

**CORPORATE COMMUNICATION INITIATIVES IN
CRISIS MANAGEMENT: A STUDY AMONG
CONSUMER ORIENTED INDUSTRIES**

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DOCTOR OF PHILOSOPHY

in

Journalism and Mass Communication

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DECLARATION

I, hereby declared that the presented work in the thesis entitled “CORPORATE COMMUNICATION INITIATIVES IN CRISIS MANAGEMENT. A STUDY AMONG CONSUMER ORIENTED INDUSTRIES” in fulfilment of degree of Doctor of Philosophy (Ph. D.) is outcome of research work carried out by me under the supervision Dr Pavitar Parkash Singh, working as Professor and Head, in the School of Humanities of Lovely Professional University, Punjab, India. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree..



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CERTIFICATE

This is to certify that the work reported in the Ph. D. thesis entitled “CORPORATE COMMUNICATION INITIATIVES IN CRISIS MANAGEMENT. A STUDY AMONG CONSUMER ORIENTED INDUSTRIES” submitted in fulfillment of the requirement for the reward of degree of **Doctor of Philosophy (Ph.D.)** in Mass Communication and Journalism, is a research work carried out by Suparna Jain, 41400210, is bonafide record of his/her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.



Dr Pavitar Parkash Singh
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ABSTRACT

BACKGROUND

A service that caters to both the interest of the public and the benefit/profit of the business would have only been a distant dream if communication had not been encouraged in today's scenario. The foundation of corporate communication was laid back in the era of settling of the new world and in the struggle of abolishing slavery from England. Basil Clark laid the foundation of public relations in the year 1924 in the United Kingdom and stepping into the same trend and following the footsteps of Clark, Ivy Lee and Edward Bernays established the same in the United States and since then there has been no looking back. In today's scenario Corporate Communication has become an integral part of an organization. With the growing awareness of the consumers, it becomes increasingly important for the brands to communicate in the right manner and through the right sources at all time. Be it when they are doing well or are in trouble.

The consumer today is very smart and has a number of choices. As economists spoke about the problem of choice. This problem of choice makes it even more important for the corporate sector to pull up their socks and realize that the customer they are dealing with today is smart and well informed and anything said in a wrong manner, anything unsaid or an inappropriate action can cost them their business.

In India especially where we know that the audience, we are catering too is very sensitive and has the tendency to get carried away due to multiple reasons it becomes extremely important for the brands and organizations to make sure that they have

established a strong relationship with their consumer, stake holders and its employees who will stand by them during crisis and relish the sweetness of their success.

TRANSITION FROM PUBLIC RELATIONS TO CORPORATE COMMUNICATION

Public relations traditionally focused on building and maintaining relationships between a brand and its consumers. It was important for the brands to keep their consumers in the loop. However, with the growing web of communication, a sophisticated channel of communication became necessary not only with the consumers but with everyone associated with the brand i.e., all the stakeholders. The circle to which the brands felt the need to communicate to grew bigger and so did the methods to do so.

Vineet kaul also states that “Today, corporate communication initiatives are no longer just about getting the message across; but rather being actively involved in engaging, managing, tweaking and constantly securing the various organizational communication lines, both internally and externally! In order to understand how radical changes in business and the media have influence the practice of corporate communication, we need to look first at those changes themselves. The field of corporate communication has developed to a large extent since its first inception in the mid-90s. Corporate communication began as what many of us recognize as Public Relations (PR).”

With the evolution of social and digital media, the awareness amongst the consumers and employees both increased and they demanded proper information at all the times. From communication only through the media, internal communication with the employees also took up a new shape in the form of internal newsletters and bulletins keeping them informed about what is happening in the company they are working for.

Communication thus with the need of the hour became broader in nature and also an integral part of the functioning of a company

Baran & Davis, 2002, state that “Media influence travels from media, through opinion leaders to opinion followers, group commitments, protect people from media influence, and when effects do occur, they are modest and isolated”.

A very important aspect of the Indian market and Corporate Communication is the Indian media. The Indian media is the most influential element of our society and can either help an organization sail through their tough times or make it even worse for them. If a healthy relationship with the media and constant communication with them is maintained it can be of great help for a brand at any given point in time. It has been observed in many cases that the media has helped the brands maintain their identity amongst their consumers even in their hardships simply because the brands effectively and transparently communicated with them throughout. Thus, over the years it has been observed that the media is definitely a major tool to form and maintain Corporate Communication.

Communication management and Brand building basically refers to the image and identity a brand holds amongst the viewers and it’s positioning in the market. The strategies which a brand uses to manage its communication both with the press and the consumers leads to the brand forming an image amongst its stakeholders. This further affects the sales and the longevity of the product. It is very important for a brand to have an efficient strategy to manage its communication both during crisis and success.

METHOD

The aim of this research is to study the Corporate Communication initiatives taken by companies, understand the impact of those and through the course of research develop a Crisis Management Communication Tool Kit.

The main focus of this research is to study, analyse and propose the importance of Corporate Communication during crisis. The importance of the same is known, however right measures are often not taken and pathway not followed, hence the study aims at highlighting that pathway/ policies any company/brand can and must

follow to ensure appropriate and effective execution of Corporate Communication in the hour of need.

To start the research a study has been conducted to determine four major industries which face maximum amount of crisis. Further in-depth research has been conducted to identify study and analyse crisis in the selected industries. Based on this, research questionnaires were designed and a survey was conducted among the Corporate, customers and the Corporate Communication experts.

With the above-mentioned pathway and objectives in mind the aim is to define the importance of Corporate Communication during crisis management, how it affects various stakeholders of a particular company and also how it affects the image of a brand and its association and interaction with the customer in the long run.

RESULTS AND FINDINGS

Having done a detailed study of all the four aspects i.e., Case studies, Consumers, Companies and Corporate Communication experts the findings collectively support the importance of effective communication during the time of crisis.

The results of the consumers support the fact that the way a company/ industry emerges from a crisis situation does depend on the manner it has communicated with its consumers at the time of the crisis and also post the crisis.

The Corporate communication experts and companies are also suggestive of the fact that timely, effective and constant communication is the key to handling crisis effectively.

CONCLUSION

This research is an extensive study which has successfully studied consumers across pan India, companies from the Consumer oriented industries and Corporate Communication professionals. An amalgam of these three diverse audiences, this study is not just a concrete analysis of the target audience but has also contributed in designing a tool kit which can be used by professionals from all consumer-oriented industries to deal with any nature of crisis for consumers from all over the country. As a conclusion a Tool Kit has been designed, including all the factors which were indicated to be of high importance by all the 3 aspects of this study (Consumers, Companies and Corporate Communication Professionals) and supported by past experiences in the form of case studies. The findings have been categorically listed in the tool kit thus providing a one stop solution from preventing crisis to post crisis evaluation

ACKNOWLEDGEMENT

“JIV TU CHLAVE TIV CHALE SWANI HOR KYA JANA GUN TERE”

A dedication to my father who fought more than I did for this dream

With the divine blessings of the almighty the time has arrived as I am at the end of this journey of completing my PhD. A journey which has been a roller coaster would have never seen such a beautiful ending without Guru Nanak ji guiding me and helping me fight and sail through to the shore of this journey.

Robert Frost once said “There are two kinds of teachers: the kind that fill you with so much quail shot that you can’t move, and the kind that just gives you a little prod behind and you jump to the skies”. After having almost lost my journey of PhD, I was blessed with a person in my life without whom this journey would not have possible. My research guide, mentor and my Guru Dr. Pavitar Prakash Singh. His guiding light, encouragement and teachings have not only helped me in completing my thesis but have also shaped me as a researcher and an educator. His constant push to find solutions to my question by leading me towards the pathway but not handholding me has made this journey enriching and fulfilling. Sir, stood by me and believed in me and my capabilities even when I did not. There came a time when I almost gave up but he never gave up on me. He always believed in me. I shall be indebted to him for the rest of my life. “A friend, A philosopher and a guide”, these are the words I often use to describe Dr. Akash Deep Muni, who I met as the head of my department but he has been my pillar through this journey. He was strict as a teacher, gave me insight like a philosopher, showed me the path as a guide and stood by me as a friend. Thanking him is the least I can do to express my gratitude towards him. Thank you, sir,

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No battle is won without the contribution of its soldiers, and as irony would have it my journey of PhD has been nothing less than fighting a battle. A battle we fought against life, against time and against health. But my soldiers never gave in. My soldiers who I call my father, Mother and brother. There has not been a day when they were not right behind me. This journey started as a dream my father had and ended up becoming all of ours. He made sure I never give up. From the day he took it up as a challenge to prove his daughters’ worth to the months I’d lay in the bed sick and having given up on this dream I had fought so much for, neither did he give up nor did he let me give up. Be it writing the research proposal to accumulating data to writing the conclusion, he has held those documents and sat with me to figure all of it out.

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They might not be able to speak but they know it all, my little baby, my pet Bubbles. Thank you for coming into my life when all I was allowed to do was lay down in bed. You came in my life as ray of hope and happiness. Although you did eat up some of my papers but that is nothing compared to the selfless love you give me every day.

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SHUKAR DATEYA

WAHEGURU

TABLE OF CONTENT

S.no	CONTENT	PAGE No.
Chapter 1	Introduction	1-13
Chapter 2	Review Of Literature	14-44
Chapter 3	Research	45-60
	3.1 Statement of The Research Problem	46-47
	3.2 Research Gap	47
	3.3 Objectives of The Study	48
	3.4 Definitions of Concepts Used	48-49
	3.5 Hypothesis	49
	3.6 Research Design	50
	3.7 Sample and Sampling Methods	51-55
	3.8 Research Tools	55-56
	3.9 Study Variables	57-58
	3.10 Data Analysis	58-59
	3.11 Scope and Limitations Of The Study	59-
	3.12 Presentation of The Study	59-60
Chapter 4	Framework	61-72
Chapter 5	Data	73-885

	5.1 Case Studies	74-170
	5.2 Consumers	171-573
	5.3 Professionals	573-674
	5.4 Companies	674-885
Chapter 6	Conclusion	886-960
	6.1 Case Studies	888-892
	6.2 Consumers	891-897
	6.3 Professionals	898-900
	6.4 Companies	900-903
	6.5 Factor Analysis	903
	6.6 Combined Conclusion	904-945
	6.7 Objectives Based Conclusion	945-949
	6.8 Hypothesis Based Conclusion	950-952
	6.7 Tool Kit	953-960
Chapter 7	References	961-970
Chapter 8	Appendices	971-1030
	An Infographic summary	

CHAPTER – I

INTRODUCTION

There is a strong belief in the management that in today's society the future of any organization or industry depends on how the public, such as shareholders and investors, customers and consumers, employees, and members of the community view the company. The question that arises is 'What is Public Relations'? Is it propaganda or corporate whitewashing or about manipulating image or publicity or advertising or marketing? In the simplest term, Public Relations is a process of communication. It is about communicating something about a person or an organization to others – these "others" called publics or audiences or receivers of message.

A PR practitioner on behalf of the organization builds and sustains a two-way relationship. Besides, building relationship, the PR also counsels and advocates the management of an organization. The PR in practice has two perspectives. One it is persuasive - employs persuasive communication techniques to reach out the stakeholders. Second perspective is PR as a system - Public Relations as a planned and managed process with renewed emphasis on evaluation and accountability. As a system PR is both trendsetter and trend-spotter. Public Relations practitioners can be found in three main sectors of industry, namely: the corporate sector, the government sector and the not-for-profit sector.

Besides, building and maintaining relationships with different stakeholders, another important responsibility of PR is to develop good relationship with media. The media has two key functions in Public Relations, namely being a channel to a wider audience and being a target public that needs to be informed and educated about the organization. Media and PR have symbiotic relationship. The term "symbiotic" implies that one cannot survive without the other – they need each other for different reasons. One the PR practitioner needs the journalist to write about the organisation - preferably positively and two the journalist needs the practitioner to provide stories (news).

Corporates seeks to build and maintain 'Reputation', 'Identity' and 'Image'.

Companies can have a good or bad reputation which reflects the overall esteem in which they are held. Their reputation is what people remember and say about them. In practice reputation is not static – it changes. It is only because of this changing nature of reputation; corporates make effort to sustain good reputation. Also, the reputation is both tangible and bankable. Tangible in the sense, that the company can attract good workforce and also retain the workforce. Besides a company with good reputation can attract and have substantial customer base. Corporate reputation is bankable means, the corporates can rely upon the different stakeholders in case of crisis and issues that may affect the company from time to time.

Corporate reputation is also made up of two other elements: a company's 'identity' and its 'image'. Identity refers to the way the organization sees itself and presents itself in public. Corporate mean as to how the public view or think of the organization. Thus, public relations are of prime importance in business enterprises not only to promote trust and friendship but also to project a right impression on the public as well as on the private domain –management and workers.

DEFINITION

Webster's New World Dictionary defines Public Relations in the following manner- "Relations with the general public, as through publicity; specifically those functions of a corporation, organisation etc., concerned with attempting to create favourable Public Relations for itself."

A clear definition of public relations is still elusive to practitioners, however it can be said that "public relations is a distinctive management function which helps establish and maintain mutual lines of communication, understanding ,acceptance and cooperation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasises the responsibility of management to serve the public interest; helps management to keep abreast of and effectively utilize change serving as an early warning system to anticipate trends; and uses research and sound ethical communication techniques as its principal tools." (Seitel, 1998: 6)

Denny Griswold, the founder of Public Relations News, a leading newsletter for practitioners, defined Public Relations thusly-“Public Relations is the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organisation with the public interest, plans and executes a program of action to earn public understanding and acceptance.” (Seitel, 1998: 7)

The British Institute of Public Relations defines Public Relations in the following manner-“Public relations is about reputation- the result of what you do, what you say and what others say about you. Public Relations Practice is the discipline which looks after reputation with the aim of earning understanding and support, and influencing opinion and behaviour” (Newsom et al., 2000: 3)

The Institute of Public Relations says-“Public Relations is the deliberate and sustained effort to establish and maintain mutual understandings between an organisation and its publics.” (Rayadu et al., 1999: 15)

ACTIVITIES OF CORPORATE COMMUNICATION PRACTITIONER

Some of the major activities of corporate communication department in any organization are - media relations, issues management, crisis management, stakeholder relations, investor relations and Government relations.

The relationship between Public Relations practitioners and journalists is one of the most critical and also one of the most contentious in the media world. Many companies judge their performance based on the media coverage given to the organization. PR practitioner don't realize the complexity of the relations between the media and the organization. It should be noted at this point that media in itself is an organization and has its own priorities. Media personnel work within the policy of the media organization. Better media relations stems from the fact that both the organization and media have beneficial mutual relationship. They are mutually dependent. According to Professor Anne Gregory, journalists and PR practitioners have a mutually dependent relationship. “The press cannot do its job without PR and PR needs the press. Journalists and public relations people have always had an

ambivalent relationship. Simply put, there is mutual dependence, but also mutual caution and that doesn't lead to a trusting atmosphere.” (Gregory, 2006)

This mutual dependency between PR and media can be best understood by analysing the viewpoint of both media and PR. From the point of media, the PR practitioners are effort to promote their goods or service and indulge in promotional activity for the company they represent. The media has a variety of the various techniques and strategies employed by the PR to promote their organization through a soft entry in 'news'. From the point of PR, they see their role as being loyal to their client, and trying to present them in the best possible light without deliberately lying or trying to deceive the media. PR practitioners see red by stating that media is more interested in covering the negative aspects rather than the positive takeaways. However, the media is dependent on the PR for information and the PR is dependent on media to reach out to the various stake holders.

The area of major concern for the corporate communication department is issues management. The organization in its lifetime faces many issues maybe due internal public or external public. The issues arise at most times due a mistrust developed by different stakeholders with regards to organizational decisions. The issues with internal public, the employees, basically relates to decisions regarding promotions, salaries, management issues, and issues relating to workplace management. The take up the form internal unrest. If not addressed within a reasonable time limit these issues have a tendency to spill out of the organization and affect the organization's reputation and image. Besides, issues may arise due to external sources like the pressure groups or the activists. The pressure group are like the trade unions, worker unions and various other associations. This group is referred to as the sectional group and may lobby on behalf and can even organise strikes or protests about salaries, taxes and so on. The other group is the promotional entity. These groups are often driven by passion and ideology and a desire to change things. For example, the green peace and campaigners against cruelty to animals like PETA. Such groups take up public cause and create issues against the organization on subjects like pollution, energy etc.

Crisis management is one more area where in the PR has pivotal role to play between the organization and outside public. A crisis is any incident that may seriously threaten the personal safety, the reputation, the assets, the goodwill, the market share or the revenue earning capacity of an individual, organisation or business. In other words, a crisis is not something that individuals or companies welcome, but rather something that they try to avoid! But if well handled, companies can find the opportunity to grow and improve at the end of it. In Tench and Yeomans, Lerbinger theorises that there are 8 categories of crisis: natural disasters, technological, confrontation, malevolence, skewed management values, deception, management misconduct, and business and economic. At the time of crisis, corporate communication has a primary role to bridging the gap and de-escalate the crisis. The first and foremost step would be keeping the media well and properly informed. This will help in reducing the negativity and control the downward slide if any of the company's reputation and image.

Investor or financial public relations is a specialist area of corporate communications which requires a knowledge of the financial markets. Keeping in view the financial ups and downs in the market worldwide, communicating openly and directly with the investors is essential for any company. Investor relations are basically a subset, or division of corporate communication. Investor relations specifically deals with communicating with a company's investors or potential investors. Investor relations which is part of PR exercise relates to communicating with different investors like shareholders, who maybe institutional or individual investors. Some may work as influencers who have hold on stock market or share market. They indirectly influence the investments to be made.

Every organization needs to maintain good relations with the government, either at the national or state or local levels. Good relations with government lead to proper understanding of the various laws, rules and regulations which are enacted on various aspects which directly or indirectly effect businesses or any organization. One such step is lobbying on behalf of the company to represent the company's viewpoint. Simply put, lobbying is advocacy of a point of view; persuading public policy makers to act in the interests of your organisation or group. Lobbyists are the PR specialists

who conduct the lobbying on behalf of big business. They are specialists in the area of government. They understand how decisions are made; who the major influencers are; what the public thinks on any issues; and how to put forward an idea or policy which reflects the political climate.

ROLES OF THE CORPORATE COMMUNICATION PRACTITIONER

Although the role performed by the Public Relations Division has not altered drastically for the past several decades, the manner according to which the activities are carried out have changed and will continue to do so. The accountability of the profession has increased and there is more importance attached to the division especially when the organisation is in crisis. The practitioners now need to master the use of new and inventive communication techniques in order to be successful. The manner in which a PR executive applies his/her skill sets in the organisation varies according to the role or scope of activities in the organisation. There are essentially three roles that are performed i.e., staff member, an agency employee and an independent PR practitioner.

As staff Members - These practitioners are employees of commercial or non-commercial organisations or divisions of government such as local State or federal agencies. They carry out highly specialised tasks in their organisation, but they get a pay check just as other employees do, and they share the same corporate or institutional identity. The specific needs of the organisation usually determine a staff member's job description. Within small organisations they also carry out external communication. Staff positions in larger organisations can involve responsibility for all other communications functions that report to public relations and in some instances for human resources as well. Large organisations are likely to buy services such as research, audio-visuals and may be even the composition of the annual report from outside suppliers. The outsourcing of such activities has led to the cut back in the number of the total in-house employees.

Firm / agency Employees-every agency or firm has its own internal structure, but generally the president of the firm shares in handling accounts, as do the salespersons, who incidentally may also be account executives. A firm could also employ a bookkeeper, a secretary, a publicity writer, an advertising or graphics specialist. In some instances, the writer may prepare the advertising as well as the publicity material.

Large firms employ copy editors, media specialists, several artists and a production facility. Most firms, even the largest ones, arrange contracts with printers, typesetters and photographers. Desktop publishing has come to the aid of writers and artists making their jobs more efficient and convenient.

Independent Practitioners/Counsellors-The independent PR practitioner is usually hired to accomplish a specific task, one that is most often ordinarily pre-determined. Payment for the service may be made in the form of a flat fee, a fee plus expenses, or a base fee plus hourly charges and expenses. The less experienced a practitioner is, the more often the person will have to work for a flat fee.

Independent PR practitioners sometimes function as PR counsellors; some of the independents perform solely as counsellors. A PR counsellor is called in at an advisory level and works for a consultant's fee which the counsellor determines with hours and expenses added. The counsellor studies and researches a situation, interviews the people involved, outlines recommendations and makes a formal presentation of these. The program is then executed by other PR workers at the organisation or agency.

These counsellors may function independently or may be associated with a firm as senior members. Some independent practitioners carry out various activities, but most strictly act as practitioners. By their services rendered some counsellors develop reputations for preparing industries and institutions prepare and handle crisis communication. Others are known for their ability to help institutions establish and maintain good government relations. Still others enable the companies deal with internal communication, typically those involving employee relations. (Newsom et al., 2000: 11- 12)

PUBLIC SECTOR AND PUBLIC RELATIONS

Public sector companies in India have been able to handle much PR in recent days. The growth of freedom of the country in 1947, the development of V year plans and the need for planned economy envisioned by former Prime Minister Nehru has given risen to public sector units. More than 50000 in crore have been invested in public sector in our country and the goal of PR is to make people accept public sectors and its need. The goals of public sector is to serve the country and provide job opportunities to backward classes and it has a policy of providing preference to backward classes over forward castes in promotion and transfers also. It has preference to jobs for women, SC/ST weaker sections, minorities and others and promote diversity in work place. The public sector has provided job opportunities to all those sections who are handicapped as well.

The public sector has two roles to play, on the one hand it has to provide service to the public fulfil social and conventional obligations and on the other it has to perform its business and economic functions. The practitioner in a public sector firm has to share information to the public in its need to meet national aspirations. The PRO to this end, has to perform efficiently and effectively and needs to have an extensive knowledge of all the departments and divisions of the enterprise. The practitioner then has to synthesise this information in order to create an effective plan and strategy. The actions of the chief executive officer come under scrutiny from various quarters, and can be questioned by any forum, by anyone anywhere.

The PRO is also answerable to the parliament and its various committees for his actions which can ask for information about any public enterprise on the floor of the house. Therefore, it can be clearly understood that PR practice is different as experienced in the public and private sectors. The difference is because the sole and basic objective of the private sector is to earn profits, however the objective of the public sector is a more complex one.

The PRO of a public sector organization has to answer this question- “What kind of image of the company has to be projected to the public?” However, in the private sector the image of the product is more significant and poignant and more

importantly, sufficient to run the company in an atmosphere with minimum risk or friction at either the regional level, the consumer level, the government level and so on and as so forth.

In the public sector the image of the company does not guarantee the profitability or efficiency, the sector has to perform in all fields i.e., the social, cultural, with the required productivity, at optimum quality with harmonious industrial relations and R&D to be evaluated. The public sector is therefore required to manufacture products and offer services at the most competitive rates, meet social obligations, keep their employees' content while making a profit. This obviously makes the PR activities all the more complicated, as compared to a private sector enterprise.

The PR executive in the public sector needs to maintain a harmonious relationship with the press as well as the employees'. His image is largely dependent on the press'' portrayal of him, the press is instrumental in shaping the public's judgment of the public enterprise.

Being in the private sector, the press is of the opinion that the shortcomings of the public sector are media matters, on the other hand they perceive the private sector as being a private issue or matter and subject them to less scrutiny, and hence regard the private sector as fair game. The public sector as being publicly owned makes them answerable to the public, and the press being the public's watchdog is required to portray these issues in the press.

As can be seen, it is therefore pertinent that the public sector enterprise should have and maintain its credibility; however, it should be borne in mind that publicity is no substitute for policy and performance, and that right policies and good performance do not get their rightful recognition sans publicity. (Khan, 1988)

PR practitioners in the public sector have to prepare themselves, understand the ground realities and formulate plans and procedures to further professionalize the practice so as to enable them to perform optimally in the organisation. Therefore, the PR practitioners in this sector must embrace the advances in technology and adapt

these advances to suit their initiatives. They must also shun their arm –chair approach which is part and parcel of the functioning of a government organisation.

PRIVATE SECTOR AND PUBLIC RELATIONS

Public relations for private sector is an important function in any organization today. There are more than several thousand companies are functioning and at least 200,000 cores of rupees are invested in private sector. The function of PR is to make a conducive climate for a private sector to function and aid in commercial activities of the private sector. Also, the corporate social responsibility function has assumed importance and it is for the private sector to take up CSR initiatives to function effectively in the competitive environment. CSR is a part of public relations of a private sector community relations programme.

There are many functions including a. image building function which involve promotion of images b. Crisis resolving function in the sense that crisis should be solved. C. The third function is to help in the promotion of commercial interests in sales and it is also an important function d. Building good relationship with the corporate publics is also an important function e. help in press relations by providing news and stories to the press from time to time. f. Building a company website would be yet another function in modern digital days and g. Promotion of overall goodwill will also be another function of a private sector PR person.

These are some of the functions of public relations in a private sector today. Private sector is essential for production of good products and services and for providing employment to 1000s of people and pay taxes to the government and for many other reasons. Private sector needs to exist in a favourable climate and it is for the public relations to make it favourable.

PUBLIC SECTOR AND PUBLIC RELATIONS: The public sector has two roles to play, it has to provide service to the public and on the other it has to perform its business and economic functions. The practitioner in a public sector firm has to share information to the public in its need to meet national aspirations. The PR executive in

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PRIVATE SECTOR AND PUBLIC RELATIONS: Public relations for private sector is an important function in any organization. The function of PR is to make a conducive climate for a private sector to function and aid in commercial activities of the private sector. There are many functions including a. Image building b. Crisis resolving c. Help in the promotion of commercial interests in sales d. Building good relationship with the corporate publics e. Press relations f. Building a company website and g. Promotion of overall goodwill.

ROLE OF ADVERTISING: Advertisements play an important role in business. As the world is competitive, and advertising helps to build a brand, position a company, builds trust factor with customers, stakeholders and employees, product or service against the competition. Advertising delivers strategic messaging and boost awareness within the given market.

ISSUES MANAGEMENT: The organization in its lifetime faces many issues due to internal public or external public. The issues with internal public, the employees, basically relates to decisions regarding promotions, salaries, management issues, and issues relating to workplace management. Besides, issues may arise due to external sources like the pressure groups or the activists. The pressure group are like the trade unions, worker unions and various other associations. They take up the form internal unrest. If not addressed within a reasonable time limit these issues have a tendency to spill out of the organization and affect the organization's reputation and image.

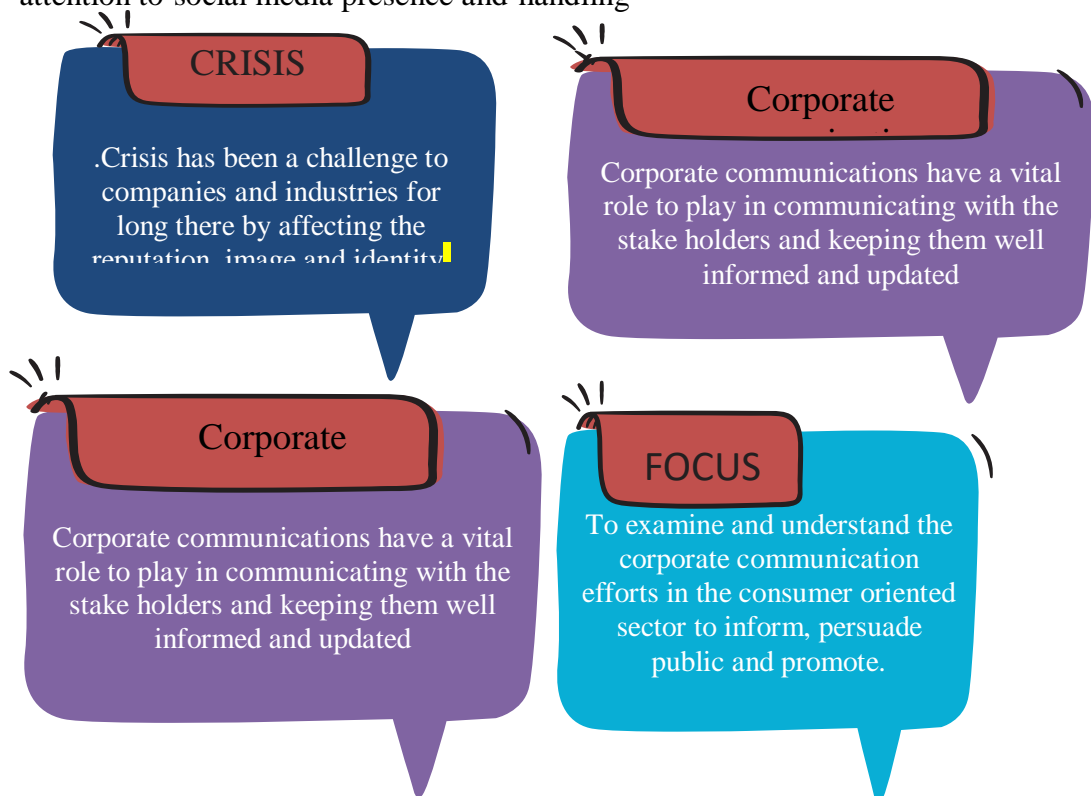
CRISIS MANAGEMENT: Crisis management is an area where PR has pivotal role to play between the organization and outside public A crisis is any incident that may seriously threaten the personal safety, the reputation, the assets, the goodwill, the market share or the revenue earning capacity of an individual, organisation or business. At the time of crisis, the corporate communication has a primary role to

bridging the gap and de-escalate the crisis. This will help in reducing the negativity and control the downward slide if any of the company's reputation and image.

CRISIS COMMUNICATION: At the time of crisis, the corporate communication has a primary role to bridging the gap and de-escalate the crisis. An important part would be keeping the media well and properly informed. This will help in reducing the negativity and control the downward slide if any of the company's reputation and image.

ROLE OF MEDIA: Media plays an important role in building and maintaining relationships with different stakeholders and customers. Many companies judge their performance based on the media coverage given to the organization. The media has two key functions in Public Relations, namely being a channel to a wider audience and being a target public that needs to be informed and educated about the organization.

The continuously evolving nature of social media and the level of engagement the audiences and the brand has it becomes all the more important to pay a great deal of attention to social media presence and handling



FUTURE CHALLENGES

As the practice of Public Relations acquires increasing importance and significance with each passing day, so do the challenges that are faced by the field. They are enumerated below-

- The need for customized approaches-The professional will need to take into account the discrepancies occurring in different demographics so as to customize his approach to suit the requirements of each demographic in order to be successful.
- The development of new Media -in this age of continuously advancing technology, new and highly innovative form of media emerge and continue to emerge. These media seek to attract public attention through the use of interactive video talking billboards, blimps, in-flight headsets and various others. The practitioner needs to incorporate these new technologies so as to fulfil their aims.
- Specialization-It is necessary for the practitioner to act as more than just a 'agent' between the company and the public, it is now necessary for the practitioner to offer a more specialized knowledge and expertise concerning the companies' policies and internal working. They would have to be experts in working with the media, consumers and investors.
- Creativity-In the future the management would expect the Public Relations Department to contribute increasingly to the creative needs of the organization. Therefore, this places more importance on the creative ability and approach of the practitioner.
- Technology-With the drastic increase and availability of an increased and variable amount of technology, practitioners must accept, master and adopt the new technology so as to use them successfully in their campaigns. They must be well informed and privy to the up-and-coming technology so as to have an edge over competitors. (Seitel, 1998: 477- 478)

CHAPTER – 2

REVIEW OF LITERATURE

Communication management and brand building are terms that refer to a company's image and identity in the eyes of the public, as well as its market position. A brand's communication strategies, both with the press and with consumers, result in the brand developing an image among its stakeholders. This has an impact on the product's sales and lifetime. It is critical. The goal of this study is to look into firms' Corporate Communication initiatives, understand their impact, and develop a Crisis Management module as a result of the research.

Crises have been a challenge to industry executives and risk managers around the world, not only because of unforeseen situations, but also because of information flow problems. The majority of the crises are surprisingly large-scale, unprecedented, and cross-national borders. Trans-limits span vast swaths of land with no geographical boundaries. In general, crises create uncertainty and present a challenge.

Managing crises is at the center of corporate communications roles in risk management and crisis resolution in order to improve an organization's reputation, image, and identity. Pre-crisis, during crisis, and post-crisis, corporate communications managers are required to deal with crises on three levels. To limit the risk posed by a crisis, measures must be developed at all three levels. Pre-crisis readiness is gaining the information and skills necessary to effectively foresee and respond to a crisis and assure a quick recovery. When a crisis occurs, the response stage begins with recognize and monitoring the situation in order to build an effective plan of action for resolving the situation. Efforts are done in the post-crisis stage to bring the crisis to a close and establish strong feedback. Corporate communication managers must develop efficient crisis communication techniques in order to effectively manage and resolve crises. Corporate communication is a defensive strategy designed to safeguard a firm or organization in the event of a crisis.

(Holmesreport.com, 2019) discusses crisis of Facebook, Nissan, Johnson & Johnson, Marriots, Huawei, Oxfam and Sir Martin Sorrels.

- The New York Times gave a comprehensive overview of Facebook's response to the criticism it received after a plague of fake news infected the site. Nissan Motor scandal combining financial misconduct, political intrigue, and hubris to near-unprecedented effect is another such example. Among the lessons learned is that businesses must be ready to deal with inappropriate or unlawful behaviour at any time. Johnson & Johnson's response to the 1982 Tylenol crisis, when the pharmaceutical behemoth used its credo to guide its actions after it became clear that its products had been tampered with.

Marriott (in the wake of its merger with Starwood), which recorded the second largest breach in cyber security history, exposing some 380 million records. Huawei's CFO Gets Arrested: Meng and Huawei are accused of violating Iran sanctions and perhaps transacting illegally with HSBC, according to US authorities. Oxfam's Sexual Misconduct Scandal: The 77-year-old worldwide charity organisation, had been accused of sexual misbehaviour by its employees over a long period of time – including paying sex workers. The crisis soon spiralled out of control, wreaking havoc on Oxfam's reputation and relationship with one of its biggest donors. Sir Martin Sorrell Uncouples From WPP: It was always going to be seismic when a figurehead as high-profile (and polarising) as Sir Martin Sorrell left the holding firm he formed 33 years prior, and not exactly on his own terms.

Another study conducted (rockdovesolutions.com, 2019) stated crisis of KFC, Bayer. D&G. Mc.Kinsey, Abraaj group, P&G's Tide and Paytm. KFC, how the organisation handled the chicken delivery situation in the United Kingdom fast and effectively. KFC's quickness of response was critical to successfully handling the emerging issue, and they successfully managed to not recognise blame until all the facts were known (according to the Holmes Report). After acquiring Monsanto, Bayer struggled to manage the issues they encountered. The legal disputes between Monsanto and Bayer over the safety of their products quickly

became Bayer's concern. Paytm is dealing with fallout from charges that Sonia Dhawan, founder Vijay Shekhar Sharma's secretary and communications VP, tried to blackmail Sharma when his personal data was breached. Consumers were given very little solid information about the plot's nature and the implications for personal data security. Dolce & Gabbana received controversy after an ill-conceived campaign depicting a Chinese model straining to eat pizza, spaghetti, and cannoli while being lectured by condescending Italians. McKinsey & Company, has found itself in hot water following reports that it is assisting authoritarian and corrupt governments in raising their stature, sometimes in ways that are counter to American interests. (Vicki A. Bengtson, 2019) gave an insight into what are consumer-oriented industries and how are they different from product-oriented industries. It also gives information about the relationship between consumer and the industry. Consumer staples and consumer discretionary products and services are two types of goods and services that make up the consumer sector.

On similar basis the (NDTV. com, 2018) also reflected the crisis of Facebook, Lockheed Martin, Under Armour, H&M and Victoria's Secret. Facebook's deafening quiet on the data breach: Despite knowing for three years that Cambridge Analytica, the consulting firm hired by President Donald Trump's 2016 campaign, inappropriately accessed information on millions of people, the social media behemoth apparently chose to remain silent. Since then, the corporation has made a series of errors, including failing to publish an immediate statement. Lockheed Martin, the world's largest weapons manufacturer tweeted to share picture it's products to the mass public. People soon responded with images of the weapons' impact, including one of bloody UNICEF backpacks belonging to children. Under Armour makes a sly remark about its staff' visits to strip joints: The company emailed employees to warn them that they could no longer charge strip-club visits to their corporate credit cards. H&M models the "coolest monkey in the jungle" hoodie on a black child: On social media, the image sparked significant indignation. The firm swiftly apologized and eventually ceased selling the item. People don't want transgender or plus-size models, according to

Victoria's Secret's chief marketing officer, spoke to Vogue. Ed Razek, a lingerie firm CEO. Later, he apologized.

