concern has to do with the image of the company, where it is fundamental to minimize the effects of the crisis on its image and reputation, as also to transmit competence associated to the

effective resolution of the crisis. The contribution of the proposed model therefore lies in the fact that it allows a better understanding of the process that identifies and manages the crisis, as well as a better understanding of the potential use of social technologies in order to manage this type of situations. In this way, we believe that the conceived model can be understood as an instrument to change the mentalities of the managers about the use and the outcomes involved with the social technologies.

KEYWORDS: Social networked technologies, Crisis communication, Communication management, Aviation sector, Internet.

1 | INTRODUCTION

A crisis is perceived as a phenomenon that affects the normal functioning of an organization's activities and generates a significant threat to it, which can jeopardize its relations and positioning with its audiences; as well as its ability to continue to provide the products and services; in addition to affecting the image and organizational reputation, the various stakeholders, and the industry and sector of activity where the organization operates; thus representing a threat to the organization's own survival (Fearn-Banks, 2011).

Such a threat results from the potential damage that a crisis can inflict on an organization and its stakeholders (Coomb's, 2007). Any organization is vulnerable to a crisis situation,

whether it is due to internal causes (human resources, production chain) or external (such as the economic context, the activity sector or its competitors). In addition to getting to the bottom of who's responsible for the generation of a crisis, a crisis can also be classified in view of its potential risks. Starting from this classifying model, we can generally identify crises arising from natural disasters, human violence, technical errors or human errors.

It is this dual process of management and crisis-breakers through the use of the various communication functions available to an organization, which the present work intends to study. We are particularly interested in understanding how contemporary organizations in a specific sector of activity where the crisis and its management have a central surroundings – the air transport sector – use the valences of the so-called social technologies (Welmman & Rainie, 2013) to improve and optimize the processes of crisis management.

A long time ago, the communication professionals' main concern related to the management was how could they manage the information exchange processes with the traditional media, such as the press, radio and television. Today companies are faced with a multiplicity of channels of which new challenges arise in the field of communication. It is within this context that social technologies appear as tools that enhance the amplification of messages and create new forms and new channels of communication that allow consumers to convey their opinion and share their experience in an immediate and interactive way with other users (Coombs and Holladay, 2014). Social technologies, namely social networks such as Facebook, Twitter and Instagram, as well as institutional channels of network communication (such as the intranet, newsletter and website) have allowed new forms of interaction between the public (including consumers) and the companies themselves, which are the first to select and consume information. The personalized, segmented, interactive, multimodal and immediate communication not only introduced new forms of communication, but also created greater complexity in the communicational process, making it fundamental to monitor the opinion and expectations of the various audiences in order to introduce the necessary improvements in meeting the needs of all stakeholders (Qualman, 2009).

2 | THE PROBLEM: TO UNDERSTAND THE COMMUNICATION MANAGEMENT IN A CRISIS CONTEXT

In a context of transformation of communication practices in an organizational context driven by the emergence of so-called individual network technologies, new and complex problems arise, but also opportunities that affect the entire communication management process in crisis situations (Rainie and Welmann, 2013). This work focuses on communication management processes in crisis situations, particularly in the air transport sector, and seeks to identify the problems and opportunities that result for organizations in an ever changing communication and technological environment, as well as strategies and management tactics that organizations can contextually use in order to improve and optimize their crisis management processes by using social networking technologies.

3 | RESEARCH OBJECTIVES

The main objective of this study is to create a model that allows the analysis and understanding of the role of social technologies in crisis management, in the context the airline sector in Portugal. We are particularly interested in understanding how social technologies are being used by companies in the airline sector in Portugal, in order to prevent and manage crises; and how social technologies are embedded in the company's strategy and communication policy. Particularly, this study intends to identify the elements and mechanisms involved in crisis prevention, emergency and crisis management in the Portuguese aviation sector, with a particular analysis of the role of social technologies at each stage of the crisis. To address this, crisis communication is analysed in the air transport sector, so that we can understand how crisis situations are managed by sector organizations along size the growing complexity of the various communication channels, using, in particular, social technologies network.