On the same lines, (Brandunderfire.com, 2018) published about the crisis in United Airlines Las Vegas shootings, Uber, Hurricane Harvey, Atlanta's Hartsfield International Airport, Amtrak and Sexual misconduct. Relatively close to this (mediaforst.co.uk, 2018) discussed crisis in Facebook, Papa John's, Elon Musk, Ryanair, Oxfam, KFC and British Airways. KFC, when the data scandal initially broke, Facebook appeared to have broken one of the first tenets of crisis media management. They appeared to go into hiding rather than reply to the claims, creating a sideshow to the fast-moving story. Brand redesigning of the Papa John. The apology commercial was one strategy used by the ailing pizza business, a method that has grown in popularity in recent months during crisis media management occurrences. Elon Musk: after launching a profoundly misplaced Twitter tirade at a diver who took part in the Thai Cave rescue the Tesla CEO managed to wipe \$2 billion off his company's stock. Ryanair came under fire after a video of a man starting a racist diatribe against another passenger on one of their flights was made public. Another research was conducted (Jeremy Story, 2018). The article discusses crisis in Roseanne Barr, H&M, Southwest Airlines and Apple. Roseanne Barr, the erratic personality, made egregiously racist remarks against a former Obama adviser. ABC promptly cancelled her sitcom, then resurrected it as *The Conners*, a distinct show without her. H&M produced a commercial that depicted a young black youngster wearing a hoodie with the tagline "Coolest Monkey in the Jungle" on it. Southwest airlines suffered a rare setback when a passenger was killed in a mid-flight engine explosion. The incident's aftermath revealed a rift between management and airline technicians. Southwest stated that bookings were down as much as 3% in the two months following the disaster. Apple was slowing iPhone performance to maximize battery life. They didn't allow consumers make their own decision was the root of the problem. Apple swiftly apologized and offered a low-cost battery replacement.

Story of PR disasters (Jeremy Story, groundfloormedia.com, 2018) was published and discussed crisis in Apple, State of Hawaii, H&M, Southwest Airlines, Amazon, Turner Sports, Facebook, D&G, Denver Broncos and QB Chad Kelly. While selecting the second HQ of Amazon, as the process progressed and the media began to reveal stories, public opinion began to turn against the process and the company. Facebook had engaged a black-ops public relations firm to neutralise and discredit opponents by claiming they were on the payroll of controversial billionaire George Soros. Another article (Russell Working, ragan.com, 2018) also discussed the crisis in Burger King, Hawaii, H&M, Yellow fever, Rosanne Barr, Melania Trump, JP Morgan, International House of Pancakes/burgers, Forito's and Facebook. Similar to this, (Holmes Report, provokemedia.com, 2018) was online discussing crisis in Apple, Equifax, Bell Pottinger, Aldo and Ernst and Young. Apple Slows Its Old Phones, Equifax Data Breach, Bell Pottinger Tarnishes PR's Image, Aldi's Food Safety Issues and EY's Awards Debacle. Connect on to above study (Indu Goyal, 2018) The finding of the study implies that there is a strong relationship between the customer, the management, the service quality and a relationship is maintained between them to enhance the market presence of a brand. The purpose of this research is to imagine the concept of CRM in the automobile industry. It has highlighted the different components of relationship management, making it an important subject to investigate further in terms of its scope and potential impact on the automobile industry. The study's goal is to provide answers to all of the queries about auto dealers' CRM procedures.

Another research was conducted as Lessons of Crisis Management (socialsamosa.com, 2017) The importance of the following rules to be followed during crisis have been highlighted using the example of crisis in Cadbury and Maggi: -

1. Listen: Listening to what the customer has to say is critical. Recognize the situation and act quickly to address it. Invest in listening technologies to learn what customers are saying about your business.

2. Be transparent and responsive: It's critical to be open and honest, and to explain, ensure individuals that steps are being done to reduce the problem.
3. Make a crisis squad: Dealing with a crisis should be a team effort. When things go wrong, the management needs to know who to call.
4. Invest in technology and resources: Examine where the businesses have gone wrong and how they dealt with the situation. Make a list where you could go wrong and use it as your playbook.
5. Consumers should love your brand: Consumer love is one of the most effective strategies to make your brand indestructible in the face of a crisis. It might assist you get out of any difficult scenario if you have the support of your devoted customers.

Online articles are published on corporate crisis (Nikki Gilliland, 2017) on British Airways, KCM(Dutch royal airways), Walkers crisps and Taco Bell. (Maile, 2017) discussed crisis of Shea Airlines, Adidas, Juicero, Fyre festival, Pepsi, United Airlines and Uber. Similar published articles (madisonannlathum.com, 2017) on Samsung(galaxy), BP oil spill and United Airlines. Another paper on biggest public relations disasters (Blair Nicole Nastasi, 2017) was published the crisis in United Airlines, Equifax, Adidas and Uber. United suffered a number of terrible public relations events, the worst of which was when it insisted that an elderly doctor disembark an aircraft due to overbooking. Oscar Munoz, United's CEO, exacerbated the matter by apologizing. Equifax's security flaw resulted in a data leak that affected approximately 140 million users. The sole reason the breach occurred was because Equifax neglected to upgrade one of its online application programmes, and word of the breach caused the company's stock to plunge 35%. Dove made waves when it shared a three-second short clip-on Facebook in which a black woman removes her blouse and transforms into a white woman. Despite the fact that Dove removed the video and apologized, the harm had already been done, and it had garnered a lot of backlashes. Adidas uses a poor choice of words impacted the brand image. Uber CEO yells at a driver also impacted the reputation

Another article related to PR disaster (Jeremy Story, 2017) discussed the following crisis: United Airlines (dragged passenger off an overbooked plane), Red Cross (examined the non-profit's spending following Superstorm Sandy, Pepsi's controversial ad and PAPA John's Pizza (PR disaster by issuing a statement asking neo-Nazis not to buy its pizza). (Part 2, Jeremy Story, 2017) The article discussed the crisis on Men Kathy Green: Employees at Silicon Valley venture capital firms have been accused of sexual harassment. Kathy Griffin scheduled comedy tour was cancelled, and she lost her yearly CNN New Year's Eve engagement with Anderson Cooper. USA Gymnastics: Female athletes were abused during medical appointments. And, Nikon picked 32 photographers all over the world to launch a new product series, with a tag line "they all had one thing in common: they were all guys". (Part 3, Jeremy Story, 2017) The article discussed on Uber faced issues like privacy and tracking concerns, erratic behaviour from its CEO, charges of pervasive sexual assault, and a conspiracy to elude authorities through a complicated programme known as "Project Grayball". According to a research study, Subway serves "chicken" that provides just 50% chicken and remaining 50% was soy. Nivea's "White is Purity" ad campaign. Addidas's "surviving the Boston Marathon!" blunder

Similar research on the top 12 crisis of 2016 published (Holmes Report, 2017). It discusses, Harambe at the Cincinnati Zoo (zoo officials shoot Harambe), Facebook's Free Basics plan backfires in India, Samsung's exploding phones and Tata's leadership battle. Research was conducted on Communication Strategies for Corporate Reputation management (Dillep Kumar, 2016) The study through its course of research has concluded that: -

- The selected corporate houses have advanced corporate communication tools for reputation management.
- The houses have implemented adequate reputation management programs and the quality of the initiatives is sound.
- The necessity of business reputation management has been recognised by modern corporations. The public's suspicion of corporations, combined with

greater regulation and transparency demands, has made it more important for businesses to invest in corporate reputation management.

The study the influence of social media marketing (Ahmed Rageh Ismail, 2016)

The study concludes that social media has a significant impact on brand loyalty, brand consciousness and value consciousness. These factors form a positive relationship between social media, marketing and brand loyalty. Based on that, how to communicate effectively during operations (Timothy Coomb, 2016)

1. The author states that the safety of the stakeholders should be the primary concern during an operational crisis along with resuming the operations.

Reputational concerns, however, can be a matter of interpretation

2. Crisis managers must consider both operational and reputational problems while planning and preparing. Operational crises are classic crises that mirror the early definitions of organisational crises, which featured the important feature of operational interruption or prospective operational disruption. Operational crises have the potential to stifle a company's ability to create income.

3. A reputational crisis occurs when an organization's reputation is under jeopardy or has already been harmed. Similar research was conducted (Payal Khandelwal, 2015) discussed crisis in Johnson & Johnson, Maggi, Volkswagen, Mother Dairy, Hindustan Unilever, Tiny Owl, Zomato, Housing.com, Air Asia and Malaysian Airlines. Volkswagen has been dubbed the "diesel dupe" because of their emissions issue. Hindustan Unilever, a leading FMCG company, has been accused of causing mercury poisoning at its thermometer facility in Kodaikanal. When the Food Safety and Standards Authority of India (FSSAI) discovered inappropriate levels of monosodium glutamate (MSG) and lead in Maggi, it was prohibited and pulled off the stores. Zomato, LocalBanya, and TinyOwl have all been in the news for huge layoffs and failure to settle dues for departing employees. Another article discussed the Top 10 Best and Worst crisis (George Brown, 2015) The article discussed crisis in Morrison's Milk, US speed skating olymp[ics], T.C. Penney, Texaco lawsuit, Cadbury. Odwalla Foods, Pepsi, Virgin Galactic crash, German wings disaster and Johnson & Johnson. Morrison's 'Milk for Farmers': Unyielding

consumer demand and the expansion of convenience shopping have spelled terrible news for farmers. Under Armour U.S Speed skating Olympics Design Flaw. JC Penney – ‘Hitler kettle’ (2013). Texaco Racial Discrimination Lawsuit (1994). Cadbury Worm-Infested Bars (2003). Odwalla Foods' Apple Juice E.coli outbreak (1996). Pepsi Syringe Cans Rumours (1993), Virgin Galactic Test Crash (2014), German Wings Disaster (2015) and Johnson & Johnson’s Cyanide-Laced Tylenol Capsules (1982)

Another example of Air India Crisis Management (Naidu, 2015) it discussed crisis in Air India. It asserts how Air India was not quick in their reactions, assertive and clear while responding to a video that went viral online, which further led to vast criticism on social media platforms. Crisis Management in hospitality industry (Bhupesh Kumar, 2015) The study has identified that the hotel industry is highly prone to crisis and that there is a difference in the image of the hotels that are prepared for a crisis and those who are not, not forgetting that most are not. The research has given a model for crisis management highlighting the pre, during and posts crisis management. The current study is compounded further attempts to compare hotel crisis management and recovery strategies in India Vs. hospitality industries across the world. In addition, the current study aims to find a link between crisis preparedness and stakeholder relationships in crisis scenarios. A paper was published on the process of customer brand management (Birgit Andrine, Apened Solem, 2015) This research has highlighted that customer loyalty is affected by interaction and awareness but it is also found that over a period of time in the longitudinal study that if the chain of communication is not maintained and updated and promises made are not fulfilled the customers are likely to lose their loyalty and interest. To fight against the crisis, employee are the most valuable assets (Hua Jiang, 2015) The paper focuses on two key things for organizations to manage during a crisis:-

1. Establish and implement guidelines that specify permitted and prohibited conduct for employees when organizations are involved in crises

2. Coach employees about how to respond to queries for information that they may receive from all affected stakeholders.

It explains the steps involved in the handling crisis:

a. Pre-crisis Employee Communication

b. In-crisis Employee Communication

c. Post-Crisis Employee Communication

Information system should be Consumer Centric (Benjamin Spottke, Jochen Wulf , Walter Brenner, 2015) This study sheds light on the fact that consumer is the centre of the entire product life cycle and how systems and policies are build. Similar studies (Ludmila S. Latyshova, Yuliya V. Syaglova , Olga K. Oyner, 2015) The author states that the theoretical background of the customer - oriented approach is considered. The author's understanding of this concept for nowadays is to pay much attention to indicators of customer focus, dividing them into external, such as customer satisfaction and loyalty index; and internal, which are based on the performance of staff involvement. The concept of customer focus today - is the basis of competitiveness, sustainable development of the company through effective alignment of business processes of the organization of client relations. A study was also conducted on the iimpact of globalization on media management in India (S.V.Manjappa, 2014) This study has addressed the impact of globalization on various forms of media such as print, electronic, film, folk and corporate communication. The fundamental goal of this research was to look into the social, economic, political, cultural, and ethical effects of globalisation on traditional and modern media management in India. The study concluded that the process of globalization had enabled and encouraged progressive use of corporate communication. Due to a lack of extensive communication investigations, the impact of globalisation on media management in India is less well known. To understand the importance of corporate communication (Megha Trivedi, 2014) published a study has concluded that there is significant impact of corporate communication on corporate image. The researcher has also identified that prompt

service, virtual ability and transformed networking has an impact on corporate communication and also on CSR. The study also stated that new technology has also impacted the corporate communication scenario in the industry. The impact of globalisation, new technology, and corporate social responsiveness on corporate communication has been discovered in this study in order to develop a distinct corporate image of a firm. The study can also determine the impact of other elements on corporate communication, such as new strategic alliances, increased customer sophistication, and so on. The current research is focused on the impact of corporate communication on an organization's corporate image in the services and manufacturing industries. (Timothy Coombs, 2014) The paper states that a crisis can create a threat to public safety, financial loss and Reputation loss. And any of the above can tarnishes the image of the organization. Emphasis is also laid on the importance of internal communication and how it is imperative that the organization should be the first one to report the crisis to all its stakeholders. The article offers advice to crisis communicators by highlighting the most successful crisis communication techniques discovered by researchers. It also indicates the cutting-edge of crisis communication research as well as the current state of the field. Similar to this study, another article was published (R. Raghavendra, 2013) The study has concluded that both public and private houses maintain effective relations using corporate communication with their employees, media and customers and have also developed constructive tools to maintain the same. The primary goal of this research is to investigate the corporate communication systems, processes, and practises of a number of public and private corporations in the state of Karnataka. The researcher also looked into the numerous kinds of communication that connect various stakeholders to the mainstream of management at a few corporate houses. Crisis management decisions in selected auto axillary units in Pune (Satyen P. Marathe, 2013) The study emphasis on how crisis is an unforeseen situation but planning is the key. The important findings state, perceiving of crisis preparation to manage it and coming out with an innovative strategy are essential. The following are some of the key issues that must be answered in order to comprehend crisis management as a systematic process:

1. Is the observer's view of a crisis?
2. Which comes first: making decisions or dealing with the crisis?
3. Do corporate operations produce warning signs of an unanticipated crisis?
4. Are pre-emptive decisions capable of averting a crisis?
5. Is a lack of management a source of crisis?
6. Does a business process rebirth occur as a result of a crisis?

The relevance of Crisis Communication was detailed on a published paper (Timothy Coombs, 2014) that a crisis can create a threat to public safety, financial loss and Reputation loss. And any of the above can tarnishes the image of the organization. Emphasis is also laid on the importance of internal communication and how it is imperative that the organization should be the first one to report the crisis to all its stakeholders. The article offers advice to crisis communicators by highlighting the most successful crisis communication techniques discovered by researchers. It also indicates the cutting-edge of crisis communication research as well as the current state of the field. Based on the similar lines, (Dr. Kane Hopkins, 2014) The role of senior communication practitioner in New Zealand organization indicated that the title of the managers did not include PR managers but was either communication managers or Communication and marketing managers. It also showed that senior practitioners were top level managers and were technically more involved rather than practically thus lacking strategic involvement. The qualitative findings of a research on the function of senior public relations practitioners in New Zealand are presented in this paper. It looks at the spectrum of key responsibilities that come with the job and how practitioners split their time between managerial and technical tasks. The study's goal is to build a more comprehensive and empirically based understanding of communication or public relations practitioners' management and managerial work — an understanding that covers what public relations practitioners actually do. Various researches were conducted on the influence of social media communication on brand equity (A- Djokic, 2017) The research shows that firm

created social media communication and their personal involvement has a positive influence while the same generated by users has a negative impact. It also indicates that brand awareness, association and customers perception based on those have a positive impact while word of mouth does not. The goal of this study was to look at the impact of various forms of brand communication via social media on elements of brand equity (brand awareness and brand associations, perceived quality, and loyalty, including behavioral loyalty, word of mouth, and commitment) in the food and fashion industries for environmentally friendly products. It includes aspects like Brand equity, Brand awareness and brand associations, Brand quality, Brand loyalty, environmentally responsible consumption, and social media communication and brand communities. Multiple advertising theories were also published (Peter Lang, 2018) The research highlights the following: -

1. Apologize along with compensation for the loss
2. It has also been found that most company's initial reaction to a crisis is either denial or blaming others involved such as the suppliers which are least effective. Whereas informing all the stakeholders as an initiative supports the apology theory and is most effective.
3. The way an organization responds to a crisis is more effective than crisis communication strategies. The next step is how to Revisiting antecedents of brand loyalty (Rizwan Ali Khadim, Mian Ahmad Hanan, Arooj Arshad, Noshina Saleem Noman Ali Khadim, 2018) was explained on this study. It concludes a partial mediating role between brand trust and brand equity on brand loyalty. It is also found that brand communities add on to social media communication to increase brand trust. Social media is a well-designed medium with a large and important impact on the population. When compared to traditional media, everything happens considerably faster on social media. A brand can reach a large number of people via social media and collect a large number of recommendations as a result of user interaction. Full and complete brand perception measurement is available through social media communication, as well as a roadmap for brand performance

through time. It also creates the highest and most potential for future progress. Consumers become loyal to their brand as a result of this model. How Corporate communication helps in building the image (Spurgeon.S, Shodhganga, 2012) provided insights to understand the impact that corporate communication created on the image of the company. In the majority of instances, the respondents' observation level, knowledge level, public opinion about the company, and perception about the company all had statistically proven significance. The advertising, editorial, and internet scores all demonstrated that these methods of communication had a major impact on the company's image. Corporate communication is also critical for a company's survival in the face of adversity. As a result, the researcher recommends organizations to approach corporate communication as a long-term investment rather than an expense. Corporate communication must be addressed with the same respect as other management activities such as Human Resources, Finance, Business Development, and Marketing. A sufficient budget for corporate communication will profit the business in long run by strengthening the impact on key audiences and so having a larger impact on the company's image. Articles on Public Relations were published (Chapter 9 book, 2012) reviewed the process by which strategic public relations efforts are accomplished. It recommends conducting formal research for formative and evaluation reasons. This method is most effective when used in conjunction with pre-planned activities such as public relations campaigns. Regardless of the situation, the public relations professional always asks, "What do I know about this issue?" before acting or responding. "What do I intend to achieve with my messages?" (Situational analysis) (goals and objectives); "How will my communications help me achieve this?" "What will I say?" (strategy); and (tactic). If a public relations professional is to become a strategic communicator, this process must be ingrained. The impact of social media marketing on brand loyalty (Mesut Çiçek & Irem Eren, 2012) Customers who follow at least one brand on social media in Turkey are included in the study, and data was collected using a standardised questionnaire administered to 338 people and tested using stepwise multiple regression analysis. Customers' brand loyalty is positively enhanced when a brand (1) delivers advantageous campaigns, (2) offers relevant

content, (3) offers popular content, (4) appears on numerous platforms, (5) offers social media applications, according to the study's findings. On social networking networks, customers choose to contribute music, technologically relevant, and humorous content. (Ms Jyothi Goudar, 2012) published the effectiveness of communication in Project Management. Communication is one of the most crucial aspects of project management success. The fuel that keeps the project going smoothly is communication. The most common hazard to the success of information technology projects is a failure to communicate. All of these characteristics are dependent on effective communication. It is not sufficient for a project manager to just plan and execute a project. There's a lot more to it than that. A good project manager should also be a "Effective Communicator." They should have the "soft" talents necessary for effective leadership. These emphasised areas will not guarantee success, but they will assist you in gaining a firm grasp on your project and ensuring that you are doing everything possible to make it succeed in this wild environment.

Impact of corporate branding on customer loyalty through corporate image, (Rameshwara Chawan, 2011) The study on Impact of corporate branding on customer loyalty through corporate image by Mr Pathak R C discuss it with the case study on Pharma Industry. In the pharmaceutical sector, corporate branding is critical for influencing decision makers on a political level and establishing confidence that will ease the introduction of new drugs. In a highly competitive Pharma sector, this study aimed to help marketing practitioners better understand the essential drivers that develop and maintain client loyalty. The findings corroborated prior studies that demonstrated business image and customer loyalty are major antecedents. Furthermore, the empirical findings of this study revealed that in the pharmaceutical industry, corporate image is the most essential factor in establishing and keeping client loyalty. Customers' sensitivity to customer support services is dropping, while their desire for high-quality products and services is increasing, according to the findings. Successful businesses typically provide high-value-added services in addition to low-cost products. They are able to profit from the lower-cost items while still providing higher consumer value and loyalty

in this way. Using social media to reach millennials (Alisa Lynn 2011) published a study titled Using social media to target millennials: the more social media tools. Relationships with the public that are beneficial to the organization's sustainability are critical. Public relations practitioners must establish and maintain strong ties between the organisation and its stakeholders in order to influence public behaviour in favour of the company and vice versa. Furthermore, this study is significant in the subject of public relations since it adds to the body of literature on social media tools and expands public relations practitioners' understanding. Millennial happiness does not rise with the diversity of tools, according to this study, although a social media presence does matter for most companies/brands in terms of Millennials' favourable opinions of that particular company/brand. Millennials are unlike any prior generation in that they have surrounded themselves with new opportunities to form relationships: through the use of technology. Social media tools have opened up new avenues for crucial audiences to form and sustain relationships with businesses and brands. Crisis communication difference in online media (Betsy D. Anderson, Katheryn R's 2011) article on the distinction between crisis communication in the media, blogs, and interactive comments provides insight into dealing with media coverage of a crisis, which has been one of the key obstacles for crisis communication professionals. Users are no longer passive recipients of messages from professional gatekeepers; instead, they are empowered to make content, influencing and amplifying dialogues with greater reach and speed than was before conceivable. The goal of this study is to see if there are any empirical differences in how the media and blogs cover crises in terms of opinion, tone, crisis responsibility, and sources, as well as whether there are any differences in the tone and civility of reader comments, depending on whether they appear on blogs or news sites. The findings of this study imply that crisis managers must keep a sense of perspective. The findings of this study imply that when directly engaging with commenters during a crisis, crisis managers should proceed with care. This research also suggests that crisis managers must retain their focus. Emotional intelligence for excellence in public relations, (Melissa D. Dodd, 2011) conducted a preliminary investigation into the relationship between emotional

intelligence and public relations roles. This study employed public relations positions as a performance result, suggestive of promotion or two-way communication, because literature outside of public relations has explored EQ in relation to performance outcomes, such as promotion. The ramifications of this study are primarily in using this preliminary (and obviously faulty) investigation as a springboard for further academic investigation of the EQ idea in the context of public relations. Future study (with a large sample size and meaningful results) might potentially entail the inclusion of EQ in public relations training and recruiting procedures. In addition, structural equation modelling might be used to investigate the relationship between EQ, two-way communication, public relations responsibilities, and the manager (versus technician) role in terms of where public relations managers get their competence. Examining the role of social media in effective crisis management, (Yan Jin, Brooks Fisher Lin, Lucinda.L.Austin, 2016) Examining the importance of social media in effective crisis management: the effects of crisis origin, information form, and sources on publics' crisis response was published in 2020 by Yan Jin, Brooks Fisher Liu, and Lucinda L Austin. Because the general public is increasingly using social media during crises, crisis managers must grasp how to strategically use these resources. Despite this requirement, there is a scarcity of theory-based research on the major characteristics that influence how people acquire crisis information via social media vs other channels. Internal crisis origins result in more intense crisis emotions and a more accommodating organisational crisis response. The public appears to be more accepting of the organization's accommodating actions when it takes a collaborative approach to a difficult circumstance. When the public believes the crisis is caused by internal factors, they are more likely to experience crisis emotions in general, including both attribution independent (such as anxiety, apprehension, and fear) and attribution dependent emotions (such as fury) (such as anger, contempt, and disgust). Furthermore, when crisis information is shared by a third party via social media, attribution-dependent emotions such as wrath, disdain, and disgust are likely to be amplified or increased, especially if the crisis is internal. When the public believes the source of the crisis is external, they are more inclined to accept evasive comments from an organisation if the crisis

information is given by the business. If the organisation is not the cause of the issue, it should respond proactively, using official organisational social media channels to establish information authority and accessibility. Problem managers and communicators could explore providing additional information and perhaps forming partnerships with the public and third parties to deal with the crisis as a group.

Pushing the envelope of relationship management theory (Desirae Johnson, Deanna F. Womack, 2011) Desirae Johnson and Deanna F. Womack's book *Pushing the envelope of relationship management theory: Specifics for advanced practise* examines the relationship management theory of public relations to find gaps and clarify any conflicts in the system's theoretical basis. Relationship negotiation theory bridges some of the gaps in relationship management theory and reinforces the basic foundation. It also boasts a number of notable improvements over the previous model. First, it correctly defines and stresses communication as a necessary component of relationship-building interactions. Second, it incorporates context as a critical system variable. Economic and other external circumstances may obstruct the link between the quality of the relationship and one or both parties' intended goals, regardless of how strong the relationship is. Following that, it reconciles some of the theoretical traditions that relationship management theory reflects. It identifies key communication traits that are likely to result in a successful relationship. Effective communication dialogues are characterised by a shared sense of control, mutually formed displays of affiliation that are acceptable to both participants, and consistency with both individual and joint relationship goals. The effects of transparency efforts of an organization to its reputation (Bokyung Kim, Seoyeon Hong, Glen T Cameron, 2011) The major goal of this study (*The effects of transparency efforts of an organization to its reputation: How a public react to a truth claim online?* By Bokyung Kim, Seoyeon Hong & Glen T Cameron) is to see if claims to open procedures used by an organisation to issue news releases have an effect on participants' judgments of message credibility, transparency initiatives, and organisational reputation. This is the first study to assess the

effects of two types of organisational promises to seek the truthfulness of an official statement on two key crisis outcome variables: perceived organisational transparency and reputation. Public relations practitioners cannot, without a doubt, dispel stakeholders' doubts with a claim or a statement. However, it is quite likely that an organization's claim to establish it as fact is appropriate for maintaining an organization's reputation, particularly when the business uses Facebook. Making the grade: What constitutes a successful PR education: (Eunseong Kim, 2011)

This study by Eunseong Kim tried to determine what a successful public relations professional implies in today's industry and media climate by interviewing both established and young public relations professionals. This research will help all parties involved in the profession of public relations, including students, educators, practitioners, employers, and audiences. Young professionals responded that their education, collegiate experiences, and personal history influenced who they are today. They valued the courses that provided them with a mix of academic and practical knowledge, the experiences that helped them develop leadership, communication, and creative abilities, and the parents, peers, instructors, and mentors who assisted them in developing their personalities. Public relations educators should include more opportunities in their classes for students to put theories into practise, engage students in activities where they can learn critical and strategic thinking skills, as well as other skills like leadership, encourage them to take courses in related disciplines, and prod them to actively seek out internship opportunities, and as much as possible, assist them in broadening their horizons.

Strategic leadership in public relations: Dimension, measurement and validation, (Juan Meng, Bruce K. Berger, 2011) proposed a set of characteristics to measure public relations executives' perceptions of leadership in order to examine strategic leadership in public relations. They've realised how critical it is to use leadership skills to produce great communication professionals and to use the right leadership style in practise. According to a modest body of research, public relations executives are critical for boosting the value of public relations, achieving organisational success, and assisting businesses in making strategic

decisions and doing the right thing. The formulation of the public relations leadership construct and its critical characteristics, as well as the development of reliable and valid measurement, are two significant areas that have gotten little attention. Leadership in the realm of public relations can be challenging and unfamiliar. While the findings of this study cannot address all of the difficulties and scenarios that practitioners may encounter in their quest to improve corporate communication effectiveness, they do suggest that certain characteristics are essential for effective leadership. Practitioners who want to develop effective leadership qualities and demonstrate competence along the dimensions of exceptional leadership will find it easier to gain credibility and participate in strategic decision-making processes. Understanding how leadership aspects might influence individual achievements and corporate communication goals would be beneficial to public relations practitioners. Understanding the sequence of establishing fundamental leadership competencies from the perspective of the organisation will give a road map for organisations planning to engage in communication management efforts. An attempt on quantitative profiling of PR practitioners in Japanese companies. Applicability of "revealed Preference" approach, (Junichiro Miyabe, 2011) makes an attempt Using the database of PR practitioners created for this study, some of the characteristics of persons in charge of PR activities in Japanese firms are revealed, which represent management intent and decision on communication activity. In terms of human resources, Japanese corporations are believed to be relatively homogeneous. The majority of employees are hired when they first enter the job market after completing their degree. In Japan, changing jobs in the middle of a career is still a common occurrence. As a result, lifelong employment and on-the-job training are still common practises among Japanese businesses, particularly larger, publicly traded businesses. The majority of Japanese publicly traded companies have at least one member of the board of directors who is responsible for public relations and communication. Officers in charge of public relations also have direct access to ongoing conversations on top management issues. This, in turn, implies that top management of Japanese publicly traded companies recognises the importance of communication effort. Japanese listed firms place a high importance on company-

specific experience earned within the company. The post of general manager of the PR department is no exception. In many Japanese companies, the job of PR manager is not reserved for PR experts. This leads to the tentative conclusion that Japanese corporations realise the need for a PR/communication manager with extensive knowledge and a strong human network within the organisation.

Multicultural environments and their challenges to crisis communication (Maria De Fatima, Oliveira, 2011) used grounded theory analysis to examine cultural factors on crisis in qualitative interviews with communication professionals. This method provided a number of results. This study offers solutions for preparing communication students and practitioners for changing demands of the industry by incorporating cultural competence and crisis management frameworks. This research adds to the body of knowledge in the fields of public relations and crisis communication. Despite the fact that the globe is becoming increasingly interconnected, there is no compelling evidence that people are becoming more alike. Cultural diversity has a major impact on crisis communication management, according to this study. Future communication research could lead to a better understanding of how culture and cultural competence affect crisis management and communication methods. These findings could also help communication students prepare for success in a global setting. By combining a cultural competency framework with crisis communication study, public relations scholars can promote better practises in the field that are more responsive to societal expectations. Public relations practitioners' characteristics as factors affecting organizational blog content, (Timothy S. Penning, 2011) work aims to move public relations research from descriptive to predictive. The classification of public relations content as relational or promotional is one of the study's contributions. This research presents and examines a series of hypotheses on how factors related to individual public relations practitioners influence the degree to which public relations communication is self-interested (promotional) rather than dialogic. A PR practitioner's or another blogger's personal writing style could be a factor. Furthermore, practitioners' familiarity with technology and grasp of social media standards, such as dialogic and conversational approaches, may differ

significantly. Other factors connected to the organisational setting may also be present. Smaller firms, for example, are more likely to communicate in a conversational tone, whereas larger organisations are more likely to communicate in a formal tone. The focus of the firm, i.e., whether it is a product or service company, could be a factor influencing its public content. Similarly, the breadth of the organisation, whether local or large, may be a role. In addition, the position of PR in the organisational hierarchy, the extent to which PR professionals are members of the prevailing coalition, and external environment factors could all be investigated. How today's digital landscape redefines the motion of control in public relations, (Larrie Philips, Daren C Brabhan, 2011) They believe that PR practitioners are increasingly converting from message makers to message curators, and from brand managers to brand community managers, through the perspective of the It Gets Better Project. They have taken some attempts to demonstrate that current PR theory could benefit from going outside of public relations alone as researchers battle with describing the impact of social media on the organization-public connection by combining literature from other disciplines. Future social media research should take an interdisciplinary approach to model development and theory testing, with a focus on information science, communication, and organisational behaviour literature, particularly that focusing on organisations that exist and were founded wholly online. Present theory will be challenged as a result; in some cases, investigations will confirm and/or simply extend current theoretical frameworks, as ours does, while in others, entirely new models may be required. Zerfass and Duhring, 2011 focused on examining new trends in the relationship between marketing communications and public relations in corporate communications with a particular emphasis on corporate branding. Based on a detailed review on different perspectives on the linkage between marketing communications and public relations, the authors suggested that they have to be considered differentiated and related due to different levels of convergence. The authors could confirm the existence in both academic discourse and corporate practice that the connection between both fields is shifting. Moreover, they found no statistically significant differences in the evaluation of communication channels and instruments across the two functions that would lead

to weaker arguments for the division of two departments. Also, they asserted that both departments would make significant contributions to corporate success; however, the extent and quality of their coordination and integration would be critical.

The role of market-oriented relations in PR: The differing perspectives of managers and practitioners in U.S and Taiwan, (Yi-Hui Christine Huan, 2011)
This study investigated the function of market-oriented public relations by conducting two surveys, one to explore the viewpoints of company managers and the other of public relations practitioners and comparing their views. Based on the findings, the authors reported that business managers, public relations practitioners active in market-oriented contacts, and those who are not, assessed the value of public relations in general in a way that prioritized media coverage. The agreement between these two groups in this regard highlighted the choice of media coverage as the major contribution of general public relations. Furthermore, they added that the market-oriented public relations practitioners valued media-related contributions, whereas the business managers and public relations practitioners who were not involved in marketing practices valued the role of market-oriented relations in revenue generation and cost reduction, but not media exposure. On the other hand, public relations practitioners who are primarily involved in market-oriented relations assess their value by producing media outcomes. Lastly, they concluded that practitioners of customer relations had significantly different opinions than practitioners outside this discipline when it came to the contribution of market-oriented interactions in particular. Corporate Communication in Business Enterprises (Utpal Kumar Debnath, 2008) conducted research to identify gaps in the execution of corporate communication programmes as well as the variables that influence the programmes' effectiveness. The author, based on his findings, observed that the people involved in the corporate communication process at a few organizations like NALCO, PPL, and GRIDCO were not performing as well as they should. He also stated that a bad corporate communication strategy might result in unavoidable failures among personnel assigned to site offices and factories in outlying areas of the state.

Furthermore, around 42% of employees were unaware of the actual activities and benefits of the corporate communication system that is in place in their work units. Finally, he added that lack of sincerity, negligence and commitment could significantly affect the efficiency of a corporate communication system. Crisis Communication and social media, (Timothy Coombs, 2008). Because of the rapid evolution of new media, public relations frequently get ahead of research. In terms of social media, crisis communication practise is ahead of research. To begin, we should point out that social media can be a great tool for detecting warning indications of impending disaster. Managers should monitor social media pertinent to their industry as part of their crisis scanning. Observing can be as simple as searching and analysing blogs on a daily basis for mentions of your company, its products, or services. This would include relevant blogs in your field. The blogs could serve as early warning signs of impending disaster. Online videos could also be a red flag. The majority of web videos are hosted on YouTube. Sending messages during a crisis is the flip side of crisis communications. Blogs can be an efficient way to keep people informed about a catastrophe. Blogs, like specific crisis areas of a website, can be quickly updated. Interactivity is another advantage of blogs. Stakeholders can make comments, provide feedback, and ask questions on the website. The requirement to reply to questions, on the other hand, increases the time commitment of the crisis team. RSS can be used to reach out to employees and other stakeholders who want to receive updates. Podcasts and films can also be made available. The effect of corporate branding dimensions on consumers' product evaluation: A cross cultural analysis, (Nizar Souiden, Norizan M. Kassim (2006) conducted a detailed survey to ascertain the condition of corporate communication in India. A fundamental premise considered in his study is that communication is the primary activity of business, responsible for generating a creative reaction to the constant flow of information. According to the study's results, corporate communication in the nation has not yet attained maturity. However, it is rapidly evolving and growing increasingly reliant on technology. This study revealed that the need to build trust with all audiences continues to be a major problem for businesses. Furthermore, openness is emerging as a best practice for reputation management, and writing

remains a critical talent for business communication. Therefore, it is determined that the function of corporate communication is critical to the corporation's success. In a crisis, it is the business, not its goods and brands, that must stand up. Hatizos (2006) conducted research to assess the value and relevance of international public relations education in practice from the perspectives of educators and practitioners. The findings from the study revealed that both educators and practitioners consider the international public relations curriculum to be essential and promising in terms of employment usefulness. In addition, the study suggested that international courses may aid the practitioners in understanding the multicultural elements of conducting public relations in a global environment. de Carvalho (2004) investigated the notion of corporate reputation and corporate image, as well as whether reputation can be controlled and, if so, who controls it. Also, this research used a multiple case study technique to determine the degree of power corporate communication practitioners have over company reputation. The research outcomes revealed that the only way to control corporate reputation is for the company to manage the individual connections it has with all of its stakeholders, particularly the media. Furthermore, the study found that the idea of image making is frequently associated with a positive view and a misunderstanding of public relations. Watson and Simmons (2004) conducted an in-depth assessment of research and evaluation procedures in Australian public relations. The findings showed that Australian practitioners are less confident, and they appear to be more influenced by client attitudes and knowledge constraints than comparable cohorts worldwide. Finally, it was indicated that there appears to be a tendency toward more utilization of evaluation methodologies among Australian practitioners; nevertheless, it is firmly focused on output measurement rather than outcomes. Defines Corporate Communication (2003) as the voice of the corporation to various audiences. Corporate Communication has been identified as a habit which employees internalize which is a positive attribute for the company at all given times. According to *Dealing with Media in Crisis*, Michael Taylor (2003), dealing with the media has grown even more difficult. Whether or not you enjoy dealing with reporters, cameras, and microphones, you may find yourself in this situation. It will help you if you

have a "media strategy" in mind before a crisis. People are drawn in by sloppy replies to simple questions. However, even the most effective media relations strategy will not always result in positive press. A good, friendly relationship with local media before anything "bad" happens is probably the best safeguard against unfavourable publicity. If an incident occurs, it might be disastrous for you and your company. Prepare a few sound bites that will look well in the press and sound good when quoted, as well as ready replies to likely queries.