4 | RESEARCH METHODOLOGY

This work follows a research design divided into several stages of quantitative and qualitative nature. Thus, the analysis begins with the collection and interpretation of secondary quantitative information in order to characterize the object of study - the aviation sector in Portugal- namely the aviation companies, aerodrome operators, air navigation, handler and regulator. At this initial stage, there is an exploratory phase where the technique used is an extensive interview of the sector stakeholders followed by a data analysis of the results using content analysis methodology. The methodology of the content analysis was used to allow the interpretation of the implicit meaning of the data collected through the interview. Analysis of the content of the interviews was combined with the quantitative method (for counting the frequency of occurrence of terms or concepts) and the qualitative method (for the combined analysis of previously defined categories). Data analysis was performed using Nvivo software, which allowed the codification of the structured texts, organizing the data into a hierarchical set of categories, which were designed to help define and explore ideas for research, Finally, based on the results of the content analysis, a case study methodology was followed to cross the data of the descriptive study with the results of the exploratory phase, so that we could produce a case study on the use of social technologies and media individually in a crisis management contexts in the aviation sector in Portugal. Such case study was then the basis that supported the development of the proposed model.

5 | RESULTS AND DISCUSSION

The purpose of the survey research conducted in 2015 was to identify all the companies that make up the airline industry in Portugal, making them the universe of analysis of this study and analyze how the social technologies are used in crisis prevention and management by them. We also wanted to understand how these companies view social technologies and their functions in the context of their corporate communication policies, especially in crisis management contexts.

During the development of the study, we aimed to reach the objectives related to the problem of study, as well as to understand the repercussions of the new technologies in the communication of crises and understand what the functions that they can play in crisis management.

In view of the objectives of the study and the research problem, a number of questions were raised and the respective response scenarios listed. We are aware that the non- experimental nature of this work does not allow the effective resolution of hypotheses, but it was methodologically chosen to associate them with the initial research questions in order to facilitate the formulation of the research problem.

The new social technologies are instruments of communication considered in the field of marketing and public relations and therefore an integral part of the communication process in crisis management, they also allow a closer relationship with the public, since their management can condition the unfolding and outcome of the crisis, as these tools can prove their indescribable value when are used in a planned and effective way in the prevention and response to the crisis. We therefore question whether the use of social technologies can condition the unfolding and outcome of the crisis and, ultimately, if they can also affect the structure of the company:

The hypothesis confirmed by the study of companies in the airline sector in Portugal was that the use of social technologies in crisis management condition the development of the crisis in itself and, in this sense, become effective in minimizing and blocking the effects of the crisis. Nevertheless, the same results show that they aren't sufficiently strong to bring about structural changes in the company in terms of technical and human resources. As a result, companies also do not introduce the changes needed to prevent future crises or to respond to upcoming crises effectively.

Secondly, another study question sought to understand whether social technologies are adopted by airlines in order to prevent and manage of crises.

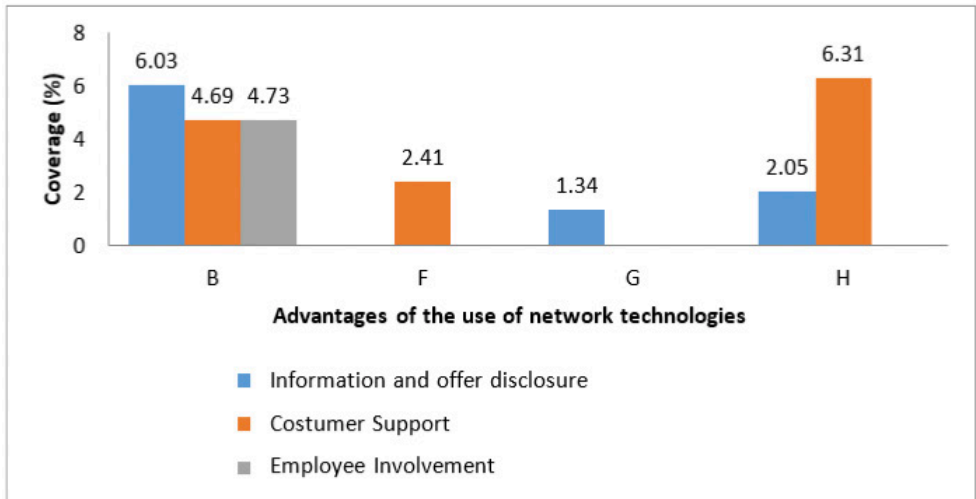


Figure 1: The Advantages of the use of network technologies

The results allowed us to confirm that social technologies are adopted by Portuguese airlines as prevention and crisis management instruments, especially in an informative perspective towards the client and the various internal and external partners. It was found that social technologies were used proactively, and not only reactively, by these companies, as they allow the client to listen, be informed and interact with the company. Regarding the third issue of the study, it aimed to understand how social networks, in crisis contexts, can reach a certain target group and be used to neutralize the consequences of the crisis situation with this one.