The conclusion of T K Avvai Kothai's research, published in the paper (ORGANISATIONAL CRISIS MANAGEMENT A STUDY BASED ON SELECTED ORGANISATIONS IN CHENNAI, 2002)" is that every organisation must prioritise the notion of "Crisis Management." Organizations should take proper actions to avoid/minimize crisis circumstances as much as feasible. Surviving a crisis gives the organisation more time to re-examine and rebuild itself so that it never finds itself in a similar predicament again. A quick, positive, and successful response to a crisis can not only help control the issue, but it can also help the company gain market share, enhance employee relations, and improve its public image. The success of big crisis resolution is determined by how individuals interpret the situation. When striving to prepare for a crisis, businesses should ensure that all of their management see a crisis as an opportunity rather than a threat. According to (Katie Delahaye Paine, 2002) you must always be listening carefully to your audiences to ensure that you are doing everything possible to avoid a disaster. What are the problems that are being discussed in chat rooms? in discussion boards? as well as in the media? How are your messages being received by employees, vendors, and the general public? Regular surveys and media content analysis can easily provide answers to these questions (print, electronic and the internet.) When it comes to assessing your efficacy during a crisis, there are three factors to consider.

1. Measuring Outputs and the Process's Effectiveness: Monitoring the media on an hourly or daily basis to see if and to whom your important messages are being disseminated.

2. Measuring Impact: Identifying whether the messages are having the desired effect, whether they are being believed, and whether they are affecting public opinion.

3. Measuring Outcomes: How did the crisis affect your reputation and customers' willingness to buy in the long run? Is there a lot of employee turnover? Is there trust among shareholders?

The sheer volume of crisis coverage is sometimes the ultimate measure, not the content. After a crisis, the volume of coverage fluctuates. Sometimes it increases, and sometimes it decreases. That is the distinction between well-managed crises and those that are poorly handled. By aggressively dealing with a situation, a well-managed crisis gets all the unpleasant news out of the way up front. The most crucial element of the measuring process is analysing the data to see what can be learned from it. What are the takeaways, and how can you improve and change? What must be accomplished TODAY? What should you do if you're faced with a situation like this? What should you not pay attention to? These suggestions and insights ensure that your measuring system is regarded as valuable. And if you keep the programme going once the crisis is past, it will become much more so. Measurement should be done on a regular basis and as part of your overall strategy. The paper titled (Corporate Communication: A Powerful tool for stating corporate mission. Corporate Communication: An international Journal, Kiyoshi Yamauchi, 2001) examines some of the challenges surrounding the notion that a company's values are encompassed in its corporate philosophy, and that corporate communication is all about transmitting these values. It is based on the findings of the author's 1997 survey of 76 typical Japanese global firms on the current situation of their overseas operations. Communication is an activity that crosses across all of an organization's actions, according to Mr K K Jayan's study on communication in Cochin refineries, 2011. It is not a task that can be assigned to any organisation or department on its own. The majority of tasks require peer-to-peer cross-organizational contact rather than hierarchy to achieve integration. Every vital procedure spans the borders of one department, necessitating cross-functional contact. Another facet of KRL's organisational culture is that

innovators and creative people are regarded in high regard, regardless of their position in the organization's hierarchy. Even when the reward mechanism is ineffective, such individuals with strong inventive skills are readily noticed. Some human resources management factors, such as the lack of peers and attendants, the prohibition against hiring relatives of employees, the high level of educational qualifications required for appointment, the informality of interpersonal communication, the lack of names and designation boards in offices, and addressing by first name, have an impact on the communication process and learning culture. The organisation has efficiently used the oral communication system in the proper discharge of day-to-day duties. Despite the fact that officers spend a lot of time on each day, it minimises miscommunication and sorts out discrepancies, resulting in a speedy decision-making process. Furthermore, time management principles are used in ICRL sessions. Though KRL engages in some of the traditional upward communication activities, senior management is more concerned with business processes such as production and project delivery. A lot of effective social communication channels exist. They are not adequately utilised by management by taking advantage of communication opportunities in the upward direction. The smooth flow of information and knowledge in KRL is part of the reason for its success, and communication is crucial.

A study titled (Guidelines for Measuring Relationships in Public Relations, 1999) was released by Linda Childers Hon and James E Grunig. For many years, there have been tools and procedures for assessing and analysing the relatively short-term outputs and effects of certain public relations initiatives, events, and campaigns. However, there has never been a way to measure the success or failure of long-term partnerships resulting in part from public relations activities. They discovered through their research that the consequences of an organization's longer-term connections with key stakeholders may best be quantified by focusing on six very specific characteristics or components of the existing ties. The scales have been tested and shown to be good measures of relationship perceptions, robust enough to be utilised in relationship evaluation. In addition to employing

the items to measure the attitudes of important constituent groups toward specific companies, the questions might also be administered to management of the organisations under study to gather their perspectives on a specific public interaction. Disparities in how management and the public perceive a partnership can be detected when both sides' perceptions are measured. This type of gap analysis will uncover solutions to maintain or repair relationships. (Philip Kotler and Janne Scheff's *Standing Room Only: Strategies for Marketing the Performing Arts*, 1997) is a thorough and up-to-date resource of marketing theories and practises. It focuses on ideas and tactics that can help performing arts organisations considerably increase their effect and practises while also combining their public and artistic goals. It's a must-have resource for arts managers, marketers, fund-raisers, board members, arts management instructors and students, and anyone who work closely with arts organisations, such as foundation directors, corporate executives, consultants, and artists. They cover a wide range of basic marketing and management methods and issues, as well as prevalent concerns among managers and marketers in the performing arts. The study is chock-full of examples of performing arts organisations that have pioneered new approaches to audience development and resource development, organisations that can serve as role models for those struggling to survive, let alone thrive, in a rapidly changing social, economic, and demographic climate. *Corporate Communications Management: The Renaissance Communication in the Information Age* by Diane.H. Gayeski (2013) provides a professional context for corporate communications skills, technologies, theory, and practises. It takes an inter-disciplinary approach to provide a full and practical grounding in corporate communications by synthesising various key communication disciplines. It provides business communicators with the tools they need to manage their resources successfully. The handbook (*Industrial Psychology*, P.K. Ghosh, M.B. Ghorpade. 1981) emphasis on the importance and effectiveness of having strong internal communication within an organization. It also mentions how the same was not given due importance in the management process and has grown with time. The article (*The Most Important Crisis Management Case Studies*, 2018) looks at various firms' crises. Starting with Facebook, the Holmes Crisis Review

shows how paying lobbyists and public relations experts can only go you so far when all you're asking them to do is deny and then delay resolutions to threats. It serves as a reminder that a hasty reaction to an emergent threat is no substitute for a well-thought-out preparedness strategy and a thorough review of potential hazards well in advance of their occurrence. The focus of Nissan's problem was on former chairman Carlos Ghosn, who was arrested and charged with underreporting his salary by more than \$80 million over the course of eight years. According to the Holmes Crisis Review, "corporations clearly need to be prepared for dealing with inappropriate or illegal behaviour even at the most senior leadership level: corporates that fail to adopt basic governance structures will endear little sympathy when alleged persistent wrongdoing is finally called out." Johnson & Johnson has also been criticised for probable harmful components in its talcum powder, which has resulted in negative press.

p a Twitter account for themselves. In 2018. And then got to work comforting fans of the show. To emphasise that their brand isn't bloodthirsty or cold-hearted, their Twitter username is @CrockPotCares. The article (What you can learn from the best-managed PR crisis of all time, 2018) details how several companies handled the problem in recent years. After an unfortunate chain of events caused delivery delays from its warehouses, KFC ran out of chicken in the bulk of their 870 UK & Ireland restaurants. To own their FCK up, its PR team published great newspaper advertising with the KFC letters rearranged on the bucket. Customers might check the chicken status of their local eateries by going to a page on their website. They also stayed on top of the news by responding queries on social media on a daily basis. From the issues surrounding its annual Christmas cup designs to their failed Race Together campaign, the coffee giant Starbucks has had its fair share of disasters. The issue of racism reared its ugly head once more this time. Following that, Starbucks closed 8,000 locations across the United States for Racial Bias Training. While not all of the employees who took part thought it was executed to the best of their abilities (especially people of colour, who felt it was at times weak), it did send a message that Starbucks was willing to make a cultural shift within their workforce to combat the biases that led to the incident. Starbucks is

expected to have lost \$12 million in earnings during the time the locations were closed, but absorbing the penalty is a crucial step toward mending the public's perception of the company. The television show "This is Us" aired. The NBC series had a mysterious death captivating the audience for the first season, when it was revealed that the death was caused by a house fire sparked by a slow-cooker, Crockpot had to deal with a sudden fear of their product. They set u

CHAPTER – 3

RESEARCH METHODOLOGY

Crises have challenged industries and organization leadership and risk managers worldwide not only due to unexpected circumstances, but also due to breakdowns in information flow. Most of the crisis unexpectedly large scale, unprecedented and are trans-boundaries. Trans-boundaries spread over large areas without any geographical restrictions. In general crises bring up uncertainties and challenge the industry and organizations, governments affecting stakeholder relations both public and private sectors. Managing crises remains at the core of corporate communications roles in risk management and resolving the crisis to build the reputation, image and identity of an organization. Corporate communications managers are needed to deal with crisis at three levels – pre-crisis, during crisis and post-crisis. There is need to develop strategies at all three stages to mitigate the risk borne out of crisis. Pre crisis, preparedness consists in developing knowledge and capacities to effectively anticipate and respond to crisis in order to ensure speedy recovery. Once a crisis actually happens the response stage begins with detecting and monitoring crisis to develop effective plan of action to resolve crisis. In the post crisis stage, efforts are made to bring crisis closure and develop a strong feedback mechanism for future planning of crisis management.

The key to effective crisis management and its resolution is building effective crisis communication strategies by corporate communication managers. Corporate communication is a defensive mechanism which is used to protect the company or organization in adverse saturations. Corporate communications does this effectively managing communication between an organization and its publics. Basically, it is a planned process to influence to influence public opinion based on mutually satisfactory two-way communication. As a crisis manager, corporate communications office handles media enquiries and communicates with the stake holders during crisis. This is done over and above the corporate communications professionals work as advisor and an advocate to the company during crisis. Corporate Communications also deals with building reputation, creating an identity, and image of an organization

by reaching out to the different stake holders. Aggressive media, highly demanding stake-holders, governments policies, alert investors, belligerent customers and edgy employees are important components in building communication strategies in crisis communication.

3.1 STATEMENT OF THE RESEARCH PROBLEM

Crisis has been a challenge to companies and industries for long there by affecting the reputation, image and identity. Effectively communicating with all the stake holders is a key component to success in crisis management and resolving it. Corporate communications has a vital role to play in communicating with the stake holders and keeping them well informed and updated. The aim of this research is to study the CC initiatives taken by companies, understand the impact of those and through the course of research develop a Crisis Management module. The thrust areas in the area study are organization structure stakeholder relations, strategies and initiatives in corporate communication.

Corporate communication deals with creating a balance between public perception and the organization and its programmes to gain greater acceptance. Balance theory proposed by Fritz Heider states that for any communication to be effective the perception of (P), public in this case should strike a balance with (O) the organization and (X) the programmes and policies of the organization. Through the communication strategies, communication content is designed and delivered to the stakeholders. Corporate communication needs to be persuasive in nature. The underlying concept of persuasive communication is applied in corporate communication content to persuade public towards greater acceptance of organization's point of view. The Cronkite's paradigm of persuasion focuses upon the psychological mechanisms used by communicator sets out to affect the perception and attitudes of people. It is of interest to note, how corporates build the persuasive content and influence the public perception and attitude towards organizations.

The key concepts used in the research are the ‘informing’, ‘persuading’ and ‘promoting’. These concepts become the basis of any corporate communication in order to influence public and build the organizations reputation, identity and image. The research study envisages examining and understanding the corporate communication efforts to inform, persuade public and promote the organization and its programmes and policies. The research concentrates on the service sector organizations. The study objectives developed is based on the theoretical concepts of informing, persuading and promoting which is the hallmark of corporate communication.

3.2 RESEARCH GAPS

- The consumer today not only has ample choices to choose from to fulfill their needs but is also well informed and smart, which makes it essential for the consumer industry to keep the consumer updated and informed.
- Consumer oriented industries today are prone to crisis which affects their reputation, image and identity thus managing crisis is a surmountable task.
- Though there is no one single method or strategy to manage crisis, this research will identify the type of crisis, credible solution and create a communication strategy in crisis communication and management.
- Besides, there will be a holistic module in crisis management as a suggestion or recommendation that will be formulated as the final outcome of the study.

3.3 OBJECTIVES OF THE STUDY

GENERAL OBJECTIVE:

The general objective of the study is to understand the role of corporate communication in building communication strategies and communicating with stakeholders in crisis management and sustaining the reputation, image and identity of the company.

SPECIFIC OBJECTIVES OF THE STUDY:

- To understand the impact of crisis on stakeholders
- To study the Corporate Communication initiatives in crisis management
- To analyse the Corporate Communication strategies in resolving the crisis
- To develop a comprehensive Corporate Communication Tool Kit in Crisis Management

3.4 DEFINITIONS OF CONCEPTS USED

Keeping the study objectives in view the current research aims to do comparative analysis of organization's corporate communication efforts in identifying different stakeholders, strategies adopted, initiatives in crisis communication.

- Corporate communication- the voice of the corporation to various audiences. Corporate Communication has been identified as a habit which employees internalize which is a positive attribute for the company at all given times.
- Stakeholders- Every party that is associated with an organization is considered to be a stakeholder. In this study Company as a legal entity has been considered and not personal. It shall include only service and marketing crisis. It does not include the production process, financial or administrative crisis.
- Strategies and Initiatives- The study has studied and analyzed various corporate communications strategies and initiatives used by companies and professionals during the time of crisis
- Crisis communication- At the time of crisis, the corporate communication has a primary role to bridging the gap and de-escalate the crisis. An important part would be keeping the media well and properly informed. This will help in

reducing the negativity and control the downward slide if any of the company's reputation and image.

- Crisis management- It is an area where PR has pivotal role to play between the organization and outside public A crisis is any incident that may seriously threaten the personal safety, the reputation, the assets, the goodwill, the market share or the revenue earning capacity of an individual, organisation or business. At the time of crisis, the corporate communication has a primary role to bridging the gap and de-escalate the crisis. This will help in reducing the negativity and control the downward slide if any of the company's reputation and image.
- Reputation and identity- This study has studied the initiatives taken by the companies and professionals to maintain the reputation and identity of their company and also studied the extent to the consumer understands and perceives those initiatives.
- Image- This study proves that corporate image plays an important role in creating and maintaining customer loyalty in the pharmaceutical industry.
- Consumer- This study has considered consumer as the center of the entire product life cycle and how strategies and policies are built around it.
- Industry type – This study is limited the research to consumer-oriented industries, i.e., industry types whose end product/ service is consumed directly by the consumer

3.5 HYPOTHESES

H₀: There is no significant difference/relationship between the independent variables and the dependent variables

H_a: There is no significant difference/relationship between the independent variables and the dependent variables

Independent variables: Age; Gender; Education; Occupation; Income

Dependent variable; Type of companies; Consumers; Knowledge and perception of crisis;

The hypothesis in this study aims at identifying if or not variables such as age, gender, education. Occupation and income make a difference or react differently to various communication strategies devised whiles dealing with crisis or can this study conclude that the strategies used are same and have a similar impact irrespective the abovesaid factors

3.6 RESEARCH DESIGN

A study design is the plan, structure and strategy of investigation conceived by the researchers to obtain answers to the research questions and to control variance. As a plan it provides an overview of the scheme or program of the research. It provides and outline of what the researchers will do from writing the hypotheses and their operational implications to the final analyses of data. As a structure of the research, it is more specific. It is the outline and the paradigm of the operations of the variables. As a strategy, it includes methods to be used to gather and analyses the data. In other words, strategy means is to how the research objectives will be researched and how the problems and how the problems encounter during the research will be met with. The study design serves two basic purposes that is provide answers to the research questions and controls variances if any.

The study being a field study is conducted under an Ex-Post-Facto research condition. Field studies are ex-post-facto scientific inquiries aimed at discovering the relations and interaction among sociological variables in real social structures. There are two types of field studies: The exploratory and hypothesis testing. The exploratory type seeks what is rather than predicts relationship to be found. Field studies are strong in realism, significance, strength of variables, theory orientation and heuristic quality. The exploratory type has three main purposes – to discover significant variables in field situations; to discover relations among variables; and to lay the groundwork for later more systematic and rigorous testing of hypothesis.

The research will be conducted under Ex-Post-Facto condition (quasi experimental). A non-probability random sample from public as important stakeholder will be selected to understand the corporate communication strategies and trends of service sector organizations. A comparative analysis of corporate communication sector department of each sector organization will be undertaken to map the similarities or otherwise among them.

3.7 SAMPLE AND SAMPLING METHODS:

Considering the multi-dimensional method of the study, three different phases of sampling techniques were applied in sample design.

PHASE – I

SELECTION AND SHORT LISTING OF INDUSTRY TYPES:

The final selection of the industry types for the study was based on two stages – identifying the most crisis prone industry and short listing among them.

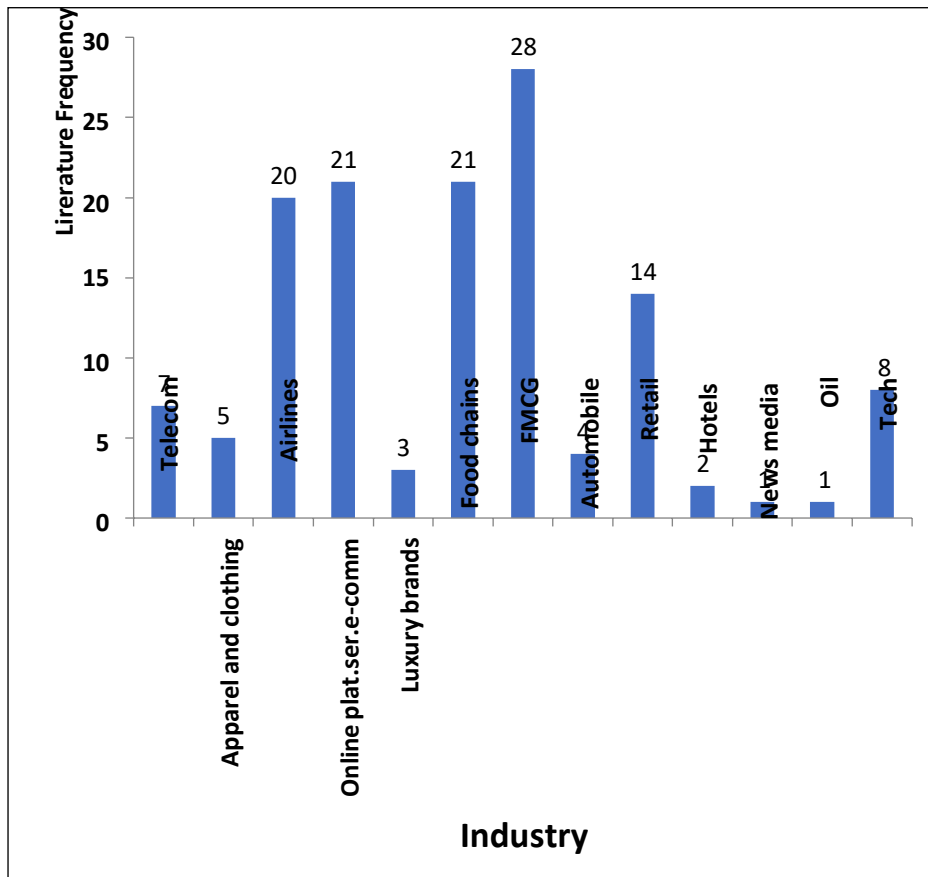
STAGE – I

This stage consisted of identifying different industry types. Based on the review of literature, 13 different industry types were identified.

Number	Industry type
1	Telecom
2	Apparel and clothing
3	Airlines
4	Online platforms/ services/e-commerce
5	Luxury brands
6	Food chains
7	FMCG
8	Automobile
9	Retail
10	Hotels
11	News media
12	Oil
13	Tech

STAGE – II

Based on the frequency of reporting of the crisis in media and reviewing 26 article the following 4 industries have been shortlisted



Based on the frequency of reporting of the crisis in media and reviewing 26 article the following 4 industries have been shortlisted

1. FMCG
2. FOOD CHAINS
3. ONLINE PLATFORMS/ E-SERVICE/E-COMMERCE
4. AIRLINES

PHASE – II

SELECTION OF COMPANIES BASED ON THE FOUR SELECTED INDUSTRY TYPES:

10 companies have been selected for each of the industries. 5 national and 5 international companies have been selected using convenience sampling to conduct

the case studies.

Following is the list of companies selected under each industry type.

	FMCG	FOOD CHAINS	ONLINE PLATFORMS/ E-SERVICE/E- COMMERCE	AIRLINES
National	1.Cadbury	1. KFC	1. Flipkart	1. Kingfisher
	2. Coke	2. McDonalds	2. Zomato	2. Jet Airways
	3. Nestle	3. CCD	3. Swiggy	3. Spice Jet
	4. Amul	4. Haldirams	4. Myntra	4. Air India
	5. ITC	5. Dominos	5. Ola	5. Go Air
International	6. Johnson&Johnson	6. Subway	6. Alibaba	6. British Airways
	7. P&G	7. Tacco Bell	7. Uber	7. Delta
	8. Loreal	8. Burger King	8. Amazon	8. Quatar
	9. Pepsi	9. Starbucks	9. Groupon	9. Singapore Airlines
	10. Dove	10. Pizza Hut	10. Doordash	10. Malaysian airlines

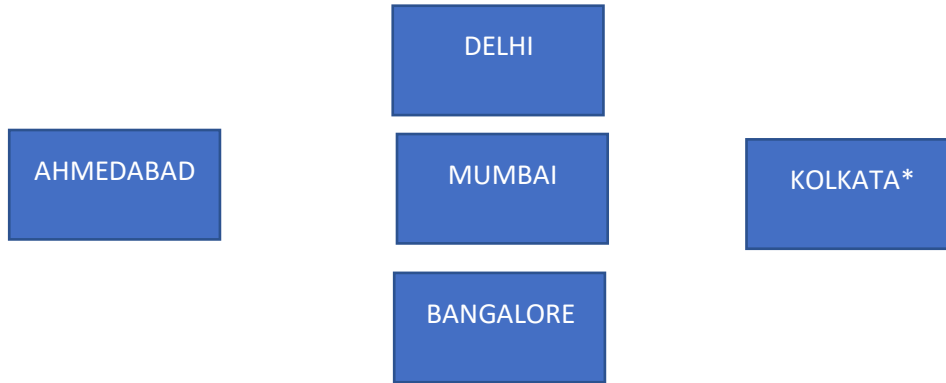
PHASE – III

SELECTION OF CUSTOMERS

STEP 1 : The following were identified based on ranking highest on the list of NSDP(Net State Domestic Product) from North, South, East, West and Central:



STEP 2: Tier 1 cities were identified in each of the above states



*Since states with the highest NSDP does not consist of a tier 1 city, the next best state with a tier 1 city has been chosen

STEP 3

Stratified random sample is applied to selected customer pan India. The selection of sample is based on the following criteria. The sample size as for the Indian population with 95% level of confidence and 4% margin error is 583. The sample used in this study is 609 which is beyond the above-mentioned value and has been divides as follows

CITY

CITY	FREQUENCY	PERCENTAGE
Ahmedabad	109	17.89
Bangalore	108	17.73
Delhi	123	20.19
Kolkata	100	16.42
Mumbai	169	27.75
TOTAL	609	100

OCCUPATION

Occupation variable		Frequency	%	Valid %	Cumulative %
Occupation groups	Government service	107	17.6	17.6	17.6
	Private service	110	18.1	18.1	35.6
	Own business	99	16.3	16.3	51.9
	Student	99	16.3	16.3	68.1
	Housewife	93	15.3	15.3	83.4
	Professional	101	16.6	16.6	100.0
	Total	609	100.0	100.0	

AGE GROUP

Age variable		Frequency	%	Valid %	Cumulative %
Age groups	18-27	123	20.2	20.2	20.2
	28-37	115	18.9	18.9	39.1
	38-47	135	22.2	22.2	61.2
	48-57	123	20.2	20.2	81.4
	58 and above	113	18.6	18.6	100.0
	Total	609	100.0	100.0	

3.8 RESEARCH TOOLS

For the purpose of the data collection separate tools for data collection based on the objectives of the study was developed and adopted.

The three tools are:

Tool – 1 – Inquiry form

Tool – 2 – Interview schedule

Tool– 3 – Questionnaire

Inquiry form was designed for collect data from different companies selected for the study under four industry types. The inquiry form consisted of three parts. Part A which has eight questions was used to collect information of the basic structure and other details of the companies. Part B, having seven questions with multiple options collected data on basic understanding of crisis and its management aspects among companies, enquiring about the steps taken in crisis management, communication strategies and PR strategies.

Interview schedule was designed to collection information from PR professionals. The interview schedule consisted of three parts. Part A with two questions elicited information on the profile of professionals. Part B having seven questions with multiple subparts was used to collect data on professionals understanding of crisis, approaches taken by them in crisis management and the media relations adopted in crisis management, understanding and preparedness in different stages of crisis and finally the role of engaging management in crisis appraisal.

Questionnaire is developed to collect data from customers. The questionnaire consisted of two parts. Part A elicited information of the customers demographic and socio-graphic variables. Part B consisted of 5 questions with multiple subparts and used five-point Likert scale. This part collected data on customers awareness about crisis in a company, the effect of crisis on the company and its brand, opinion of the customers on brand loyalty post crisis and finally their reaction to the company's handling of crisis and the role of PR.

3.8.1 PRE-TEST TO DESIGN THE QUESTIONNAIRE

The questionnaire was pre-tested in non-sample are to ascertain the viability of data collection. Post pre-test the questionnaire was used for data collection.

The reliability and validity test were done before data collection. The reliability test was applied for pilot study conducted in non-sample area. A total of 50 respondents were randomly selected for the pilot study to test the questionnaire. Accordingly, corrections were carried out in the tool for data collection based on the responses given in the pilot study.

To Find ‘Reliability and Validation of Questionnaire’ three different methods are utilized:

1. **Face Validation:** For this purpose, experts from the field of Corporate Communication and Public Relations and academicians from the fields of Communication and Statistics were consulted.
2. **Pilot Study:** A total of 50 respondents were randomly selected for the pilot study to test the questionnaire. Accordingly, corrections were carried out in the tool for data collection based on the responses given in the pilot study.

2. Cronbach’s alpha

Reliability Statistics	
Cronbach's Alpha	N of Items
.805	52

The value .805 that the items have relatively high internal consistency and the scale used is unidimensional. The value also suggests that further methods such as factor analysis can be applied as the items are consistent as a group.

3. Kaiser-Meyer-Olkin Measure Test

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.712

KMO value of .712 implies that the degree of information among the Variables have a strong partial correlation hence making it a perfect scenario to Conduct factor analysis.

3.9 STUDY VARIABLES

Three types of study variables are considered.

They are:

- 1) Independent variables.
- 2) Dependent variables.
- 3) Demographic variables.

3.9.1 INDEPENDENT VARIABLES

The prime objective of the study is to explore the role of Corporate Communication in the management of crisis in an industry. Independent variable remains Corporate Communication system. In the new era, Corporate Communication system has two important components, i.e., Internal Communication and External Communication. Internal Communication relates with the employees working in the organization. There are various channels adopted for internal communication. These apart from circulars, orders, include in house magazines, mailers through Intranet, open-house sessions, feedback forums, informal get-togethers and in-house contests. External Communication describes the communication that a company has with external entities such as vendors, suppliers, bankers, agents, competitors, franchises, consultants and customers. Besides, company's reputation, image and identity along with brand loyalty among customers are also evaluated.

3.9.2 DEPENDENT VARIABLES

The Dependent variable employed in the present study is the impact (positive, negative and neutral image of the company) on/among the internal public and external public in crisis management. The role of management and PR professionals are also considered for the study. Stake holder relations, during and post crisis are evaluated against the PR communication and management strategies in crisis management.

3.9.3 DEMOGRAPHIC VARIABLES

Demographics are current statistical characteristics of a population. Commonly examined demographics include gender, age, home, ownership, employment status and even location. In this study, the following demographic variables of the respondents were considered: Age, Gender, Education, Position and Location.

Age: Age of the respondents was classified into four sub-age groups: a) 20-30 years, b) 31-40 years, c) 41-50 years and d) 51-60 years.

Gender: Male and Female respondents constituted the Gender variables.

Education: Education level of the respondents was studied under three groups: a) Under-Graduate, b) Graduate, c) post-Graduate.

Position: The position of the respondents has been categorized into Scale and Grades. The respondents in Scale category are non-executive employees and those in Grades

are executive employees.

Location: The location of the respondents has been classified into those from Bangalore and Outside Bangalore.

3.10 DATA ANALYSIS

The data was analyzed keeping in view the objectives of the study.

The following table provides analysis design of the study:

LEVEL	SCALE	PROCESS	DATA TREATMENT	STATISTICAL TESTS
3	Interval	Measured equal interval	Parametric	Factor analysis
1	Nominal	Classified and counted	Non-parametric	Chi-Square Cross Tabulation

Chi-Square- This test will help us analyse if or not the three types of variables in our study i.e., Independent, dependent and demographical are independent or are related to each other. As KMO test applied supports that the variables are independent of each other, testing the same with chi square shall help us establish that the these factors do not effect the stratigies used to deal with crisis and can be unanimously used for the entrie population or not.

Factor analysis- This test will help in categoricall divide the factore, methods and steps to be used during crisis and will help us creating a well defined and structural tool kit

3.11 SCOPE AND LIMITATIONS OF THE STUDY

LIMITATIONS

- The study will be limited only to the consumer-oriented industries- as the study is limited only to the consumer-oriented industries thus, the outcomes may not be applicable to other industry types in its actual form and require adjustments
- Stakeholders- Company as a legal entity and not personal.
- It does not include the production process crisis and technical crisis. it focuses On crisis directly involving the consumer and communicating and dealing with them.
- It shall include only service and marketing crisis.
- It is limited only to tier 1 cities and can be applicable mostly to urban cities and not rural

3.12 PRESENTATION OF THE STUDY

Five major chapters form the spine of this thesis. In addition, there are other inclusions to increase the usefulness of this study.

The Introduction chapter itself throws open some thought-provoking facts on Corporate Communication. It tracks the history of PR and its evolution in India, while great emphasis is given to tracing the roots of communication concepts in Indian establishments. The same chapter goes on to give the role of Corporate

Communication in the Company. This chapter also deals with crisis management and the role of PR in management of crisis in a company.

The next chapter deals with the Review of Literature. Some international, national and regional studies in the fields of Public Relations, Corporate Communication and Internal Communication are discussed.

The Methodology chapter explains the finer details of how the study has been done. This includes Statement of the Problem, Objectives of the Study, Research Design, Sampling, Population and Analysis method.

The fourth chapter is Data Analysis, which explains the survey findings through **SPSS 17.5** (Mention the latest version used for data analysis) Version software. The findings of the study are illustrated through charts and histograms. The data interpretation is done by descriptives, Chi-Square tests and Factor Analysis.

The fifth chapter is the Discussion and Conclusions. In this chapter it has discussed the results chi square and are associated with the hypothesis and further how those findings support the application of factor analysis for group of factors aiding in the formation of the tool kit. It also lists the limitations of the study and gives recommendations for future studies. The references cited are pointed out at the end.

CHAPTER - 04

FRAMEWORK OF STUDY

A research methodology is the plan, structure and strategy of investigation conceived by the researchers to obtain answers to the research questions and to control variance. As a plan it provides an overview of the scheme or program of the research. It provides and outline of what the researchers will do from writing the hypotheses and their operational implications to the final analyses of data. As a structure of the research, it is more specific. It is the outline and the paradigm of the operations of the variables.

This chapter reflects how the final outcome is derived in line with the objective of the study. It outlines the research concept, scope, design, sampling technique and research tools such as primary data collection methods including data collection through questionnaires, industry opinion & professional experts. This chapter identifies the problem statement and derives the objectives of research. It also defines the data analysis tools used, process of consolidating data, pilot study results. The chapter concludes with the significance of the data sets.

4.1 STATEMENT OF THE RESEARCH PROBLEM

The problem statement is as under:

“Corporate Communication Initiatives In Crisis Management: A Study Among Consumer Oriented Industries”

4.2 RESEARCH GAPS

From the, “Review of Literature” it is comprehensible that corporate communications have a vital role to play during Crisis to retain the reputation, image and identity of companies. It creates a balance between public perception and the organization and its programmes to gain greater acceptance. Earlier research concluded focused on smaller scale of population and all industries were not covered. Hence, from the above studies it is concluded that

- a) The consumer today not only has ample choices to choose from to fulfill their needs but is also well informed and smart, which makes it essential for the consumer industry to keep the consumer updated and informed.
- b) Consumer oriented industries today are prone to crisis which affects their reputation, image and identity thus managing crisis is a surmountable task.
- c) Though there is no one single method or strategy to manage crisis, this research will identify the type of crisis, credible solution and create a communication strategy in crisis communication and management.
- d) Besides, there will be a holistic module in crisis management as a suggestion or recommendation that will be formulated as the final outcome of the study.
- e) If we compare the Study with previous research, it includes sample from PAN India, with a mix of age groups, cities, professions, gender & educational qualification.
- f) Spectrum of consumer-based industries and professional experts are also covered to present an overall perspective of the importance of Corporate Communication during Crisis

The present study captioned “Corporate Communication Initiatives in Crisis Management: A Study Among Consumer Oriented Industries” fills the research gap by focusing and understanding the corporate communication efforts to inform, persuade public and promote the organization and its programmes and policies. The research concentrates on the service sector organizations.

4.3 RESEARCH QUESTIONS

1. What is the importance of Corporate Communication in Crisis Management?
2. What impact does crisis have on the stake holders?
3. How do companies use Corporate Communication strategies to deal with the crisis?
4. What impact does this handling have on the consumers?
5. It's there a permanent guide/ module/ strategy, companies can follow to deal with crisis with the help of Corporate Communication?

4.4 THE STUDY'S OBJECTIVES

1. To study the Corporate Communication initiatives in crisis management
2. To understand the impact of crisis on stakeholders
3. To analyses the Corporate Communication strategies in resolving the crisis
4. To develop a Crisis Management module

4.5 DEFINITIONS OF CONCEPTS USED

- 1. PUBLIC SECTOR AND PUBLIC RELATIONS:** The public sector has two roles to play, it has to provide service to the public and on the other it has to perform its business and economic functions. The practitioner in a public sector firm has to share information to the public in its need to meet national aspirations. The PR executive in the public sector needs to maintain a harmonious relationship with the press as well as the employees'. His image is largely dependent on the press" portrayal of him, the press is instrumental in shaping the public's judgment of the public enterprise.
- 2. PRIVATE SECTOR AND PUBLIC RELATIONS:** Public relations for private sector is an important function in any organization. The function of PR is to make a conducive climate for a private sector to function and aid in commercial activities of the private sector. There are many functions including a. Image building b. Crisis resolving c. Help in the promotion of commercial interests in sales d.

Building good relationship with the corporate publics e. Press relations f. Building a company website and g. Promotion of overall goodwill.

- 3. ROLE OF ADVERTISING:** Advertisements play an important role in business. As the world is competitive, and advertising helps to build a brand, position a company, builds trust factor with customers, stakeholders and employees, product or service against the competition. Advertising delivers strategic messaging and boost awareness within the given market.
- 4. ISSUES MANAGEMENT:** The organization in its lifetime faces many issues due to internal public or external public. The issues with internal public, the employees, basically relates to decisions regarding promotions, salaries, management issues, and issues relating to workplace management. Besides, issues may arise due to external sources like the pressure groups or the activists. The pressure group are like the trade unions, worker unions and various other associations. The take up the form internal unrest. If not addressed within a reasonable time limit these issues have a tendency to spill out of the organization and affect the organization's reputation and image.
- 5. CRISIS MANAGEMENT:** Crisis management is an area where PR has pivotal role to play between the organization and outside public A crisis is any incident that may seriously threaten the personal safety, the reputation, the assets, the goodwill, the market share or the revenue earning capacity of an individual, organisation or business. At the time of crisis, the corporate communications has a primary role to bridging the gap and de-escalate the crisis. This will help in reducing the negativity and control the downward slide if any of the company's reputation and image.
- 6. CRISIS COMMUNICATION:** At the time of crisis, the corporate communications has a primary role to bridging the gap and de-escalate the crisis. An important part would be keep the media well and properly informed. This will help in reducing the negativity and control the downward slide if any of the company's reputation and image.

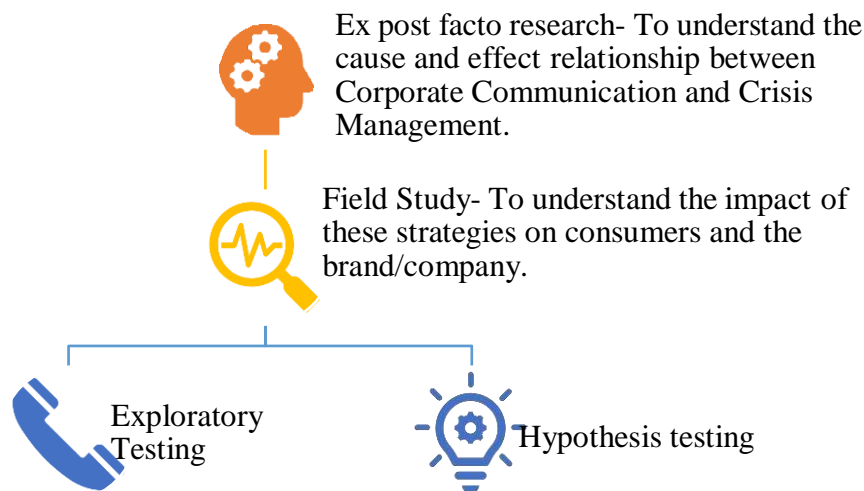
7. ROLE OF MEDIA: Media plays an important role in building and maintaining relationships with different stakeholders and customers. Many companies judge their performance based on the media coverage given to the organization. The media has two key functions in Public Relations, namely being a channel to a wider audience and being a target public that needs to be informed and educated about the organization.

4.6 HYPOTHESIS (CLIENT)

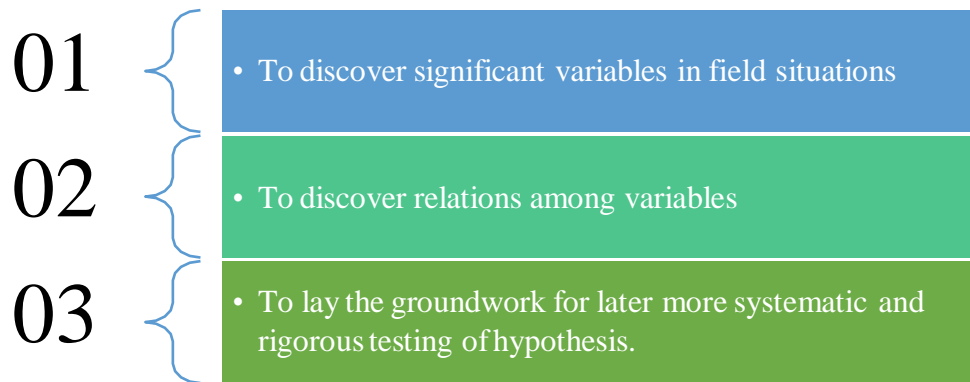
4.7 RESEARCH DESIGN/ METHOD

For this study, we have segregated samples in three categories - consumers, professionals and industries. 40 respondents are covered from professionals & Industries. And a total 700 plus samples were interviewed in consumer’s section. Face to face discussion, & snowball sampling procedure will be used for data collection.

TABLE 4.1 RESEARCH DESIGN/ METHOD

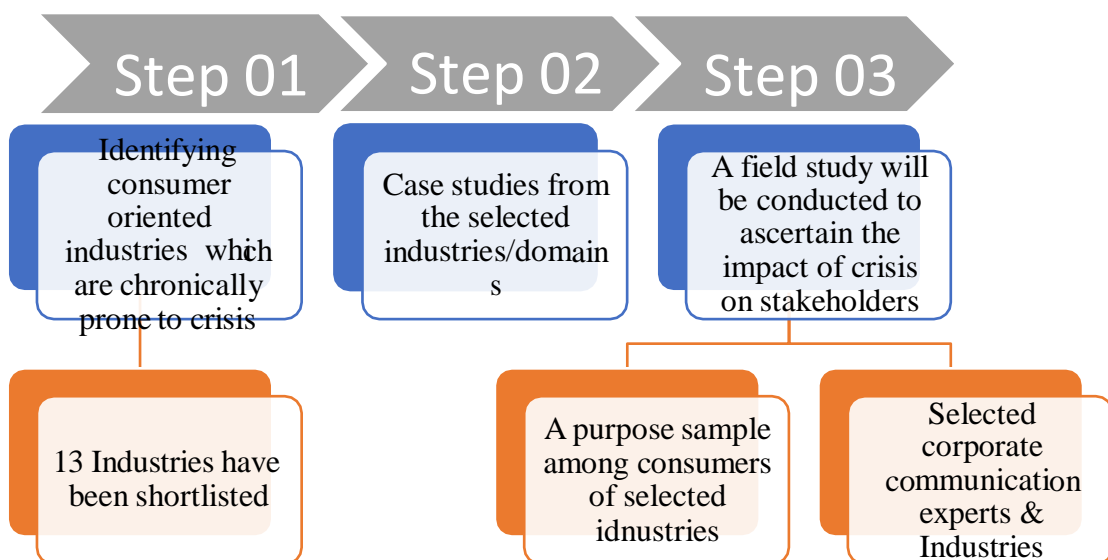


The exploratory type has three main purposes to discover significant variables in field



Research Methodology is the soul of any form of research. It is extremely important to conduct research and find a stepwise solution to every problem. It enables us to research, collect, analyse, deliberate, describe and draw conclusions and support our objective thoroughly. The research methodology is a focused group study which is a combination of Ex post facto research and an extensive study of stakeholders of the focus group

TABLE 4.2 RESEARCH PROCESS

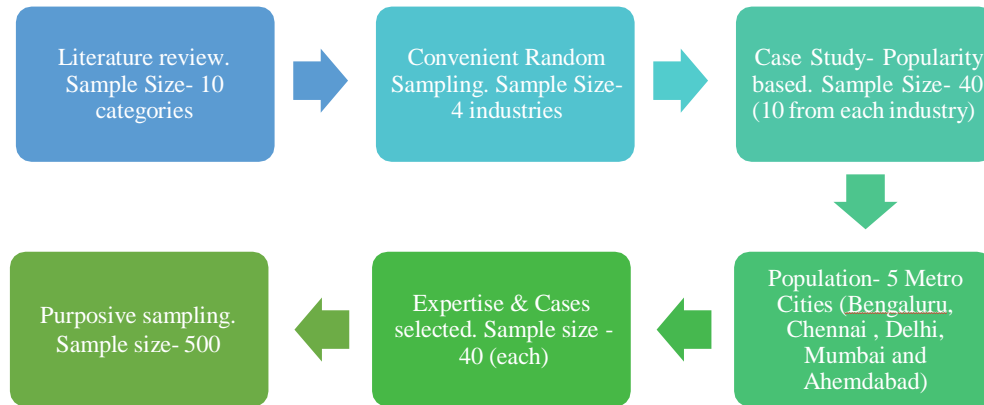


The following 13 industries/ domains were drawn:

1. Telecom
2. Apparel
3. Airlines
4. Online platform
5. Luxury goods
6. Food chain
7. FMCG
8. Automobile
9. Retail
10. Hotel
11. New Media
12. Oil
13. Telecom

4.8 SAMPLE

Data for this Research were obtained from 5 metro cities as per planned research methodology for consumers. And 40 from each - professionals and industries.



4.8.1 POPULATION UNDER STUDY:

STEP 1: IDENTIFIED THE FOLLOWING STATES RANKING HIGHEST ON THE LIST OF NSDP (NET STATE DOMESTIC PRODUCT)

Zone	States
North	Delhi
West	Maharashtra & Gujarat
South	Karnataka
East	Sikkim

STEP 2: TIER 1 CITIES WERE IDENTIFIED IN EACH OF THE ABOVE STATES

Zone	States	Cities
North	Delhi	Delhi
West	Maharashtra & Gujarat	Mumbai & Ahmadabad
South	Karnataka	Bangalore
East	Sikkim	Kolkata

Since states with the highest NSDP does not consist of a tier 1 city, the next best state with a tier 1 city has been chose

- a) For consumers, 449 Male and 261 Female were sample from 5 metro cities for the study.

Male and Female Participants		
	Frequency	Percentage
Male	449	63%
Female	261	37%
Total	710	100%

Respondents Age		
	Frequency	Percentage
18 to 27	148	21%
28 to 37	142	20%
38 to 47	148	21%
49 to 57	145	20%
58 & above	127	18%
Total	710	100%

- b) For professionals & industries, a total of 80 samples were conducted.

List of industries		
	Frequency	Percentage
Airlines	3	8%
Automobile	7	18%

FMCG	16	40%
Food Chain	1	3%
IT	4	10%
Oil	2	5%
Online	1	3%
Retail	2	5%
Telecom	1	3%
Textile	3	8%

4.8.2 SAMPLE METHOD

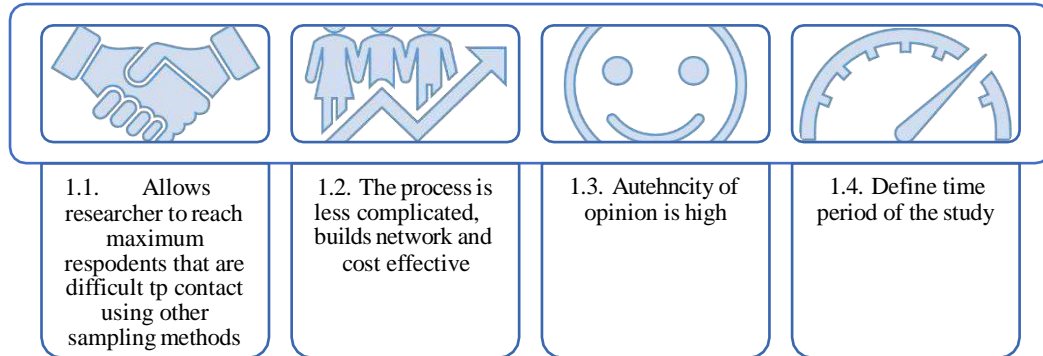
Sampling methods used for this Study are divided into two forms “Probability” and “Non probability” sampling. In probability sampling technique, a researcher chooses random sampling to conduct the Study. It includes simple random sampling, systematic random sampling, cluster (area) random sampling, and multi-stage sampling.

For the non-probability sampling method, the probability of selecting is unknown. It is also called as judgmental sampling. The respondents participated in the research study are selected and not by random, due to some selected factors. Types of non-probability sample includes convenience sample, snowball sample, quota sample, purposive or judgmental sample.

Qualitative study at times depends on snowball sampling techniques to identify study respondents. In this case, a researcher might know of one or two people relevant for the Study, and then relies on the initial participants to support or help identify further respondents. Hence, the sample builds and grows as the study continues. Snowball technique is useful strategy in qualitative research, based on networking and referral. The research establishes a friendly term with the respondents and request them to

recommend other contacts who fit the research criteria and potentially be willing participants.

Advantages of Snowball Sampling:



Why choose Snow Ball Sampling in the present study:

1. Presence of network in the selected industries
2. For chain of referral process
3. Trusted source for the study
4. Can estimate the research time lines
5. Cost effective way

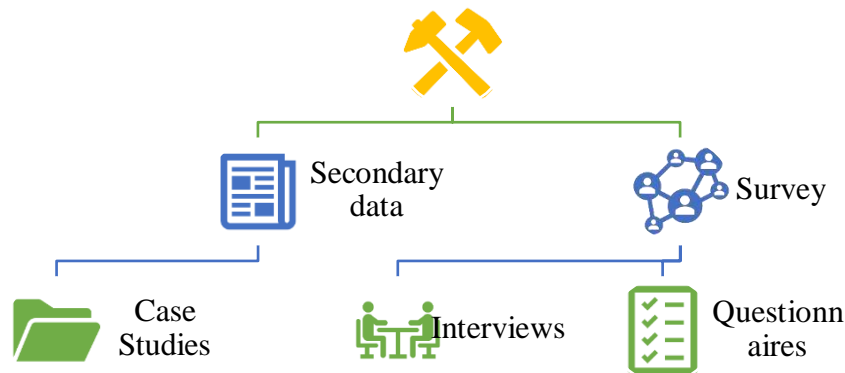
4.9 RESEARCH TOOL

CONSUMERS: The questionnaire consisted of two parts. Part A elicited information of the customers demographic and socio-graphic variables. Part B consisted of 33 questions and used five-point Likert scale. This part collected data on customers awareness about crisis in a company, the effect of crisis on the company and its brand, opinion of the customers on brand loyalty post crisis and finally their reaction to the company's handling of crisis and the role of PR.

PR PROFESSIONALS: It consisted of three parts. Part A with two questions elicited information on the profile of professionals. Part B having five questions was used to collect data on professionals understanding of crisis, approaches taken by them in crisis management and the media relations adopted in crisis management. Part C had three questions to collect information from PR professionals on the understanding and

preparedness in different stages of crisis and finally the role of engaging management in crisis appraisal.

INDUSTRIES: It consisted of three parts. Part A which has nine questions was used to collect information of the basic structure and other details of the companies. Part B, with four questions collected data on basic understanding of crisis and its management aspects among companies. Part C had three questions, enquiring about the steps taken in crisis management, communication strategies and PR strategies.



4.9.1 ADMINISTRATION OF THE QUESTIONNAIRE



For consumers, mix methods were used – via reference, database generation, cold calling, created a google link, mass emailing and follow ups



For professionals & industries, it was through referral process, face to face appointments and telephonic discussion



Few professionals and industries requested for google link for the ease of feedback

4.9.2 VALIDATION TO DESIGN THE QUESTIONNAIRE

Two different methods were applied to find “the Reliability and Validation of Questionnaire”:

1. Face Validation

2. Content Validation

FACE VALIDATION: It is simpler way of validating for a superficial and subjective assessment of research tool whether or not your study or test are relevant, appropriate and rational. It is the less rigorous method because the only process is reviewing the parameter and making the determination of content validity is based on the face of the measure. For this purpose, opinion of 12 experts Doctorates, of different disciplines was collected.

CONTENT VALIDATION: During the questionnaire development, content validity plays an important role due to its psychometric and high reliability. It includes many aspect - the validity and correct definition of the construct, the list of the instructions, content & grammar, and the appropriateness of the feedback format. The higher the content validity, the more precise is the measurement of the responses

CHAPTER – 5

ANALYSIS AND FINDINGS

Crisis management and communication is an integral part of an organization life. PR managers develop plan and develop crisis management and communication strategies to deal with crisis with an overall objective of saving the image and identity of the organization and to build its reputation. Crisis communication and Management is a specialized area of corporate communication stock whenever a company faces coming crisis the PR department is activated to face the crisis by designing both internal and external stakeholder communication strategies. Corporate communicator has responsibility of forming a team for the management of the crisis in consultation with top management of the company.

The primary objective of the research study is to identify the crisis communication strategies used by selected companies in dealing with the crisis. Customers being the major stake holder were interviewed using a questionnaire. Besides, separate interview schedules were developed to get opinion from both company executives and PR professionals on crisis management and communication.

The data was analyzed at three different levels. Firstly, basic frequency analysis was done to understand the overall opinion on crisis communication and management from among customers, companies and professionals. Secondly, cross tabulation was done to get specific opinion from customers based on the independent variables like age, gender, education and occupation. Lastly Chi-square a non-parametric equivalent of parametric test was applied to interpret the data and draw inferences based on the sample findings.

The result of the data analysis is given below in the following order:

- **Case studies**
- **Customer opinion**
- **Company insight**
- **Professional judgment**

CASE STUDIES

AIRLINES

KINGFISHER AIRLINES – CASE STUDY

THE ORGANIZATION:

Bengaluru, Karnataka, based United Breweries Group established Kingfisher Airlines in the year 2003. India's most highly profiled airlines after flying high became a loss-making airline which could never recover. The airline has turned into shambles.

India's biggest liquor tycoon Vijay Mallya is the promoter of the airline and in May 2005 Kingfisher airlines started commercial operations. Kingfisher started its international operations in September 2008 by connecting Bengaluru with London. Kingfisher airlines was one of the best rated airlines in India and got success in gaining customer satisfaction, but it could not sustain it for a long time. With three years of its launch the Kingfisher Airlines achieved a five-star status and was popular among the business class travellers.

BACKGROUND:

The year 2012 onwards most of the Airlines globally were facing challenges due to high fuel prices, shaky market and general economic slowdown. Like any other airline Kingfisher also suffered financially and it became its worst phase in the aviation history. To begin with Kingfisher launched an all-economy class structure with good services and later diversified into luxury class to cater to new high-profile business travelling public.

Besides, tumultuous market and high fuel prices the ill-advised government policies made Indian domestic aviation suffer from serious market failures. Kingfisher was one of the victims of such bad government policies. Kingfisher within two years of its launch in 2005 started claiming losses and wrong decision taken by Kingfisher Airlines in 2007 by acquiring Air Deccan brought on more difficulties and the scenario became dreadful to Kingfisher.

THE CRISIS:

Kingfisher Airlines ran into trouble as early as 2011 the company declared that it has incurred substantial financial losses and its net worth has been eroded. The Kingfisher Airlines was shut down as early as 2012 due to the suspension of its license by DGCA. This created use friction between its employees and airline. However due to persuasion by the management, the employees returned to work.

EVALUATION OF THE CASE:

By the end of 2012 owing to bad financial situation, IATA clearing house suspended Kingfisher Airlines participation one world Airlines. Kingfisher made every effort to revive the financial package with lenders and promoters, but the financial efforts could not infuse life into airline. The same year Kingfisher Airlines received a notice from Airport Authority of India regarding the accumulated dues and it also considered action against the Airlines for not paying the tax. Earlier in 2008 the Airlines reported that it was unable to pay aircraft lease land rentals and it had grounded 15 of aircraft unable to meet the expenses.

The Kingfisher airlines suffered due to a number of reasons. To name a few, Operational Reasons; Rise in Fuel Prices; Worst Decision Made; Strategic Issues; Economic Slowdown; Lack of Proper Management; and Bank dues.

THE REACTION/RESPONSE:

Kingfisher announces curtailing of its international operations.

Burdened by a debt the airline suspends most of the domestic operations.

The Minister for Civil Aviation Ajit Singh rules out bailout of Kingfisher Airlines.

The carrier declared partial lock-out following a strike by a section of its employees.

Banks move Supreme Court to ban Vijay Mallya's overseas travel

Mallya left India on March 2, government tells court

PROPOSED SOLUTION/CHANGES:

Complete shutdown of operations and debt recovery by the financial institutions and banks. Complete closure of Kingfisher Airlines.

JET AIRWAYS – CASE STUDY

BACKGROUND:

Naresh Goyal has joined the aviation industry as a general sales agent (GSA) for the Lebanese International Airlines. Besides in May 1974, he had formed his own company, Jetair (Private) Limited, to market other foreign airlines in India. In fact, Jet Airways was the most profitable venture for Goyal wherein other private airlines were struggling to survive and keep themselves afloat. Many went into losses and were forced to ground their services. Such was the competition the Jet Airways withstood. By May 2004 when further relaxation was given by the government, Jet Airways started its international operations as well. Over the next few years Jet established itself as a leading Indian player, becoming a case study for in-flight excellence.

THE ORGANIZATION:

In 1989, after more than three decades of monopoly by Air India and Indian Airlines, a public sector unit, the government of India opened the aviation sector for private carriers. Waiting for an opportunity, Naresh Goyal who had established Jet Airways (India) Private Limited in 1991 took the first step in domestic aviation market. The

company commenced the commercial operation in May 1993. By May 2004 when further relaxation was given by the government, Jet Airways started its international operations as well.

CONTROVERSIES:

BAD BUSINESS DECISIONS: In 2007 Jet Airways incurred debt to fund its expansion. It bought debt-ridden Air Sahara and rebranded it as its low-cost subsidiary Jet Lite.

JET AIRWAYS BANKRUPTCY PROCEEDINGS AND CLAIMS: It has been announced that the company has 3 months to complete the insolvency process as the matter is of national importance.

THE CRISIS:

Jet Airways Insolvency: The Aftermath: Jet Airways assets; Bidders wanted. What is left of Jet Airways at the moment?

Possible suitors: There are hopes that the airline may still be saved if well-heeled suitors are found.

Competitors: Jet Airways' capacity on the domestic market seems to have already been replaced.

EVALUATION OF THE CASE:

Naresh Goyal moved in to buy Sahara Airlines which was the other private airlines at the time. The dream of Jet Airways being the only private airline was fulfilled. The venture put Jet Airways into considerable strain both financially and in terms of management. This was also the time the concept of low cost airline services was also developing and many private companies were looking for their piece in the pie of ever expanding aviation market. Buying Sahara was a strategic mistake committed by Jet Airways and since then it started incurring losses. This happened at a time there was intense competition in the international market and growing domestic private lines

business. Another huge strategic blunder of Jet Airways was the entering an operational tie-up with Kingfisher Airlines.

THE REACTION/RESPONSE:

Sacking of most employees

Reinstatement of employees

Formation of the National Aviators Guild (NAG): Jet Airways sending Email Announcing the Termination of Service of two senior pilots who were office bearers of NAG.

Customer Communication: During protest by pilots and disturbance in airline schedules.

PROPOSED SOLUTION/CHANGES:

Jet Airways is looking to start operations with 25 new aircrafts in the first phase and the base will be in Delhi-NCR.

Jet Airways' shares surged by 5%. The defunct airline company is likely to resume its domestic flights after March 2022.

THE FACT CHECK:

Jet Airways' shutdown is often considered as one of the biggest organizational failures to have occurred in India. In 2019 after a complete collapse, Jet Airways declared bankruptcy and it decided to shut down operations temporarily. Founder Naresh Goyal is being investigated by the Enforcement Directorate (ED) and a large number of ex-employees still remain jobless after the airline shut down its operations.

RECOMMENDATIONS:

It is a lesson for many, the journey of Jet Airways and digs deep into the reasons for its failure vowing bad management and undue financial risk taken.

SPICE JET – CASE STUDY

BACKGROUND:

SpiceJet which was owned by Tamil Nadu-based billionaire Kalanithi Maran, had to shut operations after debt spiralled out of control. Ajay Singh stepped in, bought the controlling stake, and turned in it into a profitable venture. In fact, when India announced a two-month nationwide lockdown, the airline industry came to a standstill. It was during this time Spice Jet approached the Indian government seeking permission to carry cargo in passenger airline. Since then, onwards Spice Jet aircraft were engaged in transporting medicines, personal protection equipment (PPE) kits, and farm produce. Literally, Spic Jet converted the passenger plane into a cargo plane.

THE ORGANIZATION:

SpiceJet a low-budget airline which is facing massive financial upheaval was founded by Kalanithi Maran of Sun-TV network. The carrier was started in 2004 as low budget airline. Ajay Singh who is an Indian businessman, sports administrator, bureaucrat and investor is the principal shareholder, Chairman and Managing Director of SpiceJet, India's second-largest airline. Controversies

THE CRISIS:

Turbulence in the Air and bumpy ride: Yet, despite all the heroics of Spice Jet converting the passenger plane to a cargo plane, it hasn't been easy for the airline. The crisis began when globally; Boeing's 737 Max aircraft were grounded in March 2019 after more than 300 people died in two fatal air crashes, in Indonesia and Ethiopia. This badly affected the expansion plan of Spice Jet. It was planning induct 200 aircraft of which 120 were, Boeing's 737 Max as expansion plan. The crisis was compounded when the Federal Aviation Administration, US's civil aviation regulator, sought changes to the aircraft, updating its software, wiring and crew procedures.

EVALUATION OF THE CASE:

According to aviation advisory firm CAPA, all Indian carriers together posted heavy losses of as Aviation Turbine Fuel (ATF) or jet fuel price is linked to international crude oil prices. According some estimates jet fuel constitutes about 40% of airlines' operating cost. The continued weakness of Indian Rupee along with high fuel prices alongside with significant tax burden continued to hurt the entire domestic aviation sector. This was also the beginning of the downtrend seen in Spice Jet coupled with the grounding of Boeing's 737 Max aircraft.

THE REACTION/RESPONSE:

Employee's Morale and Attrition, High fuel cost and Covid Pandemic and mostly the grounding of 737 Max which affected the expansion plan were some of the quick and current reactions of Spice Jet for the down trend.

Proposed Solution/Changes:

No lay off; Employee care; continued payment to staff; Confidence in revival with re-launch of Boeing's 737 Max by the end of 2021.

THE FACT CHECK:

The focus, however, will be on the cargo and MRO businesses will provide massive opportunity, which are currently dominated by foreign carriers and hubs. Spice Jet airline has since been adding to its capacity of cargo aircraft. SpiceJet has a number aircraft dedicated freight aircraft and according to the company cargo is a global business which most western countries have including America.

RECOMMENDATIONS:

Diversification of business from predominantly passenger to cargo

AIR INDIA – CASE STUDY

BACKGROUND:

The question that needs to be answered is a national carrier like Air India, how did it suffer from huge financial losses which ultimately resulted in the government eventually selling to a private enterprise in 2021. Today's Air India comprises of two the erstwhile Air India and Indian Airlines and a third with Air India Express which was from as low cost budget airline. The National Aviation Company of India (NACIL), formed by the merger of the two airlines, went into losses as early as 2007 and by 2021 the loss even to the Indian government was unbearable to run and manage the white elephant.

There is little doubt that the merger of the two airlines, done in 2006-07 had failed and is seen as being responsible for non-performance and losses. In general, the 2012 strike in Air is considered to crippling effect on the Airlines. Deep-rooted animosity had developed between the erstwhile IA and AI after the merger in 2007. Finally, it was sold to Tata and Sons the original owner of Maharaja. Air India suffers from a bloated work force typical of the public sector unit.

THE ORGANIZATION:

Air India is the flagship airline of India, with its headquarters at New Delhi. The airline was founded by J. R. D. Tata as Tata Airlines in 1932. Air India had its origin as Tata Air Services later renamed to Tata Airlines. In 1953, the Government of India passed the Air Corporations Act and purchased a majority stake in the carrier from Tata Sons and nationalized the carrier. It became PSU under the government. In 2007, Air India and Indian Airlines were merged under Air India Limited. In 2013, the then-Civil Aviation Minister Ajit Singh stated privatisation was the key to the airline's survival. On 28 June 2017, the Government of India approved the privatisation of Air India. A committee has been set up to start the process.

THE CRISIS:

The crisis of Air India is purely due to total mismanagement and wrong decision taken by the PSU management. The trigger for the crisis in the airlines is the merger of Air India and Indian Airlines in 2007. The National Aviation Company of India

(NACIL), formed by the merger of the two airlines, ran up losses. The losses had a cumulative effect starting from 2007 till finally it was sold in October 2021.

Besides financial losses the airline also suffered from strike and protest for the pilot unions and other worker unions. These strikes paralyzed the Air India operations both at the domestic and international levels. Another reason for the financial losses is the bloated staff which was nearly about 14000 employees for an Airline. This kind of staffing is not seen even in the largest airlines worldwide.

EVALUATION OF THE CASE:

Public ownership is the problem: No Governments can run commercial enterprises particularly an Airline. There is not a chance of Air India and Indian Airlines could have survived in the face of greater competition. Air India suffers from a bloated work force typical of the public sector: Air India performs in-house a wide range of functions that other airlines outsource. The failed merger is responsible for non-performance and losses. The root cause of the for all the problems in Air India is the massive fleet expansion plan initiated by the two airlines prior to merger.

THE REACTION/RESPONSE:

Proposal for disinvestment of Air India made by successive government was initiated almost two decades back. Besides, massive pumping of finance into Air India made by the government to keep the airline afloat. Total mismanagement of the Air India (PSU) both internally and externally coupled with internal unrest.

PROPOSED SOLUTION/CHANGES:

In September 2021, government issued fresh tenders for selling the airlines, where Spice Jet's Ajay Singh-led consortium and Tata Sons shown interest in the bid. Finally, On 8 October 2021, Air India, along with its low cost carrier Air India Express and fifty percent of AISATS, a ground handling company, were sold to Talace Privately Limited, a Tata Sons' SPV.

THE FACT CHECK:

NA

RECOMMENDATIONS:

Privatization of the PSU is the only plausible solution and to save the tax payers money. The discussion on disinvestment was there for more than two decades among successive governments. Finally, the government completed the sell out in October 2021.

GO AIR – CASE STUDY –

BACKGROUND:

Go Air later re-branded as Go First in 2020, is one of the most successful private airlines in India and it enjoys a good market share as well. Like any other airlines which operate low-cost, no-frills budget service, Go First also succumbed to crisis from time to time. The airline had to face financial issues along with internal management problems like exodus of half a dozen senior executives amid salary crisis and leave without pay scheme. Go Air has recently taken another risk going for IPO to boost the finances.

THE ORGANIZATION:

Owned by the Indian business conglomerate Wadia Group, Go First, founded as GoAir, is an Indian ultra-low-cost airline based in Mumbai, Maharashtra. Jeh Wadia, son of Indian industrialist Nusli Wadia established GoAir in November 2005. The airline is a wholly owned subsidiary of the Wadia Group. GoAir commenced its operations of the inaugural flight from Mumbai to Ahmedabad on 4 November 2005.

THE CRISIS:

Like other leading airlines in India, GoAir has also been severely hit by suspension of flight services to curb the spread of coronavirus. Recently Go Air saw exodus of senior executives amid budget airline struggling to pay salaries and keeping large

number of staff under LOP scheme. Nearly 70 percent of the staff were affected by LOP scheme.

EVALUATION OF THE CASE:

The airline well aware of crisis affecting its operation with skeletal staff went ahead with the assessment of current market conditions to align its cost structure under current operation of flights. These were planned exercises to minimize cash burn so that the available staff is aligned for flight operations. Due to Corona pandemic the airline was grappling with cost cutting measures by lay off of staff. Even the payment for the retained workforce was also not regular. In reality the top official had quit office and the airline was running without top executives.

THE REACTION/RESPONSE:

The airline took prudent and proactive step by cutting cost which is normal practice in low cost commercial airlines business model. Like all other airlines during the pandemic Go Air has also taken possible steps to avoid cash burn.

PROPOSED SOLUTION/CHANGES:

The IPO-bound Go Airlines is set to induct 22 new planes in less than two years but expects that a possible shift to floating-rate aircraft leases might have an adverse impact due to higher interest rates. The low-cost airline has filed draft papers for an initial share sale worth Rs 3,600 crore and will be the first domestic scheduled carrier to get listed on domestic bourses in nearly six years. While noting that its indebtedness could adversely affect its business, Go Airlines might be required to switch over to floating-rate leases for planes in the future.

THE FACT CHECK:

Wadia group-owned GoAir suspended some of its services as it cancelled across destinations, leaving thousands of passengers stranded. The company however, attributed the non-operations of these flights to protests against Citizenship Amendment Act (CAA), hostile weather and the duty norms for the cockpit crew, among others.

BRITISH AIRWAYS – CASE STUDY - POWER FAILURE

BACKGROUND:

British Airways has a long history with starting as private enterprise and then being converted into a public sector undertaking in government. BA was nationalized with the formations of after a British Airways Board by the British government to manage the two nationalized airline corporations that is the ‘British Overseas Airways Corporation’ and the ‘British European Airways’, and two regional airlines, Cambrian Airways and Northeast Airlines. All four companies were merged in March 1974, to form British Airways. As a state company, British Airways was privatized in 1987 after almost 13 years of its formation in 1974. BA expanded with the acquisition of British Caledonian (1987), Dan-Air (1992), and British Midland International (2012).

THE ORGANIZATION:

British Airways (BA) was founded in August 1919 and named as Aircraft Transport and Travel Limited. Later in the year 1947 it was renamed as ‘British Airways’ (BA). British Airways (BA) a carrier airline of the United Kingdom with headquarters in London, England. BA has its main hub at Heathrow Airport and other subsidiary hub in Gatwick. Today British Airways is one of the largest carriers in UK and in Europe.

THE CRISIS:

BRITISH AIRWAYS ‘REPUTATION MELTDOWN’ – BA was affected by a massive IT breakdown for once it apparently had nothing to do with a cyber-attack as was first suspected. British Airways has just undergone a stifling bank holiday weekend with all flights cancelled and thousands of disgruntled passengers making their anger felt on social media.

WRONGLY DISCONNECTED ‘DATA CENTER POWER SUPPLY’ - British Airways pointed to human error as the cause for mass flight cancellations. An engineer had disconnected a power supply at a data center near London’s Heathrow airport, causing a surge that resulted in major damage when it was reconnected.

BA SUFFERED A MAJOR COMPUTER FAILURE - A 30-year-old power system, designed to be “fail safe,” crashed—and then was not switched back on correctly. The airline’s uninterruptible power source (UPS) protecting one of its two Heathrow data centres failed, despite the fact that it should have continued to work during power cuts, power surges, and even natural disasters.

EVALUATION OF THE CASE:

During crisis quick solutions are important in crisis management capability to keep in touch with the public mood. If the response to an emergency is not timely and appropriate with what the public and more specifically the customers perceive to be caring and competent then the reputation is likely to take a major hit. Many passengers felt that decisions taken by BA were based purely on maximizing profits at the expense of passenger well-being. This might prove to be a very short-sighted mistake.

THE REACTION/RESPONSE:

ACTIVATION: Activation which is a critical factor during crisis. It is all about getting the right team in place, with the right skill sets, in order to fight a crisis

COMMUNICATION: During the early phase of a crisis and days of a crisis, good communication is paramount and that goes for internal communication to staff. Also good and honest communication also reaches the stranded passengers in time.

INFORMATION MANAGEMENT: The system for documenting and sifting information to establish what is important and what is white noise needs to be determined before crisis strikes.

DECISION MAKING: One way of amending the problem for BA to transfer passengers to other airlines. This was clearly a decision BA didn’t want to take.

PROPOSED SOLUTION/CHANGES:NA

THE FACT CHECK NA

RECOMMENDATIONS:

Any airline during crisis of any dimension should put in place a highly active crisis crack team to deal with any eventuality. Besides, all the channels of communication, both for internal and external public should open during and after crisis. Good communication is key to success for any organization. When a crisis hits an airline, the top management should quick decision to see that the passengers are not made to suffer. In this case the BA failed to accommodate its passengers in other airlines during crisis.

DELTA AIRLINES – CASE STUDY

BACKGROUND:

Delta Air Lines was founded in March 1925 and commenced operations from June, 1929, USA. Currently the Delta has nine hubs in USA with its headquarters in Atlanta, Georgia, U.S. Delta Air Lines, and Inc., typically referred to as Delta, is one of the major airlines of the United States. The airlines with its subsidiaries cover over 50 countries worldwide. It is one of the largest airlines and ranked second in the world.

THE ORGANIZATION:

Delta Air Lines started as the world's first aerial crop-dusting operation and was called as Huff Daland Dusters, Inc. and later established as commercial airlines in 1925, it started passenger operations in 1929.

THE CRISIS:

BANKRUPTCY AND RESTRUCTURING (2005–2007): DELTA airline after suffering financial losses in September 2005, the company filed for bankruptcy, citing rising fuel costs. By 2007 it emerged from bankruptcy after overcoming a aggressive takeover from US Airways and its shares were re-listed on the New York Stock Exchange.

HIJACKINGS: Delta airline has suffered from over a dozen attempted hijackings and fortunately did not result in injuries and the surrender of the often lone hijacker. A few of the hijackings because of fatalities or success in forcing the aircraft to fly to another country are discussed herewith.

EVALUATION OF THE CASE:

FEW OF THE NOTABLE HIJACKINGS ARE LISTED BELOW:

On February 21, 1968, a Delta DC-8 was hijacked to Havana, Cuba. This was the first successful hijacking to Cuba.

On July 31, 1972, Delta Flight 841, a Detroit to Miami DC-8 flight, was hijacked to Algiers.

On August 23, 1980, a Delta Air Lines L-1011 on a San Juan to Los Angeles flight was hijacked and flown to Cuba.

On September 13, 1980, a Delta Air Lines New Orleans to Atlanta flight was taken over by two hijackers and forced to fly to Cuba.

THE REACTION/RESPONSE:

Quick action taken by the airlines in association with Federal police in resolving the hijacks did not result in death and destruction.

EXAMPLE:

Delta Air Lines Flight 1989: After pilots reported an unruly Middle-Eastern passenger and due to confusion and lack of communication between Boston and Cleveland, Delta ordered Flight 1989 to land at Cleveland. The Federal Bureau of Investigation (FBI) and city SWAT team evacuated the airport and held the aircraft at gunpoint on the tarmac for two hours, though all passengers were cleared. After an investigation by local and FBI authorities, it was concluded there was no threat aboard Delta 1989.

Delta Air Lines Technical Issues: Recently, the Delta airline due to technical issues in the system and computer system crash was forced to ground, cancel and delay a

number of flights which impacted many of their critical systems and network equipment. The fallout was felt around the world as passengers were left stranded, desolate and dejected. The backlash of such cancellations is set to have a considerable monetary impact.