The results of the study made it possible to confirm that social technologies allow a more efficient communication between airline companies and specific target audiences, thus helping to neutralize the effects of the crisis in a targeted and segmented way. The hypothesis of the use of social technologies for targeted communication and capable of neutralizing the consequences of the crisis among the various publics and stakeholders was in line with Fearn-Banks's (2011) analysis that communication with the internal public before, during and after the crisis, becoming vital to choose well the message that is intended to convey and know the context of communication. In response to the crisis, the involvement of internal audiences (employees and employees) is fundamental since they can be ambassadors of the reputation of the company in society. Therefore, there are many in companies that implement internal communication programs, aware that a good performance and a positive attitude will benefit both the organization and the company itself (Fearn-Banks, 2011).

The open nature of social technologies (social networks, intranet, website, e-mail and newsletter) and the fact that their content can be distributed in the network, more or

less viral, currently represents for many organizations both opportunities and threats, or risks and advantages in terms of communication and interaction with audiences. Therefore, we considered the fourth question of study: Are social technologies perceived as a threat or as an opportunity in relation to the management of crisis situations in the Portuguese air sector?

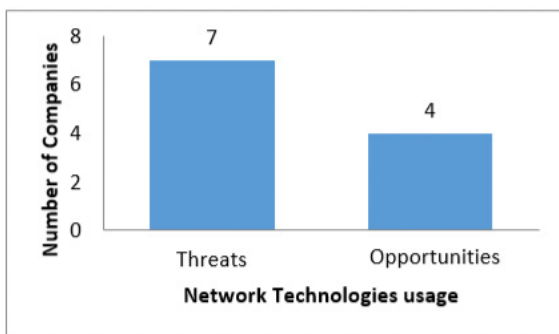


Figure2: The Use of Social Technologies: Oportunities versus Threats

This was a question that divided the companies interviewed, and it was not possible to find a consensual and one-way answer. Most organizations identified threats associated with the use of social technologies (87.5%) due to lack of control over them. There have been companies that went even further by saying that social technologies alone could pose a threat to the organization: “social technologies can change crisis management, redirect it and even put it out of control.” For Portuguese companies in the air sector, social technologies are perceived as a threat because, although there is a policy of use for employees, these companies are not comfortable with the fact that they can not monitor the external use of such social technologies, namely from customers, either due to lack of human and technical resources or the open nature of this technology.

Social technologies have made reputations more vulnerable to external criticism and threats, since now they have a wider reach, with a global and multinational audience, and a more effective mobilization and persuasion capacity.

In this sense, it is pertinent to investigate whether companies in the Portuguese air sector have a policy and strategy in place on how to use social technologies so that they can control the effects of a crisis on their image and reputation:

Part of this hypothesis is that all companies seek to implement a crisis management and monitoring strategy based on dialogue and the timely and objective transmission of information in order to minimize uncertainties and ambiguities (Fearn-Banks, 2011).

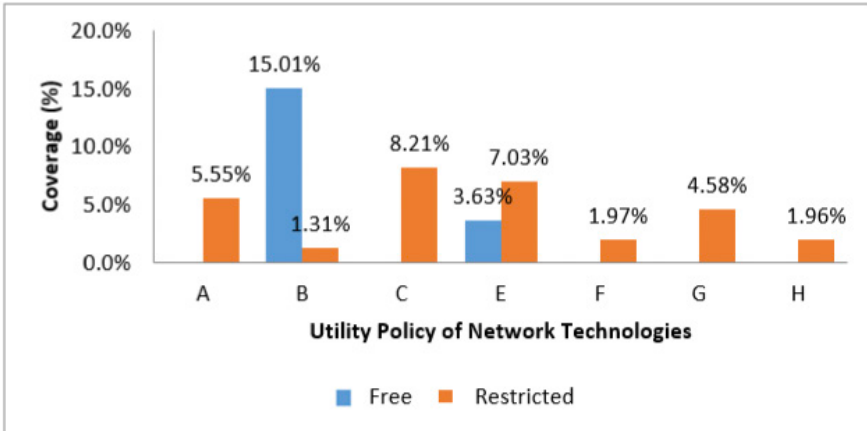


Figure 3: Utility Policy of Network Technologies

We can then conclude that some companies in the air transport sector have a strategy for the usage and monitoring of social technologies, which provides crisis management and prevention in order to control the effects a crisis can have on the company’s image and reputation. This monitoring strategy is based on the restrictive and conservative control of social technologies, and sometimes on blocking them within the company to avoid the dispersion of information, redundancy and contradiction.