PROPOSED SOLUTION/CHANGES:

COMMUNICATION: Successfully dealing with a crisis requires constant communication, both internally and externally. But the former should come first.

HONESTY: Honesty breeds trust, and trust is never more important in crisis. The rapport that Delta establishes with its travellers will do well to secure future relationships.

PRIORITISATION: Customer prioritisation is an important element to consider while attempting to solve the passengers' problems.

QATAR AIRWAYS – CASE STUDY

BACKGROUND:

Qatar Airways crisis is a curious case in itself. Like most other airlines, Qatar Airways did not suffer from any technical, financial and management problems as such. Qatar Airways suffered heavily due to a diplomatic between Qatar and its neighbours, particularly Saudi Arabia.

The case relates to the accusation that Qatar aides and abets support to terrorism. Qatar has an ambitious foreign policy with its own priorities to its neighbours. The diplomatic impasse narrates to two key issues which have become a thaw in its relationship with its neighbours. One is Qatar's support for Islamist groups. Qatar acknowledges that it has provided assistance to some, such as the Muslim Brotherhood, but denies aiding militant groups linked to al-Qaeda or so-called Islamic State (IS). The other issue is Qatar's relations with Iran, with which it shares the world's largest gas field.

Saudi Arabia, the United Arab Emirates (UAE) and Bahrain severed relations with Qatar because of these issues. Egypt also cut diplomatic ties with Qatar. In addition, Saudi Arabia, the UAE, Bahrain and Egypt closed their airspace to Qatari aircraft. It is this move that affected the Qatar Airways and travel.

THE ORGANIZATION:

Qatar Airways is owned by Qatar Airways Company operates as the state-owned flag carrier of Qatar. The Qatar Airways has its headquarters in the Qatar Airways Tower in Doha. The airline operates a to over large number of international destinations across Africa, Asia, Europe, and the Americas, from its base at Hamad International Airport.

THE CRISIS:

QATAR DIPLOMATIC CRISIS: ITS EFFECT ON AIRLINES AND TRAVEL:

Almost all major airlines worldwide were forced to suspend travel to and from Qatar amid diplomatic row. This diplomatic din primarily affected Qatar's relationship with Saudi Arabia, Egypt and UAE. Hence the carriers of these countries suspended flights to and from Qatar.

Dubai's Emirates, Abu Dhabi's Etihad Airways, Fly Dubai, a Dubai-based budget carrier, Air Arabia, a Sharjah-based carrier, Gulf Air, Bahrain's national carrier and Egypt's flag carrier, Egypt Air were majorly affected due the diplomatic impasse.

EVALUATION OF THE CASE:

According to analysts, there's been disruptions in the region before, such as during the Gulf War, and flights had to be re-routed. This was due to the gulf war and was expected during war times. But disruptions in air travel during peace time and due diplomatic rift are unprecedented according to analysts. Something the people who have known say.

The real problem will be not only for the passenger planes but also for cargo planes which carry bulk of the material to Qatar. The diplomatic rift has wreaked havoc with airlines in the region, with major long-haul carriers such as Doha-based Qatar Airways and Dubai's Emirates suspending flights, leaving many passengers stranded

at airports in the Gulf. Qatar Airways was established in November 1993. As of May 2014, the company is fully owned by the Qatari government.

THE REACTION/RESPONSE:

The diplomatic row of Qatar with its neighbours on Qatar supporting terrorist organization and paying ransom for the release of the royal family members is disputed and Qatar says there is no evidence of it. However, Saudi Arabia gave a 14 point plan to resolve the crisis.

PROPOSED SOLUTION/CHANGES:

The final solution was joining in combating terrorism and extremism, denying financing and safe havens to terrorist groups, stopping incitement to hatred and violence, and refraining from interfering in the internal affairs of other countries. However, the Qatar government denies these allegations and said that Qatar cannot surrender its sovereignty. Qatar also calls for continues dialogue, despite the violation of international laws and regulations as alleged.

THE FACT CHECK:

An examination of online forums used by cabin crew suggests that Qatar has a reputation for severity among aviation industry professionals, about the allegations of harsh treatment and overbearing scrutiny are commonplace in the Qatar Airways. The air hostess is fired if they become pregnant for example.

SINGAPORE AIRLINES – CASE STUDY

BACKGROUND:

Like any airline Singapore Airlines (SIA), though worlds highly rate carrier also suffered from a variety of crisis. The SIA suffered from crisis relating to accidents, financial and other management related issues from time to time. Singapore Airlines is generally considered one of the most successful and safe airlines in Asia and beyond in terms of financial management and service delivery.

THE ORGANIZATION:

The flag carrier airline of Singapore, Singapore Airlines (abbreviation: SIA) was established in the year, January 1972. Singapore Airlines began with the incorporation

of Malayan Airways Limited (MAL) in May 1947 by the Ocean Steamship Company of Liverpool, the Straits Steamship Company of Singapore and Imperial Airways. Singapore Airlines Group has more than 20 subsidiaries, including many airline-related subsidiaries. Singapore Airlines is majority-owned by the Singapore government investment and holding company Temasek Holdings.

THE CRISIS:

Flight SQ006 of SIA from Singapore to Los Angeles, in 2000 via Taipei in Taiwan, is considered as worst disaster for the carrier. After completing the first leg of its journey, SQ006 was cleared for take-off from Taipei's Chiang Kai-Shek Airport during heavy rainfall because of local typhoon. After take-off with some 170 passengers the aircraft hit something and fell back on to the runway and broke into three pieces. Some 70 passengers died and 40 were injured and the rest had a miraculous escape.

OTHER CRISIS:

July 1982 - A Boeing 747 operating as Singapore Airlines flight SQ-21A between Singapore and Melbourne flew into volcanic ash from erupting volcano and experienced multiple engine failures.

March 1991 – Singapore Airlines Flight 117, an Airbus A310-300, was hijacked by militants en route from Sultan Abdul Aziz Shah Airport to Singapore Changi International Airport.

March 2003 - A Boeing 747-400 operating as Singapore Airlines Flight 286 from Auckland International Airport to Changi Airport was involved in a tail strike while taking off.

Singapore Airlines also reported its annual loss and said it would issue convertible bonds to help weather the coronavirus crisis. In what SIA called its “toughest year in history”, revenue for the financial year which ended March 2021.

EVALUATION OF THE CASE:

The crash of Flight SQ006 of SIA from Singapore to Los Angeles, in 2000 via Taipei in Taiwan, was initially thought to be due to the typhoon in the area on the fateful night.

However, later investigations proved that the aircraft had actually hit and infrastructure at the time of take-off and fell back on the runway and broke into three pieces and was engulfed in a ball of fire.

THE REACTION/RESPONSE:

Within one hour of the crash, a crisis management team met at Singapore's Changi Airport, the airline's base. A crisis management centre was established in the airport, with other stations in Taipei and overseas. The airlines stressed on continuous and honest communication of the disaster. On the following day, SIA staff observed a one-minute silence and company flags throughout the world were flown at half-mast. SIA made efforts to contact relatives and to fly them to the accident site as soon as possible. Support staffs were also sent to Taipei to assist investigations and to act as 'buddies. A total of 20 news releases were issued by SIA, describing the events and SIA actions, and providing updates on survivors and casualties.

PROPOSED SOLUTION/CHANGES:

Risk Management Committee – The Group Risk & Compliance Management Committee and various Company Risk Management Committees or its equivalent drive the implementation of the Risk Management Framework.

A dedicated Risk Management Department provides support to the Risk Committees and the Business Units, ensuring that risks are surfaced by Business Units from the bottom-up to complement the top-down perspectives provided by the Management and Risk Committees.

RECOMMENDATIONS:

Good and honest communication by the top management to both media and the kin of those died or injured in the crash. Empathy by the staff for those who perished in the crash and observed a one-minute silence and company flags throughout the world were flown at half-mast. SIA has a very efficient risk management team to deal with any crisis.

MALAYSIAN AIRLINES – CASE STUDY

BACKGROUND:

Most intriguing part of Malaysian Airlines is the loss of two most technologically advanced airliners. These losses happened within a short span of time of five months

which is unprecedented in the Airline history worldwide and so be with Malaysian Airlines. This is what exactly to Malaysia Airlines in 2014. This disastrous event led to the nationalization of the Malaysian Airlines with a view to protect both the Malaysian tourism industry and thousands of airline employees. The carrier experienced two tragedies with no survivors in quick succession. Malaysian Airlines had an excellent safety record prior to 2014, though it had air accidents with loss of life, but definitely not of this magnitude.

THE ORGANIZATION:

Malaysia Airlines Berhad (MAB), earlier known as Malaysian Airline System (MAS) and branded as Malaysia Airlines, is the flag carrier airline of Malaysia and a member of the Oneworld airline alliance. Malaysia Airlines owns two subsidiary airlines: Firefly and MASwings. Malaysia Airlines traces its history to Malayan Airways Limited, which was founded in Singapore in the 1930s and flew its first commercial flight in 1947. Today the Malaysian Airlines owned by the Malaysian government.

THE CRISIS:

Malaysian Airlines experienced two back-to-back tragedies with full loss of life of all those aboard. The manner by which both aircraft were lost led to extensive international media attention and criticism. Malaysian Airlines Flight MH17 was shot down over the eastern Ukraine and MH370 disappeared in the sea and remains lost till date. For years efforts were made to find and retrieve the wreckage both by Malaysian government and international efforts. Airlines management was criticized for poor communication in the wake of both events. Communication is key to success in dealing with any crisis for any organization.

EVALUATION OF THE CASE:

The first tragedy to strike Malaysia Airlines was the loss of flight MH370, which disappeared while flying from Kuala Lumpur International Airport to Beijing Capital International Airport on 8 March 2014 and all passengers on board and crew members were killed.

Malaysia Airlines were then subjected to their second loss as MH17; a scheduled flight from Amsterdam to Kuala Lumpur was shot down on 17 July 2014 while flying over eastern Ukraine, where an armed conflict had broken out in April 2014.

THE REACTION/RESPONSE:

The public relations team also exhibited bad performance in failing to communicate and prioritize the concerns of families' victims. The company had not been speaking in unison which lead to confusion an example of very poor PR during crisis. An accurate and consistent message from the airlines which is trustable and conceivable was denied by Malaysian Airlines.

PROPOSED SOLUTION/CHANGES:

Nationalization of Malaysian Airlines to protect any such onto wads incidents.

THE FACT CHECK:

Malaysia Airlines Flight 370 was a scheduled international passenger flight operated by Malaysia Airlines. The aircraft was lost from ATC radar screens minutes later but was tracked by military radar for another hour, deviating westwards from its planned flight path before plunging into the sea. In the weeks following flight 370's disappearance, theories ranged from mechanical failure to pilot suicide.

The second loss as MH17; a scheduled flight from Amsterdam to Kuala Lumpur was shot down on 17 July 2014. Flights over the conflict zone were allowed as there was no indication of risk for civil airplanes at cruising altitude and Malaysia Airlines, as almost all airlines, assumed that the airspace is safe.

FMCG

CADBURY'S – CASE STUDY

BACKGROUND

Cadbury, also known as Cadbury's and Cadbury Schweppes, is the second largest brand in the world after the leader 'Mars' confectionaries. Cadbury's is a British multinational owned by Mondelez International since 2010. The company has its headquarters in Uxbridge Western London. Cadburys has worldwide operations in 50 odd countries. It has a number of brands. In nearly two centuries of its existence, Cadbury Company has seen many mergers and acquisitions. However, it's best in effort is developing chocolate eating as a habit worldwide including India. Cadbury established its office in Bombay (now Mumbai) India and began its operations in 1948 by importing chocolates. However, India being a non-chocolate consuming country, Cadbury largely served a very small market, mostly consisting of upper-class citizenry. At present it is the the market leader in the chocolate

confectionery business in India with a market share of over 70%. On 21 April 2014, Cadbury India changed its name to Mondelez India Foods Limited [2].

THE ORGANIZATION:

Cadbury is a multinational company having its origins in UK and headquarters in Uxbridge Western London. Cadbury as confectionery manufacturer was established in Birmingham, England in 1824, by John Cadbury, who sold tea, coffee and drinking chocolate. Cadbury developed the business with his brother Benjamin, followed by his sons Richard and George. Cadbury was granted its first Royal Warrant from Queen Victoria in 1854. It has been a holder of a Royal Warrant from Elizabeth II since 1955[3]. Cadbury merged with J. S. Fry & Sons in 1919 and Schweppes in 1969, known as Cadbury Schweppes until 2008.

THE CRISIS:

Cadbury's after converting a non-chocolate eating country like India into its biggest market through aggressive advertising campaigns and robust marketing strategies, the company has a sizable business in India. The late 90's witnessed a good chocolate market condition. The chocolate market in India grew rapidly and is dominated by two multinational companies — Cadbury and Nestle. The national companies – Amul and Campco are other confectionery companies in this race. On October 2003, the Food and Drug Administration Commissioner customers in Mumbai complained about finding worms in Cadbury Dairy Milk chocolates. The complaint was about infestation in two bars of Cadbury Dairy Milk. In a quick response, the Maharashtra Food and Drug Administration seized the chocolate stocks manufactured at Cadbury's Pune plant

EVALUATION OF THE CASE:

FDA ordered an enquiry and went directly to the media with a statement. FDA Commissioner, told CNBC-TV18, "It was presumed that worms got into it at the storage level, but then what about the packing - packaging was not proper or airtight, either ways it's a manufacturing defect with unhygienic conditions or improper packaging." [9] This was followed by allegations and counter-allegations between Cadbury and FDA. In the heat of negative publicity, Cadbury's sales slid by 30 per cent, at a time when it sees a festive spike of 15 per cent. For the first time, Cadbury's

advertising went off air for a month and a half after Diwali, following the controversy. Over the following weeks the resultant adverse media coverage affected the company's reputation. In India, where Cadbury is synonymous with chocolate, the company's reputation and identity was under intense scrutiny.

THE REACTION/RESPONSE:

Responding the swift action by the government, Cadbury issued a statement that the infestation was not possible at the manufacturing stage and was due poor storage at the retailers as the most likely cause of the reported case of worms. For the first time, Cadbury's advertising went off air for a month and a half after Diwali, following the controversy. Consumers seemed to ignore their chocolate cravings. The company upped ad spends for the Jan-March quarter by over 15 per cent. The recovery began in May 2004, and by June, Cadbury's claimed that consumer confidence was back. These, experts believe that the reason for Cadbury's success was that it took crisis head-on. And the consumers were more forgiving, because the brand enjoyed an emotional equity in India. Santosh Desai, former president, McCann-Erickson says, "The nature of the relationship that Cadbury's has built with the consumer is responsible for latitude the consumers are giving it. Accordingly, "They are seeing it as a lapse, not a breach of trust - this difference is key" [10].

PROPOSED SOLUTION/CHANGES:

A focused and intense crisis communications program was implemented to rebuild credibility and restore confidence among the key stakeholders.

The results are as follows:

The key message from the company that infestation was a storage-linked problem, not manufacturing related, had found widespread acceptance In media.

After the launch of new packaging, a confidence building measure step taken by the company to minimize the incidence of infestation. This reflected consumer

confidence in the brand and the company. Sales volumes climbed back to almost pre-crisis levels.

There was significant upward movement in ratings amongst consumers on parameters like company's image, responsiveness of company and behavioural parameters like intention to buy Cadbury chocolates.

The last two helped to restore faith in the corporate brand among the trade and employees. [10]

The PR department of Cadbury's played a very effective role in managing the reputation and keeping up the goodwill of the company [11].

- The PR communication dealt with:
- Proactive Crisis Management
- Consumer Education
- New Packaging
- Constant and sustained Communication

COKE – CASE STUDY

BACKGROUND

Coca Cola, a multi-national giant and the largest beverage manufacturing company, was started in 1886 when Dr. John Pemberton served the world's first Coca-Cola at Jacobs' Pharmacy in Atlanta, Ga. From that one iconic drink, evolved the total beverage company. Currently, the company has around 200 brands starting from Coca-Cola, to Smart water, to Costa coffee and so on.

THE ORGANIZATION:

The company is an American multinational beverage corporation with its headquarters in Atlanta, Georgia. The Coca-Cola Company is involved in the manufacturing, retailing, and marketing of non-alcoholic beverage concentrates and syrups throughout the world. In July 1886, pharmacist John Stith Pemberton from Columbus, Georgia invented the original Coca-Cola drink. Originally the coco cola

was placed in drugstores with advertisements claiming the beverage for relieving headaches. It is believed that in 1889, American businessman Asa Griggs Candler purchased the Coca-Cola formula and brand from Pemberton's heirs in 1892, the Coca-Cola Company was formally founded in Atlanta by Candler. By 1895, Coca-Cola was being sold in every state in the union. In 1919, the company was sold to Ernest Woodruff's Trust Company of Georgia. [3]

THE CRISIS:

In India specifically a number of issues have afflicted the Coco Cola company and created crisis.

Some of the serious issues are as follows:

SOLID WASTE AND WATER ISSUE:

Particularly the communities around different bottling plants in India have complained about the channelling of slush as fertilizer has caused health and environmental damage. The most important one concern is the depletion of water levels caused by the Coca-Cola bottling operations which have drastically reduced availability of water for irrigation purposes.

PESTICIDES IN SOFT DRINKS:

This is the biggest issue which affected the reputation and image of the company. The matter relates to human health which is caused by Coca-Cola that their bottled water and soft drinks contain pesticides which were tested by the reputed NGO, CSE.

DUAL PRODUCT STANDARDS:

Though not particularly of serious apprehension, Coca-Cola is blamed of having dual standards in terms of their products and safety measures concerning human health with respect to Western standards and Indian criterions.

EVALUATION OF THE CASE:

The pesticide case - Coca-Cola reported that there is a decline in the sales of the beverage due false allegations that its soft drinks contained a high level of pesticides. This was declared by the company in its quarterly filings with the US Securities Exchange Commission. This is because the beverage industry was impacted by false accusations that soft drinks contained high levels of pesticides. Meanwhile, Coca-Cola India has written a letter to the joint parliamentary committee probing allegations of pesticides in beverages, seeking permission to depose before it. Several Indian states banned Coke and Pepsi products in various venues after a report from an Indian NGO found high pesticide levels in the beverages. Coke produced independent test results last week that it said prove that its drinks are safe. In addition, the then Indian Health Minister Sushma Swaraj told the parliament that government tests show that soft drinks produced by Coke and PepsiCo in India are safe to drink [10].

THE REACTION/RESPONSE:

Coca-Cola Company, India took the issues distressing it seriously and used the corporate social responsibility to resolve them quickly as possible before much damage is done to its reputation. To gain confidence among the local communities near the bottling plant, the company reduced the water usage to a large extent and used rainwater harvesting techniques to improve the ground water levels around its plant and support the community water needs. Besides the Coca-Cola have nearly stopped or reduced the supply of slush as bio-fertilizer to the farmers for agricultural purposes. Also with the support of the local and regional governments, the company has implemented the solid waste management practices to reduce pollution and harmful effects by developing solid waste disposable sites.

Another serious concern was the disposal of water used in the plant for making of the beverage. The water used for making soft drinks is treated with activated carbon filtration and run through a purification process to ensure that the water is free of pesticide residue. The ingredients are also closely monitored and undergo various quality checks. Coca-Cola has also partnered with the NGO's and the government to provide medical access to poor people through regular health camps. In addition to their outreach efforts, the company committed itself to environment responsibility

through its business operations. For example, by following the practices of conserving energy and by adhering to the ban on purchasing CFCs, Coca-Cola exhibited greater corporate responsibility.

The allegations in other ways helped Coca-Cola Company, India to show their corporate social responsibility and to maintain good product quality standards. The initiatives all over India helped them reach villages for a good cause and also indirectly marketed their products with establishing a trust among the public [11].

After Coke had its products tested, it held a press conference, bought ads in Indian media, and has engaged employees and customers throughout the region to reassure them that Coke in India is just as clean as anywhere in the world. "We follow one set of global standards," Bjorhaus explained. "Having the test results... was key to conveying that message." [12]

The Coca-Cola Co. and its bottlers complied with the standards of relevant Indian government and regulatory agencies; the report found. Coca-Cola said commissioning the report was one of the steps it took to improve its product in India [13]. Coke and Pepsi executives concede that this has been a difficult fight. "We have some way to go to restore consumer confidence in our brands," said Kari Bjorhus, Coca-Cola's communications director [14]. "It is extremely unfair on the part of certain individuals and organisations to propagate misinformation," said Arvind Varma, secretary general of the IBA. "These actions are detrimental to the image of the country and to the long-term interests of the Indian economy." [15]

PROPOSED SOLUTION/CHANGES:

The company reduced the water usage to a large extent and used rainwater harvesting techniques to improve the ground water levels around its plant and support the community water needs. Coca Cola Company undertook the task of installations of water treatment plants at bottling site.

The water used for making soft drinks is treated with activated carbon filtration and run through a purification process to ensure that the water is free of pesticide residue.

The company partnered with the NGO's and the government to provide medical access to poor people through regular health camps.

The Coca-Cola have nearly stopped or reduced the supply of slush as bio-fertilizer to the farmers for agricultural purposes. Also, with the support of the local and regional governments, the company has implemented the solid waste management practices to reduce pollution.

NESTLE/MAGGI – CASE STUDY

BACKGROUND

The history of Nestle begins with the foundation of the Anglo-Swiss Condensed Milk Company in 1866. Henri Nestlé develops a breakthrough infant food in 1867, and in 1905 the company he founded merges with Anglo-Swiss, to form what is now known as the Nestlé Group [2].

THE ORGANIZATION:

Nestlé as a company was formed in 1905 by the merger of the Anglo-Swiss Milk Company, established in 1866 by brothers George and Charles Page. US brothers Charles and George Page help establish Anglo-Swiss Condensed Milk Company. Henri Nestlé establishes the Henri Nestlé in 1866. The company grew significantly during the First World War and again following the Second World War, expanding its offerings beyond its early condensed milk and infant formula products [3].

The first half of the 1990s proved to be favourable for Nestlé. Trade barriers crumbled, and world markets developed into more or less integrated trading areas. Since 1996, there have been various acquisitions [5]. Since 2010, Nestlé has been working to transform itself into a nutrition, health and wellness company in an effort to combat declining confectionery sales and the threat of expanding government regulation of such foods [6].

THE CRISIS:

A major controversy arose in 2015 when Nestlé was accused of using up to 17 times beyond permissible safe limits of lead in addition to monosodium glutamate in its Maggi noodles. In May 2015, Food Safety Regulators from the state of Uttar Pradesh, India found that samples of Nestlé India's noodles Maggi beyond the safe limits [11]. New Delhi Government banned the sale of Maggi in New Delhi stores for 15 days; The Gujarat FDA on 4 June 2015, banned the noodles for 30 days after 27 out of 39 samples were detected with objectionable levels of metallic lead, among other things; Food Safety and Standards Authority of India (FSSAI) orders banned all nine approved variants of Maggi instant noodles from India, terming them "unsafe and hazardous" for human consumption; Some of India's biggest retailers like Future Group, Big Bazaar, Easyday, and Nilgiris had imposed a nationwide ban on Maggi as of 3 June 2015 [12].

Besides India, many other countries also banned Maggi and other food products from Nestlé. On 5 June 2015 Nepal indefinitely banned Maggi over concerns about lead levels in the product. On 5 June 2015, the Food Safety Agency, United Kingdom launched an investigation to find levels of lead in Maggi. Maggi noodles has been withdrawn in five African nations - Kenya, Uganda, Tanzania, Rwanda, and South Sudan by a super-market chain after a complaint by the Consumer Federation of Kenya, as a reaction to the ban in India [13]. Nestle failed to gauge the depth of the crisis even after national newspapers started writing about it. It did not issue any statement till 21 May. And in its first official statement, it said there was "no order to recall Maggi noodles being sold" and the popular instant noodle was "safe to eat".

EVALUATION OF THE CASE:

Maggi seems to be just that perfect quick-snack between meals and is so easy to make that kids sometime make it alone. Maggi an instant noodle was launched in India in 1983, as a that snack could be prepared in a flash. There by leading in the 'two-minute revolution'. Maggi was initially targeted towards middle class working women who struggled between work and home. However, Maggi appealed to children and youngsters. In no time, Maggi became a household name. For three decades, Maggi

was non-controversial. In May 2015 a laboratory in Gorakhpur Uttar Pradesh proved that samples of Maggi contained lead and monosodium glutamate¹ (MSG) much beyond the permissible limit. Following this, Maggi noodles were banned in many states in India and many super markets also banned it. Nestle India challenged this decision but the results by Kolkata central laboratory in 2015 corroborated the previous results.

Maggi instant noodles came under the scanner for three main reasons. The first was the aforementioned violation of the regulations for adding lead and MSG into the product. The second offence was mentioning 'No added MSG' on the packaging, which is an act of mislabelling. Lastly, the company launched 'Maggi Oats Masala Noodles' without meeting the appropriate norms of standardization. The company was neither prepared for it nor did it have any immediate plan of action to overcome it. But when it was proven guilty for the second time, the customers were furious. There were instances of mass protests by Maggi lovers who were hurt by the severe breach of trust. Maggi was losing not only its market share but also credibility [14].

THE REACTION/RESPONSE:

Nestlé's initial response was of denial. The global FMCG Company rejected the accusation that the noodles were unsafe. A statement on their website said that "The quality and safety of our products are the top priorities for our Company. We have in place strict food safety and quality controls at our Maggi factories... We do not add MSG to Maggi Noodles, and glutamate, if present, may come from naturally occurring sources. We are surprised with the content supposedly found in the sample as we monitor the lead content regularly as a part of the regulatory requirements." On the official Maggi noodles India Facebook page, Twitter and website, Nestlé stated that extensive testing reveals no excess lead in Maggi noodles. Nestlé used Twitter and Facebook to answer customers questions about the levels of MSG and lead found in their noodles. The company continued to re-assure customers that the noodles are safe and that they are a transparent company working closely with authorities in India to resolve the issue.

After re-assuring customers that its noodles are safe, the brand does a U-turn and decides to recall Maggi noodles produced in India. Nestlé CEO Paul Bulcke spoke to the media and said that “We are working with authorities to clarify the situation and in the meantime, Nestlé will be withdrawing Maggi noodles from shelves.” Nestlé decides to destroy Maggi Noodles in India after they were deemed unsafe by regulators.

After the food safety scare in India Maggi noodles have been tested in other parts of the world to reassure consumers that they are safe. Results from noodles tested in the UK found that levels of lead in the product are within EU levels. Shortly after the UK results were published, Canada also cleared Maggi noodles as safe.

AMUL – CASE STUDY

BACKGROUND

Utterly – Butterly – Delicious goes the slogan of India’s largest milk cooperative movement. AMUL and acronym or ‘**ANAND MILK UNION LIMITED**’, a massive cooperative movement of dairy farmers in India is brain child of Dr. Verghese Kurien, Tribhuvandas K Patel and supported by Sardar Vallabhai Patel.

THE ORGANIZATION:

AMUL is a born out of milk revolution called ‘**Operation Flood**’ which was launched in 13 January, 1970. Operation flood is world’s largest dairy cooperative movement and a land mark project of India's National Dairy Development Board (NDDB). Operation flood, transformed India from milk deficient country to milk surplus country. Today India is the largest milk producer in the world, even surpassing United States of America. Since its inception in the 1970’s, in the five decades, operation flood has doubled the milk availability per person. Besides, it has made dairy farming India's largest self-sustainable rural development and employment programme. According Atkins (1989) ‘Operation Flood (OF) is reputedly the world’s largest dairy scheme, and one of India’s most successful rural development programmes. Its planning and growth are worth recounting because OF is seen by many as a model deserving replication in the dairy industries of other less

developed countries, and in other sectors of the rural economy in India and elsewhere in the Third World'[1].

EVALUATION OF THE CASE:

Amul Girl, a hand drawn cartoon, the mascot used by AMUL, the Indian dairy brand. The drawing depicts a young Indian girl dressed a polka dotted frock with pony tail. The Amul girl was created as a response to Amul's rival brand Polson's butter-girl. The idea was conceived in 1967 and it was executed by Mr. Sylvester Da Cunha [4].

THE CRISIS

Amul advertisements are prone to controversy leading to crisis, one landmark episode literally pushed Amul into crisis. This is not the first time Gujarat Cooperative Milk Marketing Federation that owns brand Amul has chosen an unconventional method to protect its brand. Brand Amul has been under attack on social media with its ice-creams being accused of using animal fat. The ice-cream that claims to be purely vegetarian, its trolls alleged, was not being true to its consumers. The allegations hurled by a few individuals, at first, soon stirred up a verbal maelstrom and threatened to throw the brand off the shelf. A video showed a group of young boys claiming Amul ice creams contained pig fat and was hence 'haraam' (or forbidden). The group asked people to boycott the dairy major's products.

PROPOSED SOLUTION/CHANGES:

To the allegations hurled in social media Amul reacted swiftly and strongly. This time, Amul chose a more intense and strategic campaign to counter the disinformation. It asked its marketing team to reassure customers and trade partners that its products and ingredients were '100 per cent vegetarian'. It also responded to each and every customer who reached out, keeping the message consistent and the tone, serious. Amul released a detailed note on its website that certified its use of vegetarian ingredients and added certificates from the supplier of the E-471 emulsifier that the video mentioned [7].

THE REACTION

Sandeep Goyal, founder of Mogae Media says, “I have no view on the controversy, nor do I care what emulsifier their kulfi contains.” But how come Amul could not come out with a more tongue-in-cheek message on its hoarding when faced with allegations and criticism?” He believes that the brand’s communication was different from the persona that it has built over the years. “It is easy to poke fun at others, but a different story when it is you that is in trouble,” he adds.

THE RESPONSE

R S Sodhi, managing director of GCMMF, says, “The fake video in circulation looks staged and hence motivated. We felt that we needed to counter that through an intense campaign on social media”. As for not using a funny repartee from the Amul girl, he says, “It is a serious issue, so we did not want to trivialise it by making a funny topical”. **“Main 100% vegetarian hoon!”** says the Amul girl on Twitter. In the video, apart from re-affirming that the emulsifier’s vegetarian origins, Sodhi adds another message that the 3.6 million farmers who own Amul would never cheats consumers [8].

Sodhi goes on to state that “Amul’s money does not go out of the country, it goes to poor farmers, and poor farmers don’t lie,” This he, Sodhi says, perhaps hoping to turn the crisis into an opportunity to reiterate the brand’s nationalist colours.

THE FACT CHECK

This is not the first time GCMMF that owns brand Amul has chosen an unconventional method to protect its brand. National cooperative Amul put out a statement, quashing rumours that were circulating on social media that it was using an emulsifier, E-471, made from an animal source. In a press release titled ‘The Taste of India is Pure Vegetarian’, Amul said that it 'vociferously negates all these accusations and clarify any issues regarding the same'. "The emulsifier can be made from either animal fat or from plant oils (soybean, candy, palm, sunflower, cottonseed or coconut oil). As the Taste of India, the emulsifier uses is purely derived from 100% vegetarian source only," the statement added. The press note further clarifies that "Moreover, all

Amul product packs carry a vegetarian logo, which provides a warranty and our guarantee to our esteemed customers that our products are 100% vegetarian, in accordance with the mandate of the food regulator of India, FSSAI.

ITC – CASE STUDY

BACKGROUND:

"ITC Limited" was originally named "Imperial Tobacco" and was later renamed "Imperial Tobacco Company of India Limited", succeeding W.D. & H.O. Wills on 24 August 1910 as a British-owned company registered in Calcutta (now Kolkata) [1]. Since tobacco being agriculture-based industry, the ITC established close association with the farming community, particularly in Southern part of India. Since the company was largely based on agricultural resource, it ventured into partnerships in 1911 to source leaf tobacco. It is assumed that the first cigarette factory of the company was set up in 1913 at Bangalore.

THE ORGANIZATION:

ITC is a multinational conglomerate company and one of India's foremost private sector companies. ITC has though started as primarily a tobacco company has diversified with businesses spanning Fast Moving Consumer Goods, Hotels, Paperboards and Packaging, Agri Business and Information Technology. ITC is the country's leading FMCG marketer, the clear market leader in the Indian Paperboard and Packaging industry. ITC's wholly-owned subsidiary, ITC Infotech, is a specialized global digital solutions provider. The business of ITC can be divided into three major categories – Foods; Personal Care; and Matches & Agarbatti. Its product line includes – foods – Aashirvaad; Sunfeast; Bingo; Kitchens of India; YiPPee!; B Natural; mint-o; Candyman; GumOn; Fabelle; Sunbean; Sunfeast Wonderz Milk; ITC Master Chef and Farmland.

THE CRISIS:

Aashirvaad Atta is part of ITC's group of consumer goods brands and creates a variety of atta (whole-meal wheat flour) variants. Since its launch in 2002, Aashirvaad

Atta has regularly launched new varieties of atta to meet the growing demand for healthier alternatives. Aashirvaad Atta used in-stream video ads for the first time as part of its campaign to celebrate 12 years in the atta business and reinforce the message that it is the go-to atta brand in India [8]. Just when everything seemed to be moving at perfect pitch for ITC's Rs 42 billion Aashirvaad brand, a six-month old fake video that claims the conglomerate mixed plastic in its flour has found fresh legs on social media and pushed the company's crisis management team into a state of high alert.

EVALUATION OF THE CASE:

Does wheat flour or 'atta' contain plastic? Several videos on social media showing kitchen experiments undertaken by ordinary Indians would have you think so. However, all stakeholders, from food scientists to consumer goods giant ITC, the company which manufactures 'Aashirvaad Atta' have categorically rubbished the claim. The fact check shows these stakeholders have good reason to do so. Gluten, a naturally occurring protein in wheat, is what gives wheat flour its elasticity.

A malicious video was shared on Whatsapp and Facebook which wrongly claims that Aashirvaad Atta has plastic. The videos allege that because the dough stretches and holds its shape in spite of being run under water, it must contain plastic [9].

The Reaction/Response:

ITC has launched a campaign countering the allegations, lodged police complaints in three cities and garnered industry support to stop the spread of such videos. No company wants a rerun of the Maggi crisis, say brand experts, while an ITC official said the company has thought it. "There is a court order issued in ITC's favour which restrains the circulation of such fake videos on social media. We have also filed police complaints in Kolkata, Hyderabad and New Delhi," Malik said. What is being shown as plastic in these mischievous videos is actually wheat protein which is a mandated component of atta by the FSSAI," Hemant Malik, Divisional Chief Executive, Foods Division, ITC Ltd. "There is a court order issued in ITC's favour which restrains the circulation of such fake videos on social media.

PROPOSED SOLUTION/CHANGES:

We have also filed police complaints in Kolkata, Hyderabad and New Delhi," Malik said. ITC, the maker of 'Aashirvaad Atta' a well-known wheat flour brand in India has been on a war-footing to curb the spread of misinformation surrounding its product. Malik said the first video claiming presence of plastic appeared in July 2017 and was telecast on a local TV channel in Siliguri, West Bengal. Claiming that 'Aashirvaad Atta' is fully safe for consumption, Malik said what was being called plastic was in reality wheat protein that is an integral component of wheat [10].

J AND J – CASE STUDY

The organization: Johnson & Johnson which was founded in 1886, is an American multinational involved in manufacturing medical devices, consumer packaged goods and pharmaceutical products. The company had been performing very well since its foundation.

BACKGROUND:

Headquartered in New Jersey, the company has about 250 subsidiary companies and operates in over 57 countries while its products are sold in 175 countries.

THE CRISIS:

Chicago Tylenol murders

(Cyanide- laced 'Tylenol 'capsules)

This is a very strange case as the weapon used was Cyanide resulting in seven deaths. However, the motive behind cyanide poisoning is still unknown. Neither the perpetrators of the crime is unknown. But suddenly, in the fall of 1982, somehow (most likely because of tampering), cyanide- laced Tylenol capsules were put on the shelves of pharmacies in the Chicago area. Seven unsuspecting consumers died after consuming the cyanide- laced capsules. In fact, Johnson & Johnson itself came to know about the cyanide-laced capsules only when a news reporter from the Chicago area called the company requesting its comments. The events made for sensational headlines, especially given the high level of trust enjoyed by Tylenol from the American public.

In order to discuss the story of Tylenol, two companies must first be examined: McNeil Consumer Healthcare, a subsidiary of Johnson & Johnson and the producer of TYLENOL, and Johnson & Johnson itself.

In 1955, the Tylenol brand was created with the development of TYLENOL Elixir for children. The name TYLENOL was created by the McNeil sales team using letters from the product's main ingredient, acetaminophen. Tylenol was marketed as an effective painkiller but without the side effects of aspirin.

The crisis started on September 29, 1982, in the Chicago area when 12-year-old Mary Kellerman was pronounced dead at a hospital after her parents found her on the bathroom floor. Adam Janus was later found collapsed on his living room floor in another part of town and died in the hospital shortly thereafter. Seven deaths in total. The news of the incident spread quickly, causing a nationwide panic. Investigations revealed that the sudden deaths were a result of cyanide poison discovered in the Tylenol capsules. The capsules had been opened and filled with 65 mg of cyanide—up to 10,000 times that which was needed to kill a person.

Early on the morning of Sept. 29, 1982, a tragic, medical mystery began with a sore throat and a runny nose. It was then that Mary Kellerman, a 12-year-old girl from Elk Grove Village, a suburb of Chicago, told her mother and father about her symptoms. They gave her one extra-strength Tylenol capsule that, unbeknownst to them, was laced with the highly poisonous potassium cyanide. Mary was dead by 7 a.m. Within a week, her death would panic the entire nation. And only months later, it changed the way we purchase and consume over-the-counter medications.

EVALUATION OF THE CASE:

The tampered Tylenol bottles came from different factories and the seven deaths had all occurred in the Chicago area, the possibility of sabotage during production was eliminated. Instead, the culprit was believed to have entered various supermarkets and drug stores over a period of weeks, pilfered packages of Tylenol from the shelves, poisoned their contents with cyanide at another location, and then replaced the bottles.

In addition to the five bottles which led to the victims' deaths, three other tampered bottles were discovered. These poisoned bottles were discovered at different stores in the Chicago area.

The events made for sensational headlines, especially given the high level of trust enjoyed by Tylenol from the American public. A post-crisis study by Johnson & Johnson found that within the first week of the crisis, over 90 percent of the American population was aware of the deaths in Chicago. One of the news clipping services claimed that the Tylenol crisis story had been given the widest US news coverage since the assassination of President John F. Kennedy. The story was carried by all three television networks, and CBS' coverage, which focused on the death of a 12-year-old girl from consuming the contaminated Tylenol, evoked strong emotions.

Johnson & Johnson received positive coverage for its handling of the crisis; for example, an article in The Washington Post said, "Johnson & Johnson has effectively demonstrated how a major business ought to handle a disaster".

THE REACTION/RESPONSE:

When it comes to a corporate crisis, Johnson & Johnson (J&J) and its subsidiary Tylenol demonstrate what a company should do in responding to stakeholder concerns. With its handling of the Tylenol tampering in the early '80s, J&J secured its status in the history books for effective crisis management. Since then, J&J has won numerous accolades for consumer safety and for its social responsibility initiatives. In 2010, Barron's magazine named Johnson & Johnson #2 among the World's Most Respected Companies.

While it isn't unusual for pharmaceutical companies to experience crisis situations, it is highly unusual and frightening for firms to experience the type of crisis that Johnson & Johnson faced during the 1980s. Despite the fear that gripped the nation, Johnson & Johnson tried to maintain a sense of calm and concern for consumer well-being that reassured its customers. While Johnson & Johnson certainly lost money in the short-run, its quick actions served to create a favourable reputation as a firm that pursued the right course even when it cost it financially.

The crisis was every company's worst nightmare. Some predicted that Tylenol would never sell again. What followed, however, is one of the most often used examples of effective crisis management. J&J took its consumer responsibility outlined in its Credo seriously. It immediately recalled 31 million bottles of Extra-Strength Tylenol worth over \$100 million from all retail stores across the United States. In addition, the company offered to exchange all Tylenol capsules already purchased by the public with solid tablets. Johnson & Johnson also distributed warnings to hospitals and distributors that Tylenol production and advertising would be halted until further notice.

Tylenol managed the crisis in two steps: public relations (reacting to the crisis) and its comeback stage. Even though the deaths were not a fault of the company, it took responsibility and, unlike many companies in similar crises, put consumer safety over profit.

PROPOSED SOLUTION/CHANGES:

The 1982 incident inspired the pharmaceutical, food, and consumer product industries to develop tamper-resistant packaging, such as induction seals and improved quality control methods.[5] Moreover, product tampering was made a federal crime.[30] The new laws resulted in Stella Nickell's conviction in the Excedrin tampering case, for which she was sentenced to 90 years in prison.[23]

Additionally, the incident prompted the pharmaceutical industry to move away from capsules, which were easy to contaminate as a foreign substance could be placed inside without obvious signs of tampering.

HOW POISONED TYLENOL BECAME A CRISIS-MANAGEMENT TEACHING MODEL

Tylenol relatively quickly re-established its brand, recovering the entire market share it lost during the cyanide scare. Though things could have gone very differently, the episode's most lasting legacy has been in the annals of public relations, not poison control: the case has since become a model for effective corporate crisis management.

THE FACT CHECK

Police never arrested anyone for the original Tylenol murders, but tax consultant James Lewis wrote a letter to Tylenol's manufacturer in October 1982 demanding \$1 million to "stop the killings." Lewis had a strange past. He had been charged with a 1978 Kansas City murder after police found the remains of one of his former clients in bags in his attic; charges were dropped after a judge ruled that the police search of Lewis' home was illegal. But police could never tie him to the Tylenol killings and he denied committing them. Lewis was convicted of extortion for the letter and spent more than 12 years in federal prison.

RECOMMENDATIONS:

Crisis Communication Strategies

Before the crisis, Tylenol was the most successful over-the-counter product in the United States with over one hundred million users.

Robert Andrews, assistant director for public relations at Johnson & Johnson recalls how the company reacted in the first days of the crisis: "We got a call from a Chicago news reporter. He told us that the medical examiner there had just given a press conference-people been dying from poisoned Tylenol.

Johnson & Johnson chairman, James Burke, reacted to the negative media coverage by forming a seven-member strategy team. The team's strategy guidance from Burke was first, "How do we protect the people?" and second "How do we save this product?" The company's first actions were to immediately alerted consumers across the nation, via the media, not to consume any type of Tylenol product.

Johnson & Johnson also used the media, both PR and paid advertising to communicate their strategy during the crisis. Johnson & Johnson used the media to issue a national alert to tell the public not to use the Tylenol product.

Crisis Response Strategies used by Johnson & Johnson: Johnson & Johnson employed Forgiveness and Sympathy strategy for this crisis. Forgiveness strategy seeks to win forgiveness from the various publics and create acceptance for the crisis.

P & G– CASE STUDY

BACKGROUND:

Tide and many other detergent manufacturers developed colourful, convenient pods designed to be tossed into washing machines and dishwashers. However, these companies never expected that teenagers would eat them as toffees. Unfortunately, this was dubbed as ‘Tide pod’ challenge. Many videos went viral, across social media channels where in the teenagers spewing soap. The American Association of Poison Control Centres last year reported 220 teens were exposed to the toxic pods. The dangerous debacle has created a different kind of challenge for Procter & Gamble, which makes Tide pods.

THE ORGANIZATION:

The Procter & Gamble Company (P&G) is an American multinational consumer goods corporation headquartered in Cincinnati, Ohio, founded in 1837 by William Procter and James Gamble. The company also specializes in a wide range of personal health/consumer health, and personal care and hygiene products. The products are organized into segments like Beauty; Grooming; Health Care; Fabric & Home Care; and Baby, Feminine, & Family Care. The company’s product portfolio also included foods, snacks, and beverages. The company moved into other countries, both in terms of manufacturing and product sales, becoming an international corporation.

TIDE POD – CONTROVERSIES:

Procter & Gamble originally created laundry pods when they launched Salvo powder detergent tablets and in 2012, Procter & Gamble re-launched a liquid tablet product under the name Tide Pods. There were concerns that children would accidentally consume Tide Pods, as its appearance and the packaging design have the same appeal to a child as hard candy with patterned designs. In 2017, the "Tide Pod Challenge" emerged causing more concern about laundry detergent pod poisoning.

Laundry tabs were originally introduced in the 1960s in a compacted granular form when Procter & Gamble launched Salvo tablets. In the 1990s, Unilever and Henkel

launched a similar laundry detergent pack product sold in Western Europe. These products sometimes did not fully dissolve in United States washers.

THE CRISIS:

"TIDE POD CHALLENGE"

In late 2017 a viral Internet trend, called the "Tide Pod Challenge", emerged on Twitter and various other social media websites, in which participants intentionally ingest detergent pods. Several children and teens have been injured, some severely, from this intentional consumption. The challenge was popularized on Twitter and several people have eaten Tide Pods on camera. One company began making edible replica "pods" and several internet personalities have posted about making edible "Tide Pods".

There have been numerous media reports discussing how children and those with dementia could endanger their health or life by consuming the pods, mistaking them for candy. Between 2012 and 2013, poison control centres reported over 7,000 cases of young children eating laundry pods, and ingestion of Procter & Gamble laundry pods had resulted in six deaths by 2017. [

EVALUATION OF THE CASE:

HEALTH RISKS "Spring Meadow" Tide Pod. The health risks posed by the ingestion of Tide Pods—particularly by children—have been noted by several media outlets. Between 2012 and 2013, an average of one child was admitted to hospital every day as a result of eating Tide Pods. The Centre for Disease Control and Prevention tagged them as a health risk. Consumer Reports noted that "swallowing conventional detergent might result in mild stomach upset, but with highly concentrated detergent pods the ingestion can cause excessive vomiting, lethargy, and gasping, and in some reported cases, victims stopped breathing and required ventilation support. The story detailed that pods contain ethanol, hydrogen peroxide, and long-chain polymers, that when ingested can result in caustic burns to the lining of one's mouth, as well as the esophagus, stomach, and other parts of the gastrointestinal tract. Many media outlets referenced the visual similarity the pods

have to candy as reasoning behind their consumption. In early 2018, media publications noted that shortly after the product's introduction, the consumption of Tide Pods became a topic of discussion on the Internet. In the following years, eating Tide Pods became a popular joke online.

THE REACTION/RESPONSE:

The dangerous debacle created a different kind of challenge for Procter & Gamble, which makes Tide pods. The company's swift, multipronged response offers a case study in brand crisis management. The 'Knowledge@Wharton' show on Wharton Business Radio on SiriusXM channel 111 invited Wharton marketing professor Americus Reed, Wharton lecturer and Drexel University professor Robert Field and Jen Golbeck, professor and director of the Social Intelligence Lab at the University of Maryland, to analyse P&G's playbook.

PROPOSED SOLUTION/CHANGES:

"Spring Meadow" Tide Pod, a brand of detergent criticized for its colourful candy-like appearance

Concern has been raised over children accidentally being exposed to laundry packs, as its appearance and the packaging design can have the same appeal to a child as hard candy with patterned designs, and be confused as such.

In 2012, in response to a child swallowing Tide Pods, Procter & Gamble said they would make this product more difficult to open by adding a double latch to the lid, and has also re-focused their advertising to make clear the product should be out of a child's reach at all times.

The packaging was also changed to an opaque orange rather than the original clear plastic gumball machine-type presentation to make them look less enticing; other manufacturers followed suit with equivalent packaging changes. [

L'ORÉAL – CASE STUDY

THE ORGANIZATION:

L'Oréal is a France based company engaged in the manufacturing and sale of beauty and hair products. It has two major segments - Professional Products, Consumer Products, L'Oréal Luxury, and Active Cosmetics. The L'Oréal Company is based in France and was founded by Eugène Schueller in 1909. A young French chemist Eugène Schueller, , developed a hair dye formula and manufactured the product and same was supplied to hairdressers France. L'Oréal got its start in the hair-colour business, but the company soon branched out into other cleansing and beauty products.

BACKGROUND:

The cosmetics industry experienced growth during the 1990s, but with increasing rivalry. L'Oréal was also one of the first western companies to set up shop in the former Soviet Union. Consumers' awareness of more environmentally friendly products forced, L'Oréal to conform to new standards of product safety. In 1998, the company launched a global advertising campaign with the tagline, "Because I'm worth it."

THE CRISIS:

A British model Munroe came to public attention in August 2017, the first transgender model to be employed by L'Oréal in the campaign in the United Kingdom. Based on an article in the Daily Mail highlighting Facebook comments which gave her African lineage Bergdorf attracted further public attention. Bergdorf was aged 29 and living London at the time of the controversy. She was working for fashion industry and at the age of 24, she decided to undergo transition treatment. Bergdorfdescribed experiencing prejudice as a result of being transgender, stating that "I get abuse every day". She was shamed time and again.

EVALUATION OF THE CASE

In the year 2017 Bergdorf was announced as one of the 27 models taking part in L'Oréal UK's "True Match" campaign." On her social media, she declared: "Thank you L'Oréal Paris for giving me this platform. I hope it reaches another little eight-year-old trans girl and makes her feel a little more hopeful and a little less scared about her future, than what was installed in me when I was her age." The Daily Mail published an article On 31 August, underlining comments made by Bergdorf on a Facebook post and described it as an "extraordinary rant". This article by Daily Mail's went viral, being picked up by international news agencies and newspapers around America and Europe. Following this the general public accused Bergdorf of being racist toward whites and few others believed that she raised awareness about white privilege and social racism.

THE REACTION/RESPONSE:

The L'Oréal Company on 1 September sacked Bergdorf and issued a clarification that the company "supports diversity and tolerance towards all people irrespective of their race, background, gender and religion" The Company also stated that Bergdorf's comments about white people were "at odds with those values". In reaction to action taken by the company, Bergdorf called on people to boycott the brand which promptly had a large number of followers. Following her dismissal, Bergdorf appeared on a number of television programmes clarifying her stand white racism.

PROPOSED SOLUTION/CHANGES:

Later in September, a rival beauty product brand, the UK-based Illamasqua, hired Bergdorf as the face of its Beauty Spotlight campaign, which focuses on gender fluidity.[10][21] In a statement, the company described Bergdorf as embodying "diversity and individuality; she is not scared to be truly herself."

RECOMMENDATIONS: The companies employing models should do a lot of research to understand their views on society. The company's staff should read social media posts before hiring then they would be well aware of views expressed.

DOVE: CASE STUDY

BACKGROUND:

Dove owned by Unilever originating in the United States, it is a body care product offered for men, women and baby. Developing a soap that did not dry skin, but rather moisturized it, Dove quickly carved itself out a piece of the soap market, gaining consumer trust with their high quality and reliable products. Dove would gradually build its product catalogues and apply their same research and development skills to other areas of personal care.

Dove now develops many different kinds of personal care products which fall into five distinctive categories: Washing and Bathing: Beauty Bar, Liquid Soaps, Body Wash. Skin Care: Moisturizing, Dry Skin Care, Body Lotion, Face Wash.

Antiperspirant Deodorants: Antiperspirant Deodorant Spray. Roll-On Antiperspirant Deodorant. Hair Care: Shampoo, Conditioner, Hair Oil, Dry Hair Treatment, Hair Fall Treatment Anti-Dandruff Treatment, Damaged Hair Care, Shampoo for Dry/Damaged Hair. Dove Collections: Dove Go Fresh, Purely Pampering, Dove Elixir Oil, Dove Oxygen Moisture.

THE ORGANIZATION

In the years 1950, Vincent Lamberti was granted the original patents related to the manufacturing of Dove with Dove's logo is a silhouette profile of the brand's namesake bird. Dove owned by Unilever originating in the United States, it is a body care product offered for men, women and baby. Dove products are manufactured in Argentina, Australia, Bangladesh, Bulgaria, Brazil, Canada, China, Egypt, Germany, Hong Kong, India, Indonesia and United States. The products are sold in more than 150 countries.

A company that sells more soap than any other, Dove has become synonymous with the soap bar in the same way that Kleenex is synonymous with tissues – you just can't separate one from the other. Despite their late start in soap development relative to other leading beauty brands (the company was founded in 1957), Dove proved to be ahead of its time in the cleaning department.

THE CRISIS:

In October 2017, a three second video for Dove body lotion posted on their page on Facebook in the United States prompted criticism and accusations of racism. The video clip showed a black woman removing her T Shirt to reveal a white woman, who then lifts her own T Shirt to reveal an Asian woman. The full thirty second television advert version included seven women of different races and ages.

EVALUATION OF THE CASE:

One of the greatest achievements of the Dove campaign is that it initiated a global conversation to widen the definition of beauty. The real women were attractive and likeable to their female audience because they were relatable and provided a “fresh” perspective within the media. The campaign’s success is evident in the tremendous publicity that it has received, for example, with the models being asked to appear as guests on many popular American talk shows, including

Overall, much of the campaign’s success can be attributed to it being the first digital campaign to drive participants to a supportive online community that reached over 200 million people worldwide, with over 26 million people participating in the campaign online.

Beyond simply making people feel good about the company, what Dove has so successfully done is reframe the function of purchasing their beauty products and toiletries from one focused on utilitarian outcomes. Feeling positively about Dove, and purchasing their products, allows women to show that they too believe society’s values regarding beauty need to change, from a focus on outer appearance and the “thin ideal”, to a focus on inner beauty and confidence.

Purchasing Dove products, also enables customers to connect with the millions of women around the world who they see (either on television or online) responding in similarly positive ways to the campaign. One way in which people engage online is

through Dove's Self-Esteem Toolkit, another positive aspect of the campaign. Dove's Self-Esteem

Toolkit is an online resource that includes workshops, activities, guides, and videos all aimed at building girls' self-esteem. In addition to the online videos, these activities and workshops also reflect the advertising campaign's mission, which is to redefine beauty. It is well known that self-esteem is linked to body image, particularly for adolescent girls.

THE REACTION/RESPONSE:

Dove said in a statement to Gawker, "All three women are intended to demonstrate the 'after' product benefit. We do not condone any activity or imagery that intentionally insults any audience."

Brand says it 'missed mark' after being accused of racism in campaign promoting body lotion

Dove's ad showing a black woman turning into a white one Dove's ad, since removed from Facebook.

Dove has apologized after publishing an advert on its Facebook page which showed a black woman turning into a white woman.

The brand was accused of racism over the online advertising campaign and it later admitted it had "missed the mark" with an image posted on Facebook.

PROPOSED SOLUTION/CHANGES:

Following the removal of the advert, Dove, which is owned by Unilever, tweeted: "An image we recently posted on Facebook missed the mark in representing women of colour thoughtfully. We deeply regret the offence it caused."

In a further statement Dove said: "As a part of a campaign for Dove body wash, a three-second video clip was posted to the US Facebook page.

“This did not represent the diversity of real beauty which is something Dove is passionate about and is core to our beliefs, and it should not have happened. “We have removed the post and have not published any other related content. We apologise deeply and sincerely for the offence that it has caused.”

THE FACT CHECK

Naomi Blake, an American makeup artist who goes by the name Naythemua. “So, I’m scrolling through Facebook and this is the #dove ad that comes up ... ok so what am I looking at,” she wrote as the caption. Under the post, she was asked if people would be offended if the white woman had turned into a black woman. She said: “Nope, we wouldn’t and that’s the whole point. What does America tell black people? That we are judged by the color of our skin and that includes what is considered beautiful in this country.” I am the woman in the 'racist Dove ad'. I am not a victim, she added that Dove’s marketing team should have known better and said “the tone deafness in these companies makes no sense”.

The ad sparked criticism, leading Dove to remove the advert, saying it “deeply regret(ted) the offence it caused.” Dove further stated that the "video was intended to convey that Dove body wash is for every woman and be a celebration of diversity..." The black woman in the advert, Lola Ogunyemi, said the advert had been misinterpreted and defended Dove.

Dove said in a statement to Gawker, "All three women are intended to demonstrate the 'after' product benefit. We do not condone any activity or imagery that intentionally insults any audience."

FOOD CHAINS

KFC – CASE STUDY

BACKGROUND:

The background to the shortage is KFC switching over to new distribution partner DHL to improve the efficiency and performance of supply chain. The change didn’t get off to a great start and became a major logistical disruption leading to a

nationwide shortfall of chicken and the subsequent closure of all KFC's UK restaurants.

THE ORGANIZATION:

Kentucky Fried Chicken (KFC), is an American fast food restaurant chain headquartered in Louisville, Kentucky that specializes in fried chicken. It is the world's second-largest restaurant chain having franchise worldwide. KFC was founded by Colonel Harland Sanders in 1952 by a businessman selling fried chicken on roadside stall. KFC was one of the first American fast-food chains to expand internationally, opening outlets in Americas, Europe, Asia, Africa and Middle east.

THE CRISIS:

KFC is no newcomer to criticism and controversies. Since the beginning of the 21st century, fast food has been criticized for its animal welfare record, its links to obesity and its environmental impact. In 2018, KFC ran out chicken and suddenly faced a severe shortage to serve the customers. It was KFC's biggest nightmare turning into a reality. The sudden shortage of chicken was due issues with suppliers. The end result was shutting of most of the KFC outlets in UK. The crisis led to media enquiries over the first week and there were lots of coverage globally across print, online and broadcast.

EVALUATION OF THE CASE:

The shortage of chicken had affected every part of the society in UK. There was no easy fix to the problem. The crisis led to staff pay, food wastage; unions and inquisitive MPs were enquiring about the solution and the problems KFC had to deal with. The KFC management reported that customers even called the police to complain that they were unable to get their favourite KFC bucket. It's safe to say that public confidence in KFC is shaken.

THE REACTION/RESPONSE:

The key lesson KFC learnt is the importance to remain true to its brand voice and placed itself in a self-critical admitting it tacked up and taking a light-hearted dig at

itself. **Apology and Accountability:** KFC didn't play the blame game with the chicken suppliers and instead apologized to the customers directly. **Communication:** KFC was playing the field in addressing questions and concerns of customers on social media. **Transparent:** Along with communicating with customers, KFC was also transparent about the steps they took to bring the operations back to normal. **Gratitude:** KFC showed their gratitude to all the stakeholders. **Emotion:** To make things right, KFC injected the right amount of humour in their key messages. **Spokesperson:** All of the key messages on social media came from KFC's founder, Colonel Sanders.

PROPOSED SOLUTION/CHANGES:

Instead of relying on single supply chain, the organization is better off with alternatives just in case of crisis due to breaking of supply chain.

THE FACT CHECK:

The supply chain was disrupted due a series of accident closer to DHL office, the new supplier of chicken to KFC. The police had closed the junction for the purpose of investigation and the subsequent blocking of the road made DHL completely locked out. Many have questioned the wisdom of operating out of a single warehouse but this is apparently not uncommon in many industries. However, even if it is possible to use a single warehouse according to experts in supply chain management that it is not always appropriate approach.

RECOMMENDATIONS:

Good PR is all about honesty, accountability, apology, communication, spokesperson, gratitude to stakeholder and emotion when dealing with customers and public.

MCDONALDS – CASE STUDY - LEGAL/LICENCE EXPIRE

BACKGROUND:

For any food chain company crisis and criticism is inevitable. These global food companies deal with different cultures, traditions and values worldwide. The cultural

practices, values and traditions have a telling effect on such companies. Besides, these food companies are under constant pressure for organizations or pressure groups like Green Peace and PETA who more concerned about environment and ethics in business practice. McDonald's is one such organization to suffer from crisis time and again. MNCs have an additional challenge to address to crisis in a way that is culturally sensitive and appropriate to the stake holders in the local markets.

THE ORGANIZATION:

McDonald's is an American fast-food company, founded in 1940 as a restaurant operated by Richard and Maurice McDonald, in California, United States.

McDonald's is the world's largest restaurant chain serving millions of customers daily in over 100 countries.

THE CRISIS:

Despite being popular, both fast-food giants have had food-safety related scandals globally. The company ran into a variety of crisis ranging from improperly disposing of cooking oil and letting it into local market; changing cooking oil only once in four days a week; selling expired food; chicken maturity time and use of culturally prohibited food. Besides it is also accused of unethical practices in doing business. Internally McDonald's workers have on occasions decided to strike over pay which created crisis to the company.

PETA activists question McDonald's over the company's animal welfare standards. In 2002, vegetarian groups, largely Hindu and Buddhist, successfully sued McDonald's for misrepresenting its French fries as vegetarian, when they contained beef broth. In January 2014, McDonald's was accused of having used a series of tax manoeuvres to avoid taxes.

EVALUATION OF THE CASE:

A recent major crisis of McDonald's in India relates running business with expired license. In a major setback to global fast food chain McDonald's in North and East India had to shut down due to expiry of license to operate the food joint. In a

statement, the Indian subsidiary of the US-based burger chain confirmed that the eating house licences of a number of McDonald's restaurants in Delhi have expired. Pending these operations in most of food joints of the company was suspended.

THE REACTION/RESPONSE:

As major proactive reaction the company stated that since this is temporary shutdown, all employees working in these restaurants shall be retained. The closure of the McDonald's food outlets comes due to a legal battle with its managing director Bakshi. He was removed from the board and his re-lection as MD. Mr Bakshi challenged this and accused McDonald's mismanagement and oppression. Later McDonald's had revoked the joint venture agreement and invoked arbitration.

PROPOSED SOLUTION/CHANGES:

McDonald's later stated that the brand's goodwill and popularity will not be affected in the long run, as the incident has not happened because of a transgression of a promise made to a consumer. In a media release the burger giant apologized for the inconvenience caused and also stated that the company will ensure any compliance needed.

CCD – CASE STUDY - SUICIDE OF OWNER/INCOME TAX

BACKGROUND:

This is a story of one ambitious man Siddhartha with and entrepreneurship zeal and penchant for doing business to grow. This is story of MD of Café' Coffee Day, a home-grown coffee shop enterprise which later becomes a big business in coffee. Once coffee as a commodity was freed up, Siddhartha's dreams for coffee really took off. He set up Amalgamated Bean Coffee Trading Company (ABC) to export green coffee in 1993 and dabbled with the idea of an internet cafe shop on Brigade Road in Bengaluru. Looking for business expansion, the CCD runs into debt trap amid concerns of income tax (IT) raids on the enterprise. Unable to sustain the pressure from investors and money lenders and fear of a possible IT raid forces Siddhartha to take the extreme step and commit suicide.

THE ORGANIZATION:

After working as a stock broker in Mumbai, Siddhartha returned to Bangalore in 1980 and was looking for starting his own business as stock broker. Siddhartha borrowed around Rs 7.5 lakh from his father to set up his own trading business, Sivan Securities, which later became Way2Wealth Investment Consultancy. The current holding company, Coffee Day Enterprises or CDEL was originally formed as a partnership firm in February 2008 under the name Coffee Day Holding Company. Later it was converted into a private limited company, Coffee Day Holdings. The name changed again to Coffee Day Resorts in 2010, and which eventually became Coffee Day Enterprises Private Ltd,

THE CRISIS:

The Café' Coffee Day planned a massive expansion drive to improve coffee business in India. The plan was to borrow money from investors and money lenders to invest in coffee estate and create substantial assets for the company. The period that saw massive expansion, also saw debt piling up. The company needed funds for both operations and capex. CCD also ventured into IPO in 2015 to raise finance to cover and lower the debts and to ensure smooth cash flow into the business.

EVALUATION OF THE CASE:

When CDEL decided to go for an IPO looking to raise Rs 1,150 crore in 2015, it was the IPO the market had heard in the long time to come. The main objective was to reduce the debt by about Rs 630 crore, so that the debt servicing costs could come down and money could be used for further investment. Unfortunately, the IPO opened to a lukewarm response. It was over-subscribed and the non-institutional investors' category only got 53 per cent subscription. On the BSE, the stock listed at Rs 313 and the company 5 per cent below the issue price of Rs 328.

THE REACTION/RESPONSE:

The company's net debt, mounted beyond the control of the CCD. The available data reveals that the company's free cash flow was a negative at the end of 2015/16. To

expand the business and to diversify into other sectors, by the end of December 2016, the promoter group had already pledged more than half of their holdings to raise money largely for the construction business and the hospitality business. This was sure case of the old adage “Don’t bite more that you can chew”. But the CCD had bitten the bullet by then. Months before his reported suicide, Siddhartha was looking at ways to refinance his existing debt and also raise fresh money for day-to-day requirements.

PROPOSED SOLUTION/CHANGES:

V. Ranganath has been appointed as the interim chairman of the Coffee Day Enterprises. A statement from the company said the Board of Directors would meet on to decide the next course of action. In the statement filed to the NSE and BSE, the company also said Nitin Bagmane has been appointed as the interim COO. Mr. Ranganath is the non-executive Independent Director of the firm. The popular retail chain Cafe Coffee Day (CCD) decided to shut shop on Wednesday across the country in memory of its

HALDIRAMS – CASE STUDY

BACKGROUND:

After being subjected to the allegations of pesticide adulteration, Haldiram's snacks were refused admittance into the United States by the country’s Food and Drug Administration (FDA) in 2015. In 2017, the US FDA issued a warning letter because Haldiram's was not properly monitoring sterilization processes. Besides, the company is also accused of customers finding lizard in the food served, caterpillar in biryani served and also crisis related to hacking of its account and hacker demanding ransom for divulging the details.

THE ORGANIZATION:

Haldiram's is an Indian sweet, snacks and Restaurant Company was founded in 1937 by Ganga Bishan Agarwal. He is fondly known as Haldiram Ji in his household as a retail sweet and namkeen shop in Bikaner, Rajasthan. The company went into

expansion by starting manufacturing plants in Calcutta, New Delhi and expansion of its plant in Jaipur, Rajasthan. Currently Haldiram's products are available worldwide and it has become a household name.

THE CRISIS:

A customer allegedly found a dead lizard in a food item served at the snacks major Haldiram's outlet. The dead lizard found in 'vada sambar' served to the customer at the outlet. When the incident was brought to the notice of the outlet manager, the official threw away the dish. To some extent the police doubted the claims of the customer as well. Within just three days of shutting shop due to a public outcry over the discovery of a lizard in its food, Haldiram has been allowed to restart its operations. The incident sparked outrage among a large number of people, leading to a raid by the FDA at Haldiram's Planet Food restaurant in Nagpur

EVALUATION OF THE CASE:

The incident happened at Ajani square of Nagpur in Maharashtra. With some mild symptoms the customer and his female friend were admitted to hospital and were later discharged. The customer did not file a formal complaint. However, a video of the dead lizard in the food served to the customer went viral on social media. FDA took cognisance of the case and inspected the Haldiram outlet. The agency reported certain deficiencies like windows not being covered by nets in the outlet's kitchen. Subsequently the FDA closed the food joint and ordered compliance with procedures.

THE REACTION/RESPONSE:

After receiving the compliance report the FDA inspected the outlet again. On finding appropriate compliance the FDA ordered the food joints reopening. Since the official complaint was not received, FDA finally sent an inspection team and found a bunch of shortcomings and non-following of the norms of safe food practice.

PROPOSED SOLUTION/CHANGES:

The restaurants' manager confirmed that after the notice, they would make everything right and after the next inspection, the FDA would definitely allow them to re-start serving the food.

THE FACT CHECK:

Kamal Agarwal, Executive director refused to say anything mentioning he was out of country.

RECOMMENDATIONS:

Compliance with FDA rules and regulations is mandatory to run a food serving outlet.

DOMINOS – CASE STUDY**BACKGROUND:**

Domino's suffered one of the worst crises on social media in 2009. In fact, Domino's had very little or no presence on social media at the time the crisis happened. What makes this case study so interesting is the social media aspect of both the crisis itself and the strategy for managing the crisis. The virtue of the company is using the same medium to fight from where the crisis originated. This was one of the most successful cases of using social media to fight a viral video on social media. This case is an excellent example of how a corporate giant and quickly put its crisis team together to fight the crisis. Domino's response to this massively severe crisis was so well handled that it was a lesson to learn from both their mistakes and their successes.

THE ORGANIZATION:

Domino's Pizza, Inc. is an American multinational pizza restaurant chain founded in 1960. Like most corporate success stories, Domino's started out small with just one store in 1960. In 1960, Tom Monaghan and his brother, James, took over the operation of DomiNick's, an existing location of a small pizza restaurant chain that had been owned by Dominick DeVarti.

THE CRISIS:

On Easter Sunday in a small mountain town in 2009, purposefully playful actions of two employees quickly became a worldwide marketing nightmare for Domino franchise. It so happened that two employees made one of them putting sticking cheese on the nose and then putting it on a sandwich that was to be delivered to a customer. Another employee filmed the act in other with the food and uploaded the videos to YouTube. Instantaneously the video went viral on social media and there were angry reactions from in general and customers in particular. The video instantly went viral and Domino's Pizza was instantly launched into a full social media crisis.

EVALUATION OF THE CASE:

The crisis was so hard hitting to Domino's that its entire corporate team were suddenly thrown into a nosedive when it received word from a consumer affairs blog. It was a disbelief first that how could its own employees commit such a blunder and then post it on social media. The chatter on social media was less related to the act in the viral video. It was more about as to whether the company was even aware of it or not.

THE REACTION/RESPONSE:

The corporate team's first reaction was of anger and disbelief. Instinctively they thought it was a hoax, that the employees cannot be that stupid to do something real and put it on YouTube. But it was not to be a hoax.

THE FACT CHECK:

The team communicating internally was able to locate the perpetrators of the viral video. On the other hand, some fact check was being done to ascertain whether there was any real customer order at that time. This was done to ensure that the content of the viral video is not related to an actual customer order and something as nasty as it was delivered to someone. The fact check brought in some relief as there were no customer orders at that time. The viral video was made by the two employees to kill the boredom of no work on Easter Sunday evening.

PROPOSED SOLUTION/CHANGES:

The crisis management created a YouTube response instead of going in for the traditional press release or press conference. The team carefully selected the target audience for a response on social media. The crisis team carefully and deftly handled the media criticism in the first 24 hours which are crucial to douse the anger. Also, the understood and evaluated as to how the Internet and social media platforms have changed crisis communications.

SUBWAY: CASE STUDY

BACKGROUND

Subway is an American multinational food chain and international franchise. Founded in 1965 by 17 years old boy Fred DeLuca, Peter Buck and Carmela DeLuca, it has specialized in sub sandwiches, wraps, salads and beverages. It is currently serving in more than 37,500 outlets in over 100 countries.

THE ORGANISATION

Subway was initially founded as Pete's Super Submarines. The aim behind its foundation was to arrange enough money to pay DeLuca's tuition fee for medical college. It provides sub sandwiches, wraps, salads and beverages. It was declared as the fastest growing franchise in the world in 2015. It is currently serving in more than 37,500 outlets in over 100 countries.

CONTROVERSIES

News about Subway's former spokesperson Jared Fogle came out and went viral. He was accused for distributing pornography and involving children into sex acts. He was found involved in child pornography and other illegal actions.

THE CRISIS

Subway faced a crisis it has never thought of in July, 2015.

News about Subway's former spokesperson Jared Fogle came out and went viral. He was accused for distributing pornography and involving children into sex acts. He was found involved in child pornography and other illegal actions.

EVALUATION OF THE CASE

Subway's instant reaction to the situation showed its dedication towards such actions. Subway has always been known for its fantastic services. This incident made Subway answer questions which the giant might have not even thought of.

Overall, it can be said that Subway could have handled the situation better.

THE RESPONSE

After learning of the claims, Subway quickly came up with an official statement. The organization said it would monitor the circumstance and, within few hours, demonstrated it would suspend the association with Jared Fogle because of the investigation.

After few days, Subway officially stated that they no longer had any association with Jared.

PROPOSED SOLUTIONS

Starbucks delivered an official statement demonstrating that Subway was previously unaware of, stunned by, and would be "monitoring" the circumstance. It also suspended its relationship with Fogle: perfect, concise and direct. This was a decent move, paying little heed to result.

FACT CHECK

Subway has always been known for its fantastic services.

This incident made Subway answer questions which the giant might have not even thought of.

Overall, it can be said that Subway could have handled the situation better.

TACO BELL: CASE STUDY

BACKGROUND

Taco Bell is an America-based multinational fast food restaurant chain. Founded in 1962 by Glen Bell, it provides vast range of Mexican food which includes tacos, burritos, nachos, quesadillas and much more. It is currently running more than 7,000 outlets out of which 93% are owned and run by franchisees and license holders.

THE ORGANISATION

Taco Bell was founded by Glen Bell after getting inspired by one of the Mexican restaurants. It went through several name changes from Taco-Tia to El Taco and then finally Taco Bell. It provides tacos, burritos, nachos, quesadillas and much more. It is currently running more than 7,000 outlets out of which 93% are owned and run by franchisees and license holders.

CONTROVERSIES

In 2011 a California lady blamed Taco Bell for beguiling promoting claims, saying that their tacos have very less beef than publicized. The allegation turned in a legal claim that supposed false promoting against the establishment guaranteeing that Taco Bells "seasoned ground beef" was not all genuine beef.

During this period, a photo with a foully looking stuff was shared across the internet. The unappetizing photo was called, "taco meat filling".

THE CRISIS

In 2011 a California lady blamed Taco Bell for beguiling promoting claims, saying that their tacos have very less beef than publicized. The allegation turned in a legal claim that supposed false promoting against the establishment guaranteeing that Taco Bells "seasoned ground beef" was not all genuine beef.

The suit claimed that the Tacos from Taco Bell were only 36 percent beef which, if true, meant that the quality of the beef would be under USDA regulations.

During this period, a photo with a foully looking stuff was shared across the internet. The unappetizing photo was called, "taco meat filling".

EVALUATION OF THE CASE

The campaign worked out perfectly for the Taco Bell establishment considering they depended on customary media to control the flare-up of the emergency.

In the event that the emergency had happened ten years sooner Taco Bell would have had more trouble arriving at the general population and spreading the news on the genuine truth behind the beef they sell in their items.