6 | MODEL

After analyzing and interpreting the content of the interviews, it was possible to finally outline a communication model that reflects the performance of the companies interviewed. The objective of the scheme presented is to systematize the crisis context, the company’s position and its responses to the crisis, communication with internal and external audiences and in view of the two main effects. The crisis itself can be defined as the existence of “adverse conditions that affect the organization” and may be due to natural phenomena, technical failures, labor strikes, and changes in policies and legislation. Faced with the crisis, the company can take a preventive or a corrective stance. In cases where the organization takes a preventive approach, we can find a series of instruments and planned actions, such as the existence of a communication plan (internal and external), a planned usage of social networks and the involvement of employees in the management of the crisis; in these companies we also find the existence of a Social Networks Usage Policy (which also provides for monitoring and control) and a Crisis Management Handbook.

In companies with a remediation reaction to the crisis, it is common to find a response to the reactive crisis, that is, that was not planned, therefore, required the involvement of exceptional (sometimes unprepared) resources. In these cases, just as there is no

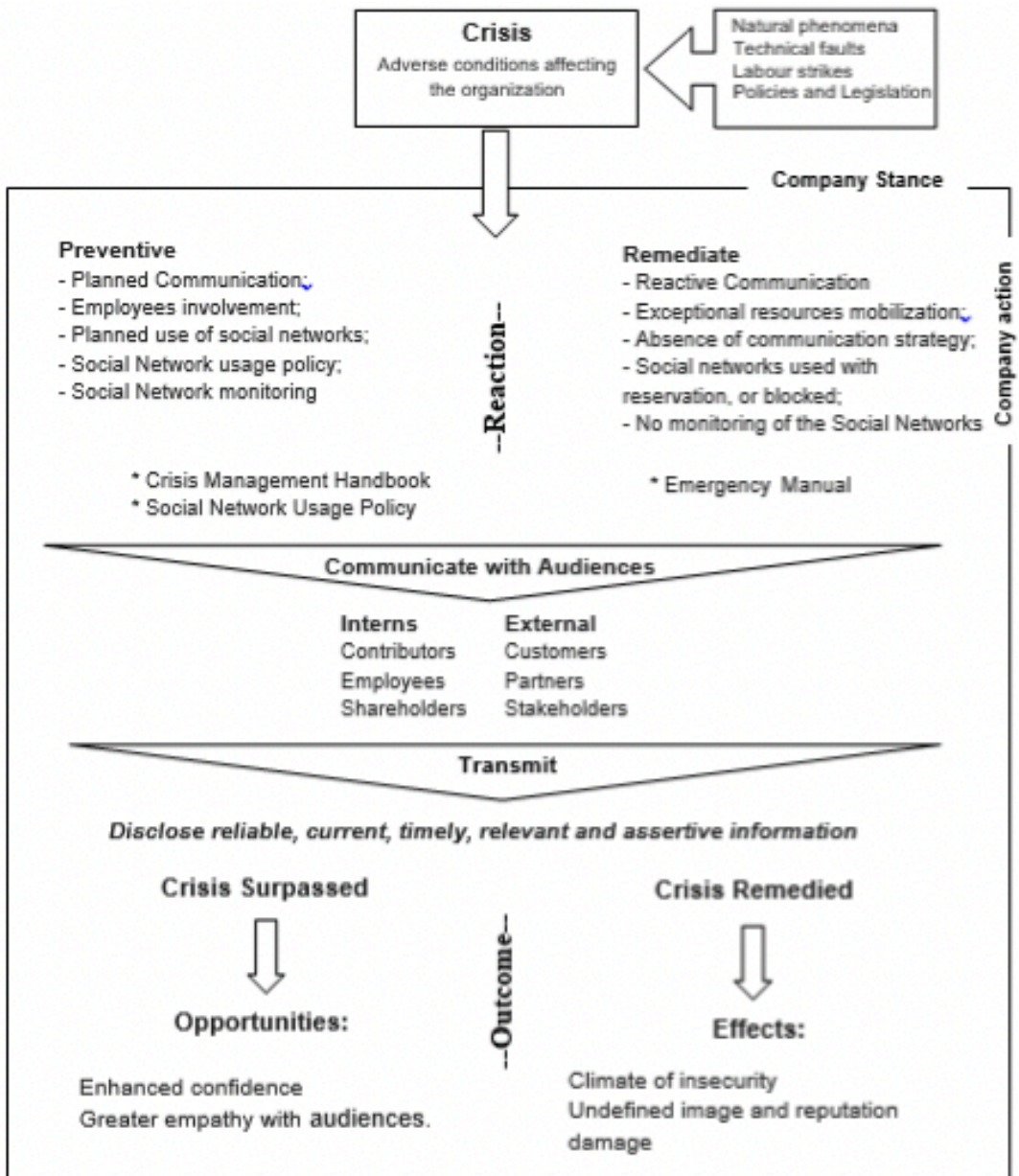
communication plan, there is also no defined crisis response strategy; social networks are seen as a threat, which leads to them being used with caution, or even being completely blocked. The question of monitoring social networks, or implementing a usage policy does not arise because the orientation is to block or restrict to the maximum. In these cases, companies use emergency manuals to deal with the crisis, and no specific communication actions have been outlined.