The main issue with the campaign that Taco Bell chose to utilize was the way that they to some degree put down their items adversely.

This thus didn't contrarily impact the matter of the organization, yet it was seen by many. In the end Taco Bell effectively fixed the emergency almost immediately by joining the discussion of general society through social media.

THE RESPONSE

After the claim was recorded, Taco Bell announced its "Thank You for Suing Us" campaign that left many individuals scratching their heads.

The mission wound up working in Taco Bells favour. Alongside print promotions, vigorous online campaigns by means of Twitter, Facebook, and YouTube recognized the organization's seasoned beef as 88% USDA inspected beef and 12%, "secret recipe".

Alongside running the campaign, Taco Bell made explicit pages on their site marked, "The Truth About Our Seasoned Beef" and "Taco Bell Ingredients"

PROPOSED SOLUTIONS

Taco Bell opted to take a direct approach in countering the lawsuit because the company claimed that their "number one priority is to inform and reassure our customers and employees..." The company chose to defend their brand the same way in which one would defend its reputation.

The mission wound up working in Taco Bells favour. Alongside print promotions, vigorous online campaigns by means of Twitter, Facebook, and YouTube recognized the organization's seasoned beef as 88% USDA inspected beef and 12%, "secret recipe".

FACT CHECK

Taco bell is an American fast food restaurant chain which provides vast range of Mexican food which includes tacos, burritos, nachos, quesadillas, etc.

The mission wound up working in Taco Bells favour. Alongside print promotions, vigorous online campaigns by means of Twitter, Facebook, and YouTube recognized the organization's seasoned beef as 88% USDA inspected beef and 12%, "secret recipe".

BURGER KING: CASE STUDY

BACKGROUND

Burger King is an American multinational fast food restaurant chain. Founded in 1953 by Keith J. Kramer and Matthew Burns, it provides fast food made with hamburger. It is currently running more than 18,000 outlets in over 100 countries.

THE ORGANISATION

Burger King was founded as Insta-Burger King. The company is currently running more than 18,000 outlets in over 100 countries. It offers French fries, milkshakes, beverages, sundaes, and whoppers along with its iconic hamburgers. The company has faced several financial crises since its establishment and finally taken over by its parenting company Restaurant Brands International.

CONTROVERSIES

A tweet that was regarded as a way to encourage female employees to pursue culinary career had rose up a large number of controversies. Their tweet continued with a note stating “We are proud to be launching a new scholarship course which will help Burger King’s female employees to pursue their culinary dreams.”

However, the statement revolved more around the criticism for the original tweet and lessens around the announcement of the new scholarship. Many replies flooded as arguments on the comment section causing huge contraries.

CRISIS

On the occasion of International Women's Day, Burger King UK tweeted as a gag that women belong to kitchen as a way to encourage female employees to pursue a culinary career. The tweet was followed with a scholarship note which is to be launched by the Burger King.

The tweet bolstered massive attention to their business and landed upon the top spot among the trending page. However, the statement revolved more around the criticism for the original tweet and less around the new scholarship program.

EVALUATION OF THE CASE

Burger King has been known to make headlines for its financial crisis more than thrice.

The company again had to face a crisis due to improper PR marketing strategy. Despite Burger King failed attempt a bold marketing approach and criticism they received; they have chosen to stand by their actions.

THE RESPONSE

Despite the company's failed approach, they chose to stand by their actions. They replied to one the tweets' "Why would we delete a tweet that's drawing attention to a huge lack of female representation in our industry, we thought you'd be on board with this as well? We've launched a scholarship to help give more of our female employees the chance to pursue a culinary career."

PROPOSED SOLUTIONS

PR Marketing strategy is an important aspect for any organization. Any negotiation can lead to a massive failure as seen in this case.

The team needs to work upon their approach to target audience. In order to gain a positive response, the way of advertising should be improved.

FACT CHECK

Soon after the PR failure, Burger King founded its way. This time once again serves as a reminder to know your brand and your audience. Unlike competing fast chains, Burger King doesn't have the brand image to pull off this approach. It was a failed approach of going out of the box however considering that it drew attention to the brand but is that all publicity really good.

STARBUCKS: CASE STUDY

BACKGROUND

Starbucks is an American multinational cafe chain. Founded in 1971 by Jerry Baldwin, Zev Siegl and Gordon Bowker, it provides coffee beverages, smoothies, milkshakes, tea and baked food. It is currently running more than 28,000 outlets in over 100 countries.

THE ORGANISATION

Starbucks was founded by three students of University of San Francisco. Their motive was to sell coffee without negotiating with its quality. In the initial years, Starbucks sold only coffee beans and not beverages. It now provides coffee beverages, smoothies, milkshakes, tea and baked food. It is currently running more than 28,000 outlets in over 100 countries.

CONTROVERSIES

In April 2018, a Starbucks worker called 911 and reported two men lingering in Starbucks without placing any order. The worker felt dubious on the grounds because the men were black. The men were captured and thrown of the café. The incident was caught on camera and went viral causing devastation by protests requesting a reaction from Starbucks.

THE CRISIS

In April 2018, a Starbucks worker called 911 and reported two men lingering in Starbucks without placing any order. The worker felt dubious on the grounds because the men were black. The men were captured and thrown of the café. The incident was

caught on camera and went viral causing devastation by protests requesting a reaction from Starbucks.

Within two days, the police department and the Mayor's office launched separate investigations to inspect if the incident was a result of a racial bias.

EVALUATION OF THE CASE

The underlying reaction got gigantic criticism however the strong game plan demanded appreciation from crisis management teams in varied fields. Starbucks was seeing a descending winding when they gave a substantial answer for the issue.

Starbucks is a gigantic organization, they might have settled on a simpler cure of the circumstance; in any case, they fostered a solid activity plan that emphatically added to the Starbucks representatives, clients and the local area.

Accepting mistake and taking appropriate actions is all required in such sensitive cases and Starbucks did it well.

THE RESPONSE

Two days after the incident, the CEO of Starbucks, Kevin Johnson, apologized to the men who were captured and vowed to make a suitable move to cure the circumstance. Starbucks responded with a vague reaction and incorporated that they are occupied with the investigation drove by the police office which demonstrated that Starbucks isn't taking liabilities until the inspection is finished.

The CEO met the men who were arrested with the offer to cover their tuition fees. Starbucks closed its 8,000 outlets in May 2018 to conduct a training session to combat racial discrimination incidents. They also encouraged employees to behave sensibly with their customers.

PROPOSED SOLUTIONS

The company apologized and took actions at its earliest. Their official apology came after two days.

They made the promise to take actions and proved it.

The training session worked well as it was necessary to acknowledge their team and make sure nothing same happens again.

They managed to retain the trust of their customers through their actions.

FACT CHECK

Starbucks took the whole charge for their actions, really reacted to every one of the inquiries and fostered a liberal activity intend to have an effect locally overall.

In spite of the fact that Starbucks might have given a more grounded beginning reaction, they sounded fair and authentic. The emergency the board and interchanges group at Starbucks conceivably prevailed with regards to keeping up with the trust of the partner, workers, and clients just as the local area.

Starbucks acted responsibly during the aftermath of the crisis situation. They conducted training at the designated date that was promised.

PIZZA HUT: CASE STUDY

BACKGROUND

Pizza Hut is an American multinational food restaurant chain and international franchise. Founded in 1958 by Dan and Frank Carney, it provides Pizza, and other Italian-American dishes such as pasta and desserts. It is running more than 18,700 restaurants around the globe, making it world's largest pizza chain in terms of locations it is serving.

THE ORGANISATION

Founded by two brothers, it had its first outlet in Wichita, Kansas. It became a subsidiary of Yum! Brand in 2002. It runs as a dine-in restaurant, storefront delivery and take-away outlets. It came into headlines after developing a pizza that can be used as space food.

CONTROVERSIES

In January 2010, Pizza Hut realized that consumers were to searching for ways of saving their dollars, and some held the judgment that Pizza Hut was irrationally expensive. To change this insight and remind individuals why they love Pizza Hut,

the organization dispatched a category-defining pizza bargain: “Any Pizza Hut pizza – any size, crust and topping – for just \$10.”

THE CRISIS

In January 2010, Pizza Hut realized that they are losing customers as customers had a perception that Pizza Hut was irrationally expensive. To change this insight and remind individuals why they love Pizza Hut, the organization dispatched a category-defining pizza bargain: “Any Pizza Hut pizza – any size, crust and topping – for just \$10.” The company promoted its campaign through all the possible ways.

EVALUATION OF THE CASE

To launch its "\$10 Any Pizza" offer in January, the company conducted outreach to conventional and social media channels. To approve the worth story and approach mothers, emphasis was set on offer/home economics bloggers.

The company managed to protect its place in the market by offering what customers actually needed.

An organization should be capable of organizing such deals and offers to create more customers.

Here, Pizza Hut realized soon about the actual problem which is its expensive pizza prices.

THE RESPONSE

Pizza Hut launched its “\$10 Any Pizza” campaign through all available tradition and social media platforms.

They came up with the idea of reaching out to mothers and males aged 25-38 to grab the attention and inviting families.

PROPOSED SOLUTIONS

Pizza Hut soon realized and launched its “\$10 Any Pizza” campaign. It used all available conventional, tradition and social media platforms.

They came up with the idea of reaching out to mothers and males aged 25-38 to grab the attention and inviting families.

A great use of its Public Relation tactics.

FACT CHECK

Pizza Hut is the largest dealer of pizza in the world. It continued to achieve milestones including invention of pizza which can be used as space food.

This idea generated nearly 1,250 stories from bloggers and 109 million media impressions. In excess of 67 million impressions were created at dispatch to create awareness. Almost 39 million impressions were produced after dispatch to make supported buzz.

ONLINE/ECOMMERCE

FLIPKART: CASE STUDY

BACKGROUND

Flipkart is an Indian company deals with e-commerce and retail. Founded in 2007 by Sachin Bansal and Binny Bansal, it provides online sales and shopping services for electronics, home essentials, lifestyle products, groceries, fashion and much more through its website www.flipkart.com. The company competes with American company Amazon's Indian subsidiary Amazon India in the Indian Market.

THE ORGANISATION

Founded by two IITians and former Amazon employees in 2007, it provides online sales and shopping services for electronics, home essentials, lifestyle products, groceries, fashion and much more. It initially started as an online store for books and then grew its store to sell other products. It is now the parenting company of Myntra, PhonePe, Ekart, Jeeves and Cleartrip.

CONTROVERSIES

Flipkart's greatest advertising drive "The Big Billion Day Sale" on October 6, 2014, offering enormous discounts and compellingly promoted for days, ended up being a

colossal disillusionment for the surge of online customers as items were not accessible, servers' crashes and social media was agog with incidents of dropped orders of 'Flipkart'. Clients couldn't take advantage of the guaranteed shopping sale trove in spite of investing a great energy in attempting to place orders.

THE CRISIS

Flipkart's most noteworthy publicizing drive "The Big Billion Day Sale" on October 6, 2014, offering colossal discounts and strongly advertised for a long time, wound up being a huge disappointment for the flood of online clients as products were unavailable and several server crashes. Soon after the experience, social media was flooded with records of dropped orders of 'Flipkart'. Customers couldn't exploit the reliable shopping sale regardless of putting a lot of energy in endeavouring to put orders.

It soon faced criticism and went trending on twitter for making false claims and not providing products. People claimed it to be a "Flipkart".

EVALUATION OF THE CASE

The failure of Flipkart's "Big Billion Day Sale" threw light on its negligence in ensuring a pleasant experience of its customers.

However, the quick response from its top management showed its credibility towards the mishap.

To maintain a corporate reputation, companies need to have effective communication. They should also listen and revert to their customers at earliest.

Flipkart set a great example of commitment, crisis planning and upgrading their performance.

THE RESPONSE

Flipkart co-founders Sachin Bansal and Binny Bansal sent an email, apologized to every customer the very next day, and accepted that their experience was awful and Flipkart failed to fulfil its promise.

Flipkart took the whole responsibility of the failure and promised its customers to bring improvements and work on regaining its reputation.

PROPOSED SOLUTIONS

Flipchart took the whole charge of the incident and stood by its words.

It started improving its services and organizational structure. Flipkart worked hard to strengthen its quality assurance team to avoid any issues related to the products and interface.

Flipkart also contacted companies providing cloud-based technology solutions to manage the traffic during mega-sales to avoid any server crashes.

FACT CHECK

The crisis opened the eyes of Flipkart at a very early stage. Soon after, Flipkart progressively worked on its performance and made a comeback.

As of now, Flipkart is successfully serving its customers with mega-sales during festive seasons as well as its iconic “Big Billion Day Sale”.

ZOMATO: CASE STUDY

BACKGROUND

Zomato is an India-based multinational food delivering and restaurant promoting company. Founded in 2008 by Deepinder Goyal and Pankaj Chaddah, it provides menus, details about everydish, information about restaurants, and user feedback and reviews.

THE ORGANISATION

Zomato was initially founded as Foodiebay in 2008, and then renamed as Zomato in 2010. It extended across India to Delhi NCR, Mumbai, Pune, Kolkata, Bangalore and Chennai in 2011. These operations have been stretched internationally including the United Kingdom, Sri Lanka, South Africa, the United Arab Emirates, Turkey and Indonesia so far.

CONTROVERSIES

In July 2019, a customer from Jabalpur tweeted to the company that he didn't accept the order as the delivery boy belonged to a particular religion. After being asked to

change the delivery boy with other one who follows the same religion as him, Zomato refused and came up with its iconic “Food is the religion.” statement. Some people came out to its support but some started questioning it with great aggression.

THE CRISIS

In July 2019, a Jabalpur based customer tweeted to the company that he didn't accept the order as the delivery boy belonged to a particular religion. He asked the Zomato to send the delivery boy who follows the same religion as him to which Zomato refused.

EVALUATION OF THE CASE

Zomato's bold move for the case increased its market value.

Being progressive in this competitive market especially after such a controversy is really hard but it made out through it.

Zomato showed a clear sign that it will rigidly stand with its team no matter how high the price could be.

Zomato's actions should be a great learning for other organizations in terms of their relations with employees and staff.

THE RESPONSE

Zomato reacted to the crisis with its iconic statement “Food does not have any religion. It is a religion.”

Zomato gained a lot of praise and support among the customers. Along with that, there were enraged tweets as well, blaming the organization for hypocrisy. One-star ratings were given out for the application.

In the meantime, Zomato kept on trending. The overall sensation turned out to be positive. It seemed as though the brand had responded emphatically to the crisis and had profited from the customer's behaviour.

PROPOSED SOLUTIONS

Following the incident, Zomato stood up with its team and came up with the official statement “Food does not have any religion. It is a religion.”

Zomato’s actions showed that it valued its delivery boy as much as it values its customers. The idea of not discriminating food because of religion showed its supremacy towards unity and equality.

FACT CHECK

Zomato has been a leading food delivering service in the market since years. Over years, it has come across a lot of controversies to which it always proved its courage to stand with its team as equally as with its clients.

A customer asked Zomato to change his food delivery boy as he belonged to different religion.

Zomato denied and tweeted, “Food has no religion. Food is a religion.”

Denial from Zomato for changing the delivery boy brought it more faith from its team as well as its customers.

This controversy has shown that Zomato has more belief in secularism rather than discriminating on the basis of one’s religion.

SWIGGY: CASE STUDY

BACKGROUND

Swiggy is a food delivering and restaurant promoting company based in India.

Founded in 2014 by Nandan Reddy, Sriharsha Majety and Rahul Jaimini, Swiggy is the India’s leading food delivering platform. It provides menus, details about every dish, information about restaurants, and user feedback and reviews.

THE ORGANISATION

Swiggy founders started with the e-courier service Bundl. It was renamed after they decided to switch over to food delivering. Rahul Jaimini, who formerly worked with Myntra was approached by the other two in order to launch Swiggy.

Swiggy has also launched its online groceries delivery services under the name of InstaMart.

CONTROVERSIES

In October 2019, a customer from Hyderabad asked the company that he didn't accept the order as the delivery boy belongs to Muslim Community. After being asked to change the delivery boy with other one who follows the same religion as him, Swiggy Customer Care refused and told him that he can cancel the order with applicable cancellation charges. The incident took couple of days to get viral. As people acknowledged about the situation, they started questioning the customer with great aggression.

THE CRISIS

In October 2019, a customer from Hyderabad asked the company that he didn't accept the order as the delivery boy belongs to Muslim Community. After being asked to change the delivery boy with other one who follows the same religion as him, Swiggy Customer Care refused and told him that he can cancel the order with applicable cancellation charges.

EVALUATION OF THE CASE

Swiggy has been a leading food delivering service in the market since years. Over years, it has come across a lot of controversies.

A customer asked Swiggy to change his food delivery boy as he belonged to Muslim Community.

Swiggy however didn't take any action publicly and chose to remain silent.

The silence sometimes proves to be vulnerable. Taking the advantage of the situation, Swiggy had a great opportunity to prove its values.

Swiggy should have given a statement or taken any action against the incident.

THE RESPONSE

The delivery boy filed the complaint against the customer against disturbing the harmony amongst religions.

However, till then Swiggy did not take any action rather than asking the customer to cancel his order.

Swiggy never took any action for such an incident.

PROPOSED SOLUTIONS

The silence sometimes proves to be vulnerable. Taking the advantage of the situation, Swiggy had a great opportunity to prove its values.

Swiggy should have given a statement or taken any action against the incident.

Fact Check

Swiggy has been a leading food delivering service in the market since years. Over years, it has come across a lot of controversies.

A customer asked Swiggy to change his food delivery boy as he belonged to Muslim Community.

Swiggy however didn't take any action publicly and chose to remain silent.

The delivery boy lodged the complaint against the customer accusing him for disturbing harmony amongst religions.

Silence on the case from Swiggy raised a question on its responsibilities towards its team.

MYNTRA: CASE STUDY

BACKGROUND

Myntra is an Indian e-commerce company deals with fashion retail. Founded in 2007 by Mukesh Bansal, Vineet Saxena and Ashutosh Lawania, it provides online sales and shopping services for fashion, home décor and lifestyle essentials through its website www.myntra.com and mobile app. It was acquired by Flipkart in 2014.

THE ORGANISATION

Myntra was launched in 2007 as a platform for selling on-demand personalized gift items. It brought the idea of personalized t-shirt, mugs, pillows and other items. In

2011, it introduced fashion and lifestyle products and stopped personalized gifts. It's headquartered in based in Bengaluru, Karnataka, India.

CONTROVERSIES

Myntra had to make changes in its logo after a grumblng was filed with the Mumbai Cyber Police against the logo, naming it as 'hostile' and 'offending to women'.

Naaz Patel, an activist from the Avesta Foundation, had documented the protest in December 2020 as she observed the Myntra logo to be annoying and hostile towards ladies.

THE CRISIS

Myntra had to make changes in its logo after a grumblng was filed with the Mumbai Cyber Police against the logo, naming it as 'hostile' and 'offending to women'.

Naaz Patel, an activist from the Avesta Foundation, had documented the protest in December 2020 as she observed the Myntra logo to be annoying and hostile towards ladies.

EVALUATION OF THE CASE

Myntra has always served its best to the customers. Since its presence in the market, Myntra has found its way so far.

Whether the logo was actually offensive or not, Myntra's attitude towards its customers and reputation showed how concerned Myntra is towards them. A company should learn from Myntra about decision making and handling its reputation.

THE RESPONSE

The online fashion giant Myntra chose to change its logo after the lady activist started a protest with the state digital police charging that the logo was hostile towards ladies. The grievance was recorded in December 2020. In the objection, activist requested that the Flipkart-supported Myntra to eliminate the logo, and encouraged the police to make a suitable move against the organization.

They came out with an official tweet about the new logo of the firm. Soon after, it went viral and Myntra gained a great number of supporters stating that they never found any issue with it.

PROPOSED SOLUTIONS

Myntra had to change its logo after activists seethed about its "disgusting" logo charging that it "portrays a lady's vagina". The logo will be changed across application, site and bundling material, the organization said following the ruckus. To avoid any future incident like this, company chose to apologise and changed its logo. Myntra could have not done better!

FACT CHECK

While the organization was yet to uncover its new logo, it has already begun to change the old signage on all possible platforms, including the site and application. Myntra has additionally given printing orders for packaging with their new logo, according to reports.

"We tracked down that the logo was hostile in nature for ladies. Following the protest, we sent an email to Myntra and their authorities came and met us. The authorities said they will change the logo in a month's time." DCP Rashmi Karandikar, Cyber Crime Department of Mumbai Police told.

Established in 2007, Myntra was acquired by Flipkart in 2014. The organization later acquired e-retailer Jabong in 2016. It has since developed to become one of the country's greatest online fashion retailer.

OLA: CASE STUDY

BACKGROUND

OLA is an India-based multinational company which allows users to book their rides. It also allows sharing rides with people going to same direction. It was founded in 2010 by Bhavish Aggarwal and Ankit Bhati with headquarter in Bengaluru, Karnataka, India. It provides services through its mobile app and website www.olacabs.com.

THE ORGANISATION

OLA after succeeding Indian market offered its services in Australia, New Zealand and United Kingdom. It also expanded its services to hiring vehicles for goods and food delivery, mobile payment and digital wallet. It introduced OLA Electric, OLA Bikes and auto rickshaws for an affordable ride experience.

CONTROVERSIES

State transport expert in Karnataka Govt. has quickly suspended OLA's permit to work in the city. This is a boycott, for quite some time.

The genuine purpose for this boycott is OLA Bike Taxis, which had been running in the city since most recent couple of months.

THE CRISIS

An anonymous authority from Bengaluru based State Transport Department said, "There is an infringement of rules as bike taxis are not piece of the permit gave to them (OLA)."

OLA and Uber and other ride-sharing applications have been conceded a permit under 'Karnataka On-Demand Transportation Technology Aggregators Rules 2016', and bike taxis are not permitted according to the standards.

Transport Commissioner VP Ikkeri affirmed the turn of events and added that if OLA disregarded the most recent suspension request, the division would start holding onto taxis and punishing drivers connected to its foundation.

EVALUATION OF THE CASE

OLA's decision of stopping its services turns out to be beneficial for it. A company should always be flexible with the changing norms.

Rather than violating or fighting over the rules, a patient behaviour would bring more power to the company.

OLA not only came back with great ideas but also increased its market value and reputation.

THE RESPONSE

OLA termed this ban as unfortunate, and promised to work with the government for resolving the issue.

OLA came up with the statement, “Despite other companies continuing to operate illegally, OLA halted its bike-taxi experiment weeks ago, instead seeking the state’s cooperation to develop a legal framework for a pilot that will continue to take advantage of emerging opportunities in the mobility economy.”

PROPOSED SOLUTIONS

OLA came up with the statement, “Despite other companies continuing to operate illegally, OLA halted its bike-taxi experiment weeks ago, instead seeking the state’s cooperation to develop a legal framework for a pilot that will continue to take advantage of emerging opportunities in the mobility economy.”

OLA’s early response showed its seriousness towards rules and regulations and safety of its customers.

OLA gained a great amount of support as its one of the most successful ride-sharing service in the country. Majority of Bengaluru’s working population is dependent on OLA’s services.

FACT CHECK

OLA decided to accept the ban and took a break. When it returned to the market, it brought new ideas which are quite successful in present time.

OLA is now the top ride-sharing service in the market. It has also introduced OLA Bikes, OLA auto-rickshaws and OLA electric which runs electric vehicles.

ALIBABA: CASE STUDY

BACKGROUND

Alibaba is a China-based multinational technology company dedicated to e-commerce, retail and technology. Founded in 1999 by Jack Ma, it provides various sales, shopping and virtual payment services through its website www.alibaba.com.

THE ORGANISATION

Alibaba is a China-based multinational technology company founded with the idea of providing ease and improving domestic e-commerce market. Founded in 1999 by Jack Ma along with his 17 friends and students, it provides various sales, shopping and virtual payment services through its web portal www.alibaba.com. Named as the World's 31st Largest Public Company by the Forbes in 2020, the e-commerce giant has made its position in the top 10 most valuable corporations.

CONTROVERSIES

Alibaba came into controversies after receiving complaints of selling forged goods to its customers through its website and allowing companies to make unreliable claims in their sales pitches. The Chinese government issued a paper claiming such deeds and questioning Alibaba for such approvals.

THE CRISIS

In 2015, flood of cases selling fake products to customers hit the doors of Alibaba. People claimed that they received the fake copy of the worthy products which they ordered through Alibaba's website. They also claimed that sellers have used unreliable promises in their sales pitching.

Alibaba soon received a notice from the Chinese government for its negligence and allowing such frauds through its website.

EVALUATION OF THE CASE

Forgery is a serious allegation. Alibaba had faced a great criticism for this. People just cannot expect such a simple statement for this from a giant organization like Alibaba. They were efficient in organizing the conference which shows customer's importance for them but statements were expected to be more credible and responsible.

Trust is an important factor for every business. It is an important link between a business and its customers.

THE RESPONSE

Soon after the crisis, Alibaba officials arranged a conference and gave their statements in which they focused more on their company's values like trust, honesty, ethics, and integrity. It all aimed to seek empathy.

Alibaba agreed to join hands with the government in taking action against the sellers who were into forgery.

PROPOSED SOLUTIONS

After such a huge claim, it is really hard to gain the trust back especially for such a giant.

Speaking of the conference, it is not enough to just talk about the company's values. There should be instant action for the mishap to avoid the further damage to the reputation.

Alibaba could have handled the situation well by taking the charge of the actions publicly and promising all its customers for no such happening again.

FACT CHECK

After the incident, Alibaba lost its customers at a high pace. It took them huge amount of dedication and improvements to gain their customers back.

This incident was followed by Alibaba joining hands with the Chinese government to punish fraud sellers.

Today, Alibaba is leading the market in China and other parts of the world.

UBER: CASE STUDY

BACKGROUND

Uber is an American multinational company which allows users to book their rides. Their service includes ride renting, food delivery, and package and courier delivery. It was founded in 2009 by Garrett Camp and Travis Kalanick with headquarter in San Francisco, California, United States. It provides services through its mobile app and website www.uber.com.

THE ORGANISATION

Uber after succeeding American market offered its services in all over the world. The idea behind the existence of Uber is to reduce the cost of transportation. It also expanded its services to goods and food delivery. Currently, Uber is offering its services to over 101 million customers monthly in more than 900 metropolitan cities around the globe.

CONTROVERSIES

In December 2014, an Uber driver raped a female passenger in Delhi. The news went viral very rapidly. Uber responded quickly, “Safety is our #1 priority in India. Uber exclusively partners with registration to hire drivers who have undergone the commercial licensing process, hold government issued IDs, state issued permits, and carry full commercial insurance. We will continue to cooperate fully with law enforcement officials in their investigation to bring this crime to justice.”

THE CRISIS

In December 2014, an Uber driver Shiv Kumar raped a female passenger in Delhi. The news went viral very rapidly.

Uber responded hastily, “Safety is our #1 priority in India. Uber exclusively partners with registration to hire drivers who have undergone the commercial licensing process, hold government issued IDs, state issued permits, and carry full commercial insurance. We will continue to cooperate fully with law enforcement officials in their investigation to bring this crime to justice.”

EVALUATION OF THE CASE

Uber is currently serving in over 900 metropolitan cities around the globe.

Uber’s statement proved that there would be zero tolerance for any crime in the organization. Such step was need of the hour as it was also the initial period for the company to set its legs in the Indian market.

THE RESPONSE

Uber responded hastily, “Safety is our #1 priority in India. Uber exclusively partners with registration to hire drivers who have undergone the commercial licensing process, hold government issued IDs, state issued permits, and carry full commercial insurance. We will continue to cooperate fully with law enforcement officials in their investigation to bring this crime to justice.”

A year later, the accused was given lifetime sentence.

PROPOSED SOLUTIONS

Uber responded, “Safety is our #1 priority in India...”

They also announced that they have partnered to hire drivers who have been approved by the government and also to cooperate in the investigation.

The quick response from Uber showed its seriousness and dedication towards its customer’s safety.

There could be nothing better than taking rapid legal actions against the criminal.

FACT CHECK

Uber took a great decision.

A year later, the accused was given life sentence.

It proved that there would be zero tolerance for any crime in the organization. Such step was need of the hour as it was also the initial period for the company to set its legs in the Indian market.

However, in 2017, Uber CEO Travis Kalanick stepped down as the CEO following the allegations of sexual harassment, sexist comments and other legal issues.

RECOMMENDATIONS:NA

AMAZON: CASE STUDY

BACKGROUND

Amazon is an American multinational technology company dedicated to e-books, e-commerce, retail, digital streaming and artificial technology. Founded in 1994 by Jeff

Bezos, it provides various e-books, digital video and audio streaming, sales, shopping and virtual payment services through its website www.amazon.com.

THE ORGANISATION

Amazon initially started as a marketing platform for books. Other than providing online streaming platform Amazon Prime Videos, it also has its own digital book store known as Amazon Kindle, online music streaming platform Amazon Prime Music, Fire TV and Tablets, Echo devices, artificially intelligent voice assistant Alexa and much more.

CONTROVERSIES

Amazon reportedly fired two of its employees in April 2020 for protesting against company's climate policies and criticizing the situations of its warehouses as unsafe during the Covid-19 pandemic. As per reports, workers from at least 74 warehouses and delivery outlets were found infected from the virus.

An employee from its Hawthorne based warehouse succumbed after being contracted by the virus in March 2020.

THE CRISIS

Amazon fired two of its employees after they raged a protest against company's policies and criticizing conditions of its warehouses as unsafe.

After the first death among Amazon's employees due to coronavirus in March 2020, employees started denouncing the conditions of the warehouses and asked for the donations of US \$500 to support workers during the pandemic.

Amazon fired them stating that their behaviour was violent and furious and charged them for violating internal policies.

EVALUATION OF THE CASE

Amazon has always managed to fight with the odds and serve its best to its customers. However, it lacked somewhere to fulfil those requirements for its employees.

Customers are always the asset to the company but employees are the ones who manage them. Showing such a pale attitude towards this controversy actually created a doubt among its employees.

A company should always treat its employees as equally as its customers.

THE RESPONSE

Amazon did not accept that he fired those employees for protesting over having no safety at workplace. Rather, it gave a statement that they got fired because of their violent language, non-professional behaviour and violating company's internal policies.

Amazon fired one of them via video call since everyone was working from home. Amazon then fired another worker stating his negligence and getting into contact with one of the co-workers who was tested positive of covid-19.

PROPOSED SOLUTIONS

Despite firing its employees, Amazon continued to disagree to the claims made by those employees.

Company did not spoke much about the topic and state that they were fired because of violating the norms.

Amazon should have taken actions against the incident. It should come out on social media or any other way to explain its side of the story even if they were wrong.

Keeping silence actually turned the tables and brought Amazon flood of questions over its credibility.

Company should have also taken care of the family of the deceased employees.

FACT CHECK

Amazon has an unbeatable position in the market which keeps growing each day due to its excellent service to its customers.

However, it needs to improvise and dedicate itself to its employees as well. Taking care of its employees and their families should be in its priority list.

After the crisis, Amazon lost its market value for a while but then managed to gain it again.

Controversy was followed by protests and disagreements among its employees. A lot of employees left the company soon after the lockdown ended and jobs were available in the market.

GROUPON: CASE STUDY

BACKGROUND

Groupon is an America-based multination e-commerce company, deals with services like travel, goods and services in 15 countries. It was founded in Chicago in 2008 by Andrew Mason, Eric Lefkofsky and Brad Keywell. It connects customers and merchants through its web portal www.groupon.com.

THE ORGANISATION

Groupon by December 2010, reportedly made US \$1 billion through its sales, faster than any other businesses by then. The organization came into existence with the idea of leveraging people's collective bargaining power. It was started as The Point, a social media platform to bring the idea to people's attention.

CONTROVERSIES

Groupon which became the fastest growing company ever by offering discounts through online shopping launched a series of ads that many said were in bad state. The young company suffered its first PR Crisis by poking fun of celebrity endorsed Public Service Advertisement during Sunday's Super Bowl.

The company attempted to clarify its intentions to the millions of consumers who felt the ad was bad taste but it was already too late.

THE CRISIS

The young company suffered its first PR Crisis by poking fun of celebrity endorsed Public Service Advertisement during Sunday's Super Bowl.

Groupon's commercial seemingly poked fun at an ongoing cultural Crisis in Tibet to highlight a deal the site offered for a Tibetan restaurant in Chicago. It had the most negative feedback.

The company attempted to clarify its intentions to the millions of consumers who felt the ad was bad taste but it was already too late.

EVALUATION OF THE CASE

The Group missed an incredible opportunity to reach millions of new customers. It's difficult to understand why any young business would blow money on an unconventional ad knowing the best possible outcome is that it would make fun of the business itself or lead to a mass outrage.

THE RESPONSE

The company attempted to clarify its intentions to the millions of consumers who felt the advertisement was bad taste, noting that this ad was not intended to make light of Tibet's struggles but rather to raise awareness of the country.

Despite company's clarification, it was too late to ask for an apology. People were already offended and furious to protest against the company.

PROPOSED SOLUTIONS

Marketing tactics should be wisely used to expand their base to the targeted audience. A proper apology and explanation can help to resolve the issues.

Despite company's clarification, it was too late to ask for an apology. People were already offended and furious to protest against the company

FACT CHECK

The message from the CEO seemed to be lost in the ad, which began as a quasi public service announcement for Tibet only to abruptly switch to a deal for Tibetan food.

The controversy would die down soon but the real issue was that the company missed an incredible opportunity to reach millions of new customers.

DOORDASH: CASE STUDY

BACKGROUND

DoorDash is an American food ordering and food delivering company based in San Francisco, California, United States. Founded in 2013 by Tony Xu, Stanley Tang, Andy Fang and Evan Moore, it provides menus, details about everydishes, information about restaurants, and user feedback and reviews.

THE ORGANISATION

Founded in 2013 by four students of Stanford University, DoorDash now holds 56% of market share in the US which made it the largest food delivering company of the US. In October 2019, the company launched DoorDash Kitchen in California, its first ghost kitchen.

CONTROVERSIES

In July 2019, the New York Times broke the news about DoorDash using customer's tips to subsidize worker's pay. DoorDash is currently the America's leading app. The story went viral in a matter of days. Frequent users of the delivery app, formed dashers, and vocal bystanders speaking out in solidarity flooded the social media.

THE CRISIS

In July 2019, the New York Times broke news about the DoorDash that it uses customer tips to subsidize its worker's base pay. The company didn't handle the criticism well. Rather than replying to these tweets directly, the DoorDash CEO laid an explanation of their current pricing model and a promise to change it after the story started to catch fire.

EVALUATION OF THE CASE

Even after the company's policy came to light the company didn't respond appropriately to solve their crisis. Their promise made to the public was not followed.

THE RESPONSE

The company didn't handle the criticism well. A radio silence took place. The radio silence was a surprising strategy for a brand dedicated to customer service.

Rather than replying to these tweets directly, the Brands CEO laid an explanation accompanied with a promise. But the company's earning structure didn't change and people noticed.

Once again, the brand turned a blind eye to the pleas for fair payment with minimal responses to their tagged mentions.

PROPOSED SOLUTIONS

Active responses should have been adopted. Rather than avoiding the Crisis they should have worked upon to solve them. The company should keep the consequences in their mind while making policies. During a Crisis you need to lead with recognition, understanding, and commitment to resolution.

FACT CHECK

The CEO of DoorDash recognized the issues, explained the Brands intentions and vowed to change based on the public response they had received. By failing to respond to individual tweets during the viral period and avoiding any opportunity to apologize.

CASE STUDIES INTERPRETATION AND FINDINGS

The results of quantitative data analysis have been divided into various parts of the study. Part 1 deals with customer opinion, professional judgement and company insight on crisis communication and Management. This part consists of basic descriptive cross tabulation and Chi-square as a non-parametric test. Part 2 of the study is related to the opinion given by professionals on crisis management and communication. Part 3 deals with top company executives' opinion on how to deal with crisis and management of crisis communication.

As part of the study of objectives, case study was conducted by selecting 40 different companies under 4 different categories. The broad categories of the companies selected belong to FMCG products, Airline industries, Food chains and online

companies. Given below is the complete analysis of case studies of selected companies. A separate criterion for the conduct of case study was developed for the purpose of collection of data and analysis. The case studies are listed below and details of the case study are here with provided.