Communication takes place with internal audiences (such as employees, employees and shareholders) as well as with external audiences (clients, partners and stakeholders). Regarding the information conveyed, there was a great consensus among the interviewees about such characteristics as: reliable, current, timely, pertinent and assertive information, or consequences, of a crisis.

In view of the fact that, for all the companies surveyed, the crisis did not end, we consider that there are two possible outcomes against the preventive or remedial stance that we initially detected. When the company takes a preventive and planned approach, this results in an outdated crisis, which also means that the company withdraws learning and lessons from the crisis. In this case, the crisis is seen as an opportunity to introduce improvements and innovations in the company, as well as making it possible to reinforce confidence in the human resources of the company and in the instruments of action, as well as to create greater empathy with internal and external audiences as their reputation and image have been strengthened by the crisis.

When, on the contrary, the company takes a corrective stance, the reaction to the crisis occurs in an unplanned way; the decisions are taken in a reactive and unscheduled way, which results in a crisis healed, that is, cured from the point of view of its symptoms, but without going to the bottom of the pathology. In this outcome, the crisis is most commonly seen as a threat, from which no lessons are learned and risks are only seen, as the climate of insecurity increases, damage to the company's image and reputation is difficult to define (and, therefore, it is not well understood how they can be repaired).

7 | COMMUNICATION MODEL IN CRISIS MANAGEMENT: THE USE OF SOCIAL AND INSTITUTIONAL TECHNOLOGIES



8 | CONCLUSION

Social technologies are nowadays an integral part in the communication management in a crisis context and as a result of this, organizations are demanded to have a higher degree of adaptability in order to produce the right information and getting it circulating, since this new alleyway offers immense new possibilities both to organizations and the general public in terms of production content, rapid diffusion of information and interactivity. Crisis communication is an integral part of crisis management and can no longer be conceived without considering the role and functions of social technologies in the communication between the company and its publics.

The planned and structured use of social technologies in crisis management can meet the needs of the public in terms of information and can mean repairing the damage of the crisis in thereputation and image of the company.

During the crisis, social technologies function as a platform for demand, production, information sharing and debate of ideas and positions, and the rapid speed of information sharing and the interactivity of its users, even greater during times of crisis, presents new challenges for communication and public relations professionals, but also opportunities. The opportunities that arise from the use of social technologies in the management of crisis communication lie in the interaction and close relationship with customers and stakeholders, since the proactive stance that the company can adopt and the ability to disseminate messages in a fast and targeted manner may help the overall process.

Social technologies are also the key to be in the forefront of the crisis management, since it enables them to build and maintain relationships of trust with their public and stakeholders. With an attitude of transparency and truth, companies will constantly spread concrete, pertinent and up-to-date information through social networks, clarifying the crisis and consolidating its reputation. However, the response of companies is often slow and conservative, due to a lack of resources, a lack of knowledge or a lack of specific understanding about the functions and characteristics of social technologies.

Although the objectives of the study were achieved, we recognized, however, some limitations that resulted from the methodological options adopted and natural constraints of the empirical research.

The contribution of the proposed model therefore lies in the fact that it allows a better understanding about the process of identifying and managing the crisis, as well as a better understanding of the potential use of social technologies in its management in different situations. In this way, we believe that the conceived model can be understood as an instrument to change the mentalities of the managers about the use and the benefits of the social technologies.

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