AIRLINES SUMMARY

FACTOR	TOTAL	YES		NO	
		Frequency	Percentage	Frequency	Percentage
Early recognition	10	8	80	2	20
Strategy selection	10	7	70	3	30
Strategy implementation	10	5	50	5	50
Announcing the problem	10	8	80	2	20
Take responsibility	10	7	70	3	30
Damage mitigation	10	4	40	6	60
Stakeholder management	10	5	50	5	50
Knee-Jerk Reactions	10	3	30	7	70
Apologize and take action	10	4	40	6	60
Honest communication	10	8	80	2	20
Receive constant communication	10	8	80	2	20
Direct communication from top executives or head of the company	10	9	90	1	10
Set branding goals	10	4	40	6	60
Media Relations:- Print, electronic and radio ETC	10	6	60	4	40
Official Spokesperson	10	9	90	1	10
Face social media backlash	10	8	80	2	20
Press release	10	5	50	5	50
Press conference	10	5	50	5	50
CSR	10	0	0	10	10
Video releases	10	1	10	9	90
Advertisements strengthen consumer association	10	1	10	9	90
Which PSA's strengthen consumer association	10	1	10	9	90
Celebrity association and assurance	10	1	10	9	90
Reputational damage	10	8	80	2	20
Operational recovery	10	8	80	2	20
Market retention	10	8	80	2	20

Based on the study conducted, it is evident that 8 out of 10 companies recognize the crisis early stage, out of 10 companies contacted, 7 of them select strategies accordingly to minimize the impact. 5 out of 10 companies implement strategy at an early stage also, 8 out of 10 companies announce the problem to maintain the transparency with the customers, 7/10 companies take responsibility for the action, 4/10 companies try to mitigate the damage, 5/10 of companies also perform stakeholder management at the earlier stage of the crisis. However, only 3/10 of companies realize the Knee-Jerk Reactions, 4/10 of companies also apologize and take action, and 8/10 of companies do honest communicate with the respective customers. And 8/10 of companies believed in constant communication, 9/10 of companies do direct communication from top executives or head of the company. After the crisis, 4/10 companies have set branding goals, and 6/10 companies also work on media relations: - print, electronic and radio, etc. And 9/10 companies also appoint an official spokesperson on behalf of the company. 8/10 companies face social media backlash. 5/10 of companies opt for press releases, and 5/10 also organize press conferences for media interaction. But only 0/10 companies do CSR, and 1/10 of companies releases video to interact. 1/10 companies believed that advertisements strengthen consumer association, and 1/10 companies also believe that PSA's strengthen consumer association. 1/10 only agrees that celebrity association and assurance help in minimize crisis management. Regarding the reputational damage – 8/10 firmly believes in that. And 8/10 of companies work on Operational recovery in crisis management and 8/10 of companies works on market retention.

FMCG

FACTOR	TOTAL	YES		NO	
		Frequency	Percentage	Frequency	Percentage
Early recognition	10	8	80	2	20
Strategy selection	10	9	90	1	10
Strategy implementation	10	9	90	1	10
Announcing the problem	10	8	80	2	20
Take responsibility	10	8	80	2	20
Damage mitigation	10	8	80	2	20
Stakeholder management	10	9	90	1	10
Knee-Jerk Reactions	10	1	10	9	90
Apologize and take action	10	9	90	1	10
Honest communication	10	9	90	1	10
Receive constant communication	10	9	90	1	10
Direct communication from top executives or head of the company	10	9	90	1	10
Set branding goals	10	10	100	0	0
Media Relations:- Print, electronic and radio ETC	10	10	100	0	0
Official Spokesperson	10	9	90	1	10
Face social media backlash	10	9	90	1	10
Press release	10	9	90	1	10
Press conference	10	9	90	1	10
CSR	10	1	10	9	90
Video releases	10	10	100	0	0
Advertisements strengthen consumer association	10	10	100	0	0
Which PSA's strengthen consumer association	10	3	30	7	70
Celebrity association and assurance	10	5	50	5	50
Reputational damage	10	9	90	1	10
Operational recovery	10	10	100	0	0
Market retention	10	8	80	2	20

Based on the study conducted, it is evident that 8 out of 10 companies recognize the crisis early stage, out of 10 companies contacted, 9 of them select strategies accordingly to minimize the impact. 9 out of 10 companies implement strategy at an early stage also, 8 out of 10 companies announce the problem to maintain the

transparency with the customers, 8/10 companies take responsibility for the action, 8/10 companies try to mitigate the damage, 9/10 of companies also perform stakeholder management at the earlier stage of the crisis. However, only 1/10 of companies realize the Knee-Jerk Reactions, 9/10 of companies also apologize and take action, and 9/10 of companies do honest communication with the respective customers. And 9/10 of companies believed in constant communication, 9/10 of companies do direct communication from top executives or head of the company. After the crisis, 10/10 companies have set branding goals, and 10/10 companies also work on media relations: - print, electronic and radio, etc. And 9/10 companies also appoint an official spokesperson on behalf of the company. 9/10 companies face social media backlash. 9/10 of companies opt for press releases, and 9/10 also organize press conferences for media interaction. But only 1/10 companies do CSR, and 10/10 of companies releases video to interact. 10/10 companies believed that advertisements strengthen consumer association, and 3/10 companies also believe that PSA's strengthen consumer association. 5/10 only agrees that celebrity association and assurance help in minimize crisis management. Regarding the reputational damage – 9/10 firmly believes in that. And 10/10 of companies work on Operational recovery in crisis management and 8/10 of companies works on market retention.

FOOD CHAINS

FACTOR	TOTAL	YES		NO	
		Frequency	Percentage	Frequency	Percentage
Early recognition	10	7	70	3	30
Strategy selection	10	7	70	3	30
Strategy implementation	10	7	70	3	30
Announcing the problem	10	8	80	2	20
Take responsibility	10	8	80	2	20
Damage mitigation	10	9	90	1	10
Stakeholder management	10	7	70	3	30
Knee-Jerk Reactions	10	2	20	8	80
Apologize and take action	10	9	90	1	10
Honest communication	10	10	100	0	0
Receive constant communication	10	9	90	1	10
Direct communication from top executives or head of the company	10	9	90	1	10

Set branding goals	10	8	80	2	20
Media Relations:- Print, electronic and radio ETC	10	8	80	2	20
Official Spokesperson	10	8	80	2	20
Face social media backlash	10	8	80	2	20
Press release	10	8	80	2	20
Press conference	10	6	60	4	40
CSR	10	3	30	7	70
Video releases	10	8	80	2	20
Advertisements strengthen consumer association	10	3	30	7	70
Which PSA's strengthen consumer association	10	0	0	10	100
Celebrity association and assurance	10	0	0	10	100
Reputational damage	10	9	90	1	10
Operational recovery	10	9	90	1	10
Market retention	10	9	90	1	10

Based on the study conducted, it is evident that 7 out of 10 companies recognize the crisis early stage, out of 10 companies contacted, 7 of them select strategies accordingly to minimize the impact. 7 out of 10 companies implement strategy at an early stage also, 8 out of 10 companies announce the problem to maintain the transparency with the customers, 8/10 companies take responsibility for the action, 9/10 companies try to mitigate the damage, 7/10 of companies also perform stakeholder management at the earlier stage of the crisis. However, only 2/10 of companies realize the Knee-Jerk Reactions, 9/10 of companies also apologize and take action, and 10/10 of companies do honest communication with the respective customers. And 9/10 of companies believed in constant communication, 9/10 of companies do direct communication from top executives or head of the company. After the crisis, 8/10 companies have set branding goals, and 8/10 companies also work on media relations:- print, electronic and radio, etc. And 8/10 companies also appoint an official spokesperson on behalf of the company. 8/10 companies face social media backlash. 8/10 of companies opt for press releases, and 6/10 also organize press conferences for media interaction. But only 3/10 companies do CSR, and 8/10 of companies releases video to interact. 3/10 companies believed that advertisements strengthen consumer association, and 0/10 companies also believe that

PSA's strengthen consumer association. 0/10 only agrees that celebrity association and assurance help in minimize crisis management. Regarding the reputational damage – 9/10 firmly believes in that. And 9/10 of companies work on Operational recovery in crisis management and 9/10 of companies works on market retention.

ONLINE

FACTOR	TOTAL	YES		NO	
		Frequency	Percentage	Frequency	Percentage
Early recognition	10	8	80	2	20
Strategy selection	10	7	70	3	30
Strategy implementation	10	7	70	3	30
Announcing the problem	10	8	80	2	20
Take responsibility	10	7	70	3	30
Damage mitigation	10	6	60	4	40
Stakeholder management	10	8	80	2	20
Knee-Jerk Reactions	10	1	10	9	90
Apologize and take action	10	6	60	4	40
Honest communication	10	8	80	2	20
Receive constant communication	10	8	80	2	20
Direct communication from top executives or head of the company	10	9	90	1	10
Set branding goals	10	5	50	5	50
Media Relations:- Print, electronic and radio ETC	10	8	80	2	20
Official Spokesperson	10	9	90	1	10
Face social media backlash	10	8	80	2	20
Press release	10	6	60	4	40
Press conference	10	6	60	4	40
CSR	10	0	0	10	10
Video releases	10	2	20	8	80
Advertisements strengthen consumer association	10	2	20	8	80
Which PSA's strengthen consumer association	10	3	30	7	70
Celebrity association and assurance	10	1	10	9	90
Reputational damage	10	7	70	3	30
Operational recovery	10	8	80	2	20
Market retention	10	8	80	2	20

Based on the study conducted, it is evident that 8 out of 10 companies recognize the crisis early stage, out of 10 companies contacted, 7 of them select strategies accordingly to minimize the impact. 7 out of 10 companies implement strategy at an early stage also, 8 out of 10 companies announce the problem to maintain the transparency with the customers, 7/10 companies take responsibility for the action, 6/10 companies try to mitigate the damage, 8/10 of companies also perform stakeholder management at the earlier stage of the crisis. However, only 1/10 of companies realize the Knee-Jerk Reactions, 6/10 of companies also apologize and take action, and 8/10 of companies do honest communicate with the respective customers. And 8/10 of companies believed in constant communication, 9/10 of companies do direct communication from top executives or head of the company. After the crisis, 5/10 companies have set branding goals, and 8/10 companies also work on media relations: - print, electronic and radio, etc. And 9/10 companies also appoint an official spokesperson on behalf of the company. 8/10 companies face social media backlash. 6/10 of companies opt for press releases, and 6/10 also organize press conferences for media interaction. But only 0/10 companies do CSR, and 2/10 of companies releases video to interact. 2/10 companies believed that advertisements strengthen consumer association, and 3/10 companies also believe that PSA's strengthen consumer association. 1/10 only agrees that celebrity association and assurance help in minimize crisis management. Regarding the reputational damage – 7/10 firmly believes in that. And 8/10 of companies work on Operational recovery in crisis management and 8/10 of companies works on market retention.

CUSTOMER OPINION OF CRISIS MANAGEMENT AND COMMUNICATION

Descriptive tables

The basic descriptive analysis of consumer responses needed yielded interesting facts about consumers' perception and opinion about companies facing crisis. The data analysed revealed that consumers have reacted differently to the crisis management and communication efforts of the companies. The descriptive data is divided into two major parts. Part A deals with the sample profile of the respondents. Part B, deals with various questions relating to crisis in companies like awareness among the customers about the recent crisis in various companies, the extent which it has affected the company reputation and other factors related to crisis in communication. Besides a number of statements for made to elicit responses from the customers regarding how do they react to crisis management and crisis communication. Broadly the statements were empathy towards brand, honest confession by the company regarding crisis, role of advertisements in mitigating crisis, negative feeling about the crisis, and role of media on crisis, social media and crisis and also the role of public service advertisements in crisis management. The respondents were asked to rank the statements which is perceived as the nearest to the perception of crisis in companies.

Part – A

Sample profile

1. Age Group

Age variable		Frequency	%	Valid %	Cumulative %
Age groups	18-27	123	20.2	20.2	20.2
	28-37	115	18.9	18.9	39.1
	38-47	135	22.2	22.2	61.2
	48-57	123	20.2	20.2	81.4
	58 and above	113	18.6	18.6	100.0
	Total	609	100.0	100.0	

A sample of 609 respondents was selected for the study. The sample was distributed in terms of age, gender, education, occupation and income. Given here is sample profile based on the independent variables identified. The age group divided into five categories. The categories were 18 to 27, 28 to 37, 38 to 47 48 to 57 and the last category was those who were more than 58 years of age. The analyzed data reveals that there were 123 respondents in the age group of 18 to 27 which is approximately 20.2 %. There were 115 respondents in the age group of 28 to 37 which constituted 18.9 % and another 22.2 % belong to the age group of 38 to 47. About 20.2 % of the respondents belong to the age group of 48 to 57 and 18.6 % were in the age group of 58 years and above.

2. Gender

Gender variable		Frequency	%	Valid %	Cumulative %
Gender	Male	403	66.2	66.2	66.2
	Female	206	33.8	33.8	100.0
	Total	609	100.0	100.0	

In terms of gender, out of the 609 respondents 403 that is 66.2 % were males and 206 respondents that is 33.8 % were females.

3. Education

Education variable		Frequency	%	Valid %	Cumulative %
Educational level	Graduate	236	38.8	38.8	38.8
	Post Graduate	301	49.4	49.4	88.2
	Doctorate	34	5.6	5.6	93.8
	Any other	38	6.2	6.2	100.0
	Total	609	100.0	100.0	

Education as a variable was divided into four major categories. The categories were graduates, postgraduates, doctorates and any other qualification. The data has revealed that among the sample of 609, majority of 301 respondents constituting 49.4 % were post graduates followed by 236 respondents constituting 38.8 % were graduates. However a very small %age that is about 6.2 % (38) had some other qualifications and 5.6 % (34) were holding PhD degree.

4. Occupation

Occupation variable		Frequency	%	Valid %	Cumulative %
Occupation groups	Government service	107	17.6	17.6	17.6
	Private service	110	18.1	18.1	35.6
	Own business	99	16.3	16.3	51.9
	Student	99	16.3	16.3	68.1
	Housewife	93	15.3	15.3	83.4
	Professional	101	16.6	16.6	100.0
	Total	609	100.0	100.0	

In the given sample profile of occupational variable there were a total 609 respondents. There were six categories of occupation government service, private service, own business, student, housewife and professional. The data exhibits that 107 people about 17.6 % belong to Government Service, 110 respondents around 18.1 % comes from Private sector, 99 people nearly 16.3 % respondents established their own business, 99 respondents were students which is 16.3 %, Housewife respondents were 93 approximately 15.3 % and lastly 101 respondents were professional comprising 16.6 %.

5. Income

Income variable		Frequency	%	Valid %	Cumulative %
Income groups	No Income	191	31.4	31.4	31.4
	Less than 25000/-	7	1.1	1.1	32.5
	Rs.25001-50000/-	131	21.5	21.5	54.0
	Rs.,50001-100000/-	139	22.8	22.8	76.8
	Above one lakh	141	23.2	23.2	100.0
	Total	609	100.0	100.0	

Some total respondents of 609 of Income variable comprises of five groups. These group were No Income, less than 25000, between 25001 to 50000, between 50001 to 100000 and last group above 100000. In the first group of No Income a majority of 191 respondents consists 31.4 % followed by second group of less than 25000 lowest among all only 7 respondents about 1.1 %. There were 131 respondents constitutes 21.5 % in the third group of between rupees 25001 to 50000. In the fourth Income group between rupees 50001 to 100000 139 respondents approximately 22.8 % and finally 23.2 % respondents consist of 141 people belongs to above one lakh group.

PART – B

Part_B_Q1 Industries/organizations were susceptible to crisis at one time or the other in their lifetime.

Awareness of Industries/organizations susceptible to crisis

		Frequency	%	Valid %	Cumulative %
Valid	Yes, I am aware	609	85.8	85.8	85.8
	No, I am not aware	70	9.9	9.9	95.7
	I Can't said anything	31	4.4	4.4	100.0
	Total	710	100.0	100.0	

In the above table of Industries/organizations were susceptible to crisis at one time or the other in their lifetime among the 710 respondents. There were a majority of 609 respondents comprises 85.5 % were aware of the crisis in the organizations, 70 respondents nearly 9.9 % were not aware of the crisis in the organizations and 31 respondents that is 4.4 % were neutral on the matter of crisis in the organizations.

Part_B_Q2: The following companies/products suffered from crisis in recent times.

Awareness of companies that suffered from crisis in recent times

Company	Yes		No		Total
	Frequency	%	Frequency	%	
Maggi	457	75.0	152	25.0	100.0
Amul ice cream	102	16.7	507	83.3	100.0
Aashirvaad Atta	50	8.2	559	91.8	100.0
KFC	311	51.1	298	48.9	100.0
Mc. Donald's	218	35.8	391	64.2	100.0
Café Coffee Day (CCD)	279	45.8	330	54.2	100.0
Swiggy	180	29.6	429	70.4	100.0
Zomato	257	42.2	352	57.8	100.0
Ola	18	3.0	42	69.0	100.0
Jet Airways	256	42.0	354	58.0	100.0
Go Air	129	21.2	480	78.8	100.0
Spicejet	134	22.0	475	78.0	100.0

To a question on companies/products suffered from crisis in recent times. The analysis data discloses that out of 710 total respondents among each product, on Maggi 457 respondents consists of 75 % said YES whereas 152 respondents constitute 25 % said NO. On Amul ice cream 102 people with 16.7 % favored while 507 people with 83.3 % were against the statement. On Aashirvaad Atta only 50 respondents about 8.2 % said YES but most of the respondents which is as high as 559 said NO consists 91.8 %. On KFC 311(51.1%) respondents support and 298 (48.9%) respondents were against. For Mc. Donald's 218 (35.8%) respondents uphold and 391 (64.2%) respondents were adverse. On Café Coffee Day (CCD) 279 (45.8%) respondents endorsed but 330 (54.2%) respondents were opposing. With regard to Swiggy, 180 ((29.6%). Respondents favored On Zomato 257 (42.2%) respondents were aware and 352 (57.8%) respondents were not aware. On Ola 188 (30.9%) respondents were aware of the crisis whereas 421 (69.1%) respondents were not aware. About the Jet Airways crisis 256 (42 %) respondents said YES to the crisis while 353 (58%) respondents said NO. For Go Air 129 (21.2%) respondents were aware whereas 480 (78.8%) respondents were not. On Spicejet 134 (22%) respondents said YES and 475 (78%) respondents were said NO.

Part_B_Q3The extent of effect of crisis on the company

The extent a company is affected by crisis

S.no	Factor	Yes to a large extent		Yes to some extent		Neutral		No to some extent		No not at all		Total
		Freq uenc y	%ag e	Freque ncy	%ag e	Freque ncy	%ag e	Freq uenc y	%ag e	Freque ncy	%ag e	
1	Image	123	20.2	225	36.9	91	14.9	150	24.6	20	3.3	100
2	Identit y	120	19.7	224	36.8	106	17.4	126	20.7	33	5.4	100
3	Empat hy	67	11.0	170	27.9	133	21.8	167	27.4	72	11.8	100
4	Sales	224	36.8	240	39.4	87	14.3	54	8.9	4	.7	100
5	Goodw ill	158	25.9	280	46.0	112	18.4	46	7.6	13	2.1	100

6	Finances	199	32.7	265	43.5	103	16.9	41	6.7	1	.2	100
7	Personal life of the owner	141	23.2	260	42.7	121	19.9	71	11.7	16	2.6	100
8	Media relations	126	20.7	242	39.7	117	19.2	68	11.2	56	9.2	100
9	Consumer Loyalty	144	23.6	217	163	26.8	26.9	57	9.4	27	4.4	100
10	Employees	164	26.9	183	30.0	163	26.8	72	11.8	27	4.4	100
11	Stock Market	227	37.3	267	43.8	74	12.2	41	6.7	0	0	100
12	Community	128	21.0	289	47.5	112	18.4	78	12.8	2	.3	100

A question was asked to the respondents with regard to to the extent of effective crisis on a company or an organization. The responses word tabulated against a 5-point scale. Analyzed data has revealed that the respondents were divided in their opinion on the impact of crisis on the companies or organizations. Majority of the respondents that is 37.3 % said it affects the stock market, followed by 36.8 % stating that it impacts the sales and 32.7 % of them stating that it affects the finances. However, 25.9 % stated that crisis affects the goodwill, followed by 21 % who believe that it affects the community to a large extent. Some respondent to the extent of 23.2 % believe that the personal life of the owner is effected to a great extent, followed by 26.9 % being sure about the impact of crisis on its employees. 20.7 % also stated that it affects the relationship of the organization with the media by and large. In the same category 20.2% told that the image of company is affected followed by 19.7 % agreed to the impact of the crisis on the identity of an organization to a large extent. Another 11 % of the respondents to a great extent believe that the consumer empathizes towards the organization going through the crisis and 23.6 % also continue to remain loyal towards the organization during the time of crisis.

Ranking the reason of crisis for effecting the company

Factor	Mean	Rank
Stock Market	4.116585	1
Sales	4.027915	2
Finances	4.018062	3
Goodwill	3.860427	4
Community	3.760263	5
Personal life of the owner	3.720854	6
Employees	3.632184	7
Media relations	3.515599	8
Image	3.461412	9
Identity	3.446634	10
Empathy	2.988506	11
Consumer Loyalty	2.9711	12

The analysed data indicates that a majority of the respondents was stating that stock market, sales, finances, goodwill, community, the personal life of the owner and the employees are affected to a large extent, followed by media relations image, identity, empathy and customer loyalty being affected to some extent. which were the hallmarks of effective public relations were considered least when it comes to being affected by crisis. It can be noted that a very small %age of the respondents totally disagree with the effect of crisis on the companies or organizations.

Part_B_Q4: It is highly appreciated if the consumer first hears about the crisis from:

FACTOR	Yes	%	No	%	Total
Brand/ Company	79	13.0	530	87.0	100.0
Media	189	31.0	420	69.0	100.0
Seller	44	7.2	565	92.8	100.0
Public	55	9.0	554	91.0	100.0
Social Media	121	19.9	488	80.1	100.0

In the given table on highly appreciated if the consumer first hears about the crisis from source. The data shows that all 609 respondents have an inclination towards one of the four sources. There were 189 respondents which is 31 % were support media as source

of information whereas, social media as source of information was favored by 121 respondents which is 19.9 %. 79 respondents which is 12 % believe that it is ideal if they hear about the crisis from the brand/company itself. On public as source of information merely 55 respondents that is 9 % trust the general public as a course of information about a crisis and only 44 respondents i.e., 7.2 % would prefer hearing about a crisis from the seller.

Part_B_Q5: Please select the option which most accurately reflects your opinion about the following statements

S. No	Situation	Yes to a large extent		Yes to some extent		Neutral		To some extent		Not at all		TOTAL
		Frequency	%age	Frequency	%age	Frequency	%age	Frequency	%age	Frequency	%age	
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	69	11.3	168	27.6	141	23.2	149	24.5	82	13.5	100
2.	You empathize towards the brand during times of crisis:	52	8.5	179	29.4	211	34.6	95	15.6	72	11.8	100
3.	Honest confession of the crisis is beneficial for the brand	167	27.4	194	31.9	156	25.6	58	9.5	34	5.6	100
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	254	41.7	162	26.6	158	25.9	20	3.3	15	2.5	100

5.	It is important to receive constant communication about latest developments with the brand during times of crisis	225	36.9	168	27.6	184	30.2	14	2.3	18	3.0	100
6.	The extent to which advertisements strengthen consumer association with the brand	243	39.9	164	26.9	166	27.3	25	4.1	11	1.8	100
7.	The extent to which PSA's strengthen consumer association with the brand	77	12.6	124	20.4	277	45.5	51	8.4	80	13.1	100
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	171	28.1	162	26.6	192	31.5	61	10.0	23	3.8	100
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	263	43.2	156	25.6	170	27.9	12	2.0	8	1.3	100
10.	Consumer loyalty with the brand stays the same when a brand faces crisis	40	6.6	55	9.0	189	31.0	117	19.2	208	34.2	100

	more than once in the recent past											
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	223	36.6	153	25.1	168	27.6	63	10.3	2	.3	100
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	182	29.9	175	28.7	180	29.6	66	10.8	6	1.0	100
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	154	25.3	158	25.9	165	27.1	109	17.9	23	3.8	100
14.	Mass media plays an important role during crisis	240	39.4	199	32.7	119	19.5	40	6.6	11	1.8	100
15.	The portrayal of crisis by the media is	228	37.4	176	28.9	172	28.2	30	4.9	3	.5	100

	generally believed											
16.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	238	39.1	193	31.7	152	25.0	24	3.9	2	.3	100
17.	Social media availability and interaction of a brand during crisis more effective and reliable	185	30.4	178	29.2	185	30.4	56	9.2	5	.8	100

A question was designed to elicit public opinion on factors influencing their perception about companies and its brands. The respondents were asked to mark on a five-point scale. The data has revealed that 43.2% respondents believe that ‘The extent of negative feeling if the brand is not being communicative during times of crisis’ and 41.7 % of the respondents stated that ‘The extent to which your purchase decisions is impacted if the brand was facing a crisis situation’ are the primary reasons. Followed by some 39.9% said that ‘The extent to which advertisements strengthen consumer association with the brand’ is another reason.39.4% are affirmative that ‘Mass media plays an important role during crisis ‘ and about 39.1% strongly believe that ‘Media portrayal affects consumer perception, understanding and analyzing of the crisis situation, whereas 37.4 % respondents firmly believe that ‘The portrayal of crisis by the media is generally believed’.

36.9% strongly agree that ‘It is important to receive constant communication about latest developments with the brand during times of crisis’ and 36.6% respondents also agree that ‘Clear and honest communication retains your trust, perception, loyalty and association towards the brand’. 30.4% respondents said that ‘Social media availability and interaction of a brand during crisis more effective and reliable’ and 29.9% that at the same time ‘Direct communication from top executives or head of the company helps build trust during time of crisis’ is equally important. 28.1% believe that there

can be a ‘Change in your perception and reaction to the situation based on celebrity association and assurance’ and an ‘Honest confession of the crisis is beneficial for the brand’ is highly appreciated by 27.4% of the respondents. 25.3% respondents strongly agree that ‘It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis’ whereas only 12.6 % respondent feel that ‘The extent to which PSA’s strengthen consumer association with the brand’ is high. 11.3 % felt that ‘In case of a trusted brand there is a change in perception of the brand due to one crisis event’ while only 8.5 % respondents agree that as a consumer ‘You empathize towards the brand during times of crisis, and merely 6.6% agree that ‘Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past’

FACTORS ACCORDING TO RANKING

Factor	Mean	Rank
The extent of negative feeling if the brand is not being communicative during times of crisis	4.073892	1
Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	4.052545	2
The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	4.018062	3
Mass media plays an important role during crisis	4.013136	4
The extent to which advertisements strengthen consumer association with the brand	3.990148	5
The portrayal of crisis by the media is generally believed	3.978654	6
It is important to receive constant communication about latest developments with the brand during times of crisis	3.932677	7
Clear and honest communication retains your trust, perception, loyalty and association towards the brand	3.873563	8
Social media availability and interaction of a brand during crisis more effective and reliable	3.791461	9
Direct communication from top executives or head of the company helps build trust during time of crisis	3.756979	10

Honest confession of the crisis is beneficial for the brand	3.660099	11
Change in your perception and reaction to the situation based on celebrity association and assurance	3.651888	12
It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	3.510673	13
The extent to which PSA's strengthen consumer association with the brand	3.110016	14
You empathize towards the brand during times of crisis:	3.07225	15
In case of a trusted brand there is a change in your perception of the brand due to one crisis event	2.988506	16
Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	2.34647	17

STATEMENTS ACCORDING TO RANK

1. The extent of negative feeling if the brand is not being communicative during times of crisis
2. Media portrayal affects consumer perception, understanding and analyzing of the crisis situation
3. The extent to which your purchase decisions is impacted if the brand was facing a crisis situation
4. Mass media plays an important role during crisis
5. The extent to which advertisements strengthen consumer association with the brand
6. The portrayal of crisis by the media is generally believed
7. It is important to receive constant communication about latest developments with the brand during times of crisis
8. Clear and honest communication retains your trust, perception, loyalty and association towards the brand
9. Social media availability and interaction of a brand during crisis more effective and reliable
10. Direct communication from top executives or head of the company helps build trust during time of crisis
11. Honest confession of the crisis is beneficial for the brand

12. Change in your perception and reaction to the situation based on celebrity association and assurance
13. It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis
14. The extent to which PSA's strengthen consumer association with the brand
15. You empathize towards the brand during times of crisis
16. In case of a trusted brand there is a change in your perception of the brand due to one crisis event
17. Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

CROSS TABULATION AND CHI-SQUARE ANALYSIS OF DATA

The second phase of data analysis deals with cross tabs and chi square interpretation of customers' reaction to crisis communication and management. Independent variable, age, gender, occupation and education and income of respondents were cross tabulated with questions related to crisis communication and management. Each Independent variable was compared respondents reply to questions dealing with awareness, knowledge and perception about company in crisis. The respondents were asked to give their opinion on various companies' which suffered from crisis in the recent times.

The questionnaire also dealt with questions on the opinion to the extent crisis effects the company's reputation, image and identity. Also, questions were asked to the respondents regarding the likelihood of preferred sources of information on crisis. Besides, the questionnaire had questions on the various statements that reflect the crisis and customers reaction to the statements. Chi square was applied to interpret and draw inference on the customers' reaction to the crisis.

In recent times a number of companies and products suffered from crisis due a number of reasons. The crisis may be related to the quality of the product, financial aspects or related to management. A question was asked to respondents about them being aware of the crisis in the company or its product or not. To the responses were cross tabulated against age, gender, occupation, education and income as an independent variable. A chi square test was also applied to ascertain the significance

of difference between the age of the respondents and awareness of crisis and its nature.

S.No	DF	LEVEL OF SIGNIFICANCE	TABLE CRITICAL VALUE
1.	1	0.05	3.840
2.	2	0.05	5.99
3.	3	0.05	7.810
4.	4	0.05	9.49
5.	5	0.05	11.070
6.	6	0.05	12.592
7.	8	0.05	15.507
8.	9	0.05	16.919
9.	12	0.05	21.026
10.	15	0.05	24.996
11.	16	0.05	26.30
12.	20	0.05	31.410

The findings and interpretation of data is presented below:

COSUMER Peearson Chi-Square				
S.No	FACTOR	Value	df	Asymp. Sig. (2- sided)
VARIABLE 1- AGE				
Q2				
1.	Maggi	4.295	4	.367
2.	Amul Ice cream	2.591	4	.628
3.	Aashirvaad Atta	6.099	4	.192
4.	KFC	1.263	4	.868
5.	Mc. Donald's	4.675	4	.322
6.	Café Coffee Day (CCD)	9.652	4	.047
7.	Swiggy	3.546	4	.471
8.	Zomato	2.779	4	.595
9.	Ola	7.401	4	.116
10	Jet Airways	14.289	4	.006
11	Go Air	21.248	4	.000
12	Spicejet	3.900	4	.420
Q3				
1.	Image	19.143	16	.261
2.	Identity	22.609	16	.125
3.	Empathy	11.392	16	.785
4.	Sales	19.923	16	.224
5.	Goodwill	19.687	16	.235
6.	Finances	21.225	16	.170
7.	Personal life of the owner	27.492	16	.036
8.	Media relations	26.378	16	.049
9.	Consumer Loyalty	36.920	16	.003
10	Employees	23.759	16	.095
11	Stock Market	27.947	12	.006
12	Community	27.864	16	.033
Q4				
1.	Brand/ Company	1.318	4	.858
2.	Media	5.424	4	.246
3.	Seller	10.814	4	.029
4.	Public	13.745	4	.008
5.	Social Media	62.361	4	.000
Q5				
1.	In case of a trusted brand there is a change in your perception of the brand	12.427	16	.714

	due to one crisis event			
2.	You empathize towards the brand during times of crisis:	8.228	16	.942
3.	Honest confession of the crisis is beneficial for the brand	19.929	16	.223
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	17.794	16	.336
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	11.303	16	.790
6.	The extent to which advertisements strengthen consumer association with the brand	23.556	16	.100
7.	The extent to which PSA's strengthen consumer association with the brand	19.024	16	.267
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	10.104	16	.861
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	20.518	16	.198
10	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	20.960	16	.218
11	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	28.670	16	.026
12	Direct communication from top executives or head of the company helps build trust during time of crisis	25.038	16	.069
13	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	19.060	16	.266
14	Mass media plays an important role during crisis	83.907	16	.000
15	The portrayal of crisis by the media is generally believed	13.211	16	.657
16	Media portrayal affects consumer perception, understanding and analysing	16.859	16	.395

	of the crisis situation			
17	Social media availability and interaction of a brand during crisis more effective and reliable	32.184	16	.009
VARIABLE 2- GENDER				
Q2				
1.	Maggi	1.222	1	.269
2.	Amul Ice cream	3.803	1	.051
3.	Aashirvaad Atta	6.095	1	.014
4.	KFC	.230	1	.631
5.	Mc. Donald's	5.181	1	.023
6.	Café Coffee Day (CCD)	4.525	1	.033
7.	Swiggy	4.167	1	.041
8.	Zomato	5.838	1	.016
9.	Ola	22.515	1	.000
10	Jet Airways	28.181	1	.000
11	Go Air	18.710	1	.000
12	Spicejet	.473	1	.492
Q3				
1.	Image	11.707	4	.021
2.	Identity	12.615	4	.013
3.	Empathy	1.640	4	.802
4.	Sales	2.944	4	.567
5.	Goodwill	9.240	4	.055
6.	Finances	7.313	4	.120
7.	Personal life of the owner	3.550	4	.470
8.	Media relations	6.954	4	.138
9.	Consumer Loyalty	9.644	4	.047
10	Employees	10.622	4	.031
11	Stock Market	6.469	3	.091
12	Community	2.116	4	.714
Q4				
1.	Brand/ Company	.128	1	.145
2.	Media	2.819	1	.093
3.	Seller	4.094	1	.043
4.	Public	2.600	1	.107
5.	Social Media	1.698	1	.193
Q5				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	17.951	4	.001
2.	You empathize towards the brand during times of crisis:	.628	4	.970
3.	Honest confession of the crisis is beneficial for the brand	1.910	4	.752

4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	3.053	4	.549
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	6.889	4	.142
6.	The extent to which advertisements strengthen consumer association with the brand	3.044	4	.551
7.	The extent to which PSA's strengthen consumer association with the brand	3.232	4	.520
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	3.648	4	.456
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	4.703	4	.319
10	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	2.837	4	.585
11	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	3.530	4	.473
12	Direct communication from top executives or head of the company helps build trust during time of crisis	1.352	4	.853
13	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	1.172	4	.883
14	Mass media plays an important role during crisis	6.276	4	.179
15	The portrayal of crisis by the media is generally believed	1.638	4	.802
16	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	4.433	4	.351
17	Social media availability and interaction of a brand during crisis more effective and reliable	3.046	4	.550
189				

VARIABLE 3- EDUCATION

Q2

1.	Maggi	3.099	3	.377
2.	Amul Ice cream	6.400	3	.094
3.	Aashirvaad Atta	.300	3	.960
4.	KFC	4.248	3	.236
5.	Mc. Donald's	5.268	3	.153
6.	Café Coffee Day (CCD)	4.447	3	.217
7.	Swiggy	6.363	3	.095
8.	Zomato	7.719	3	.052
9.	Ola	6.846	3	.077
10	Jet Airways	2.890	3	.409
11	Go Air	3.991	3	.262
12	Spicejet	4.058	3	.255

Q3

1.	Image	16.305	12	.179
2.	Identity	12.885	12	.377
3.	Empathy	14.797	12	.253
4.	Sales	16.465	12	.171
5.	Goodwill	9.670	12	.645
6.	Finances	10.422	12	.579
7.	Personal life of the owner	8.968	12	.706
8.	Media relations	24.671	12	.016
9.	Consumer Loyalty	13.684	12	.321
10	Employees	8.855	12	.715
11	Stock Market	8.014	9	.533
12	Community	18.192	12	.110

Q4

1.	Brand/ Company	6.436	3	.092
2.	Media	7.112	3	.068
3.	Seller	14.464	3	.002
4.	Public	5.869	3	.118
5.	Social Media	6.791	3	.079

Q5

1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	12.943	12	.373
2.	You empathize towards the brand during times of crisis:	20.871	12	.052
3.	Honest confession of the crisis is beneficial for the brand	14.051	12	.297
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	33.724	12	.001
5.	It is important to receive constant communication about latest developments with the brand during	31.616	12	.002

	times of crisis			
6.	The extent to which advertisements strengthen consumer association with the brand	12.520	12	.405
7.	The extent to which PSA's strengthen consumer association with the brand	18.348	12	.106
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	14.988	12	.242
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	17.105	12	.146
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	13.207	12	.354
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	25.119	12	.014
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	23.192	12	.026
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	15.212	12	.230
14.	Mass media plays an important role during crisis	26.937	12	.008
15.	The portrayal of crisis by the media is generally believed	18.346	12	.106
16.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	23.660	12	.923
17.	Social media availability and interaction of a brand during crisis more effective and reliable	17.773	12	.123
VARIABLE 4- OCCUPATION				
Q2				
1.	Maggi	8.312	5	.140
2.	Amul Ice cream	9.806	5	.081
3.	Aashirvaad Atta	22.109	5	.000
4.	KFC	7.222	5	.205
5.	Mc. Donald's	4.698	5	.454
6.	Café Coffee Day (CCD)	15.053	5	.010
7.	Swiggy	21.049	5	.001

8.	Zomato	14.616	5	.012
9.	Ola	37.476	5	.000
10	Jet Airways	48.408	5	.000
11	Go Air	37.350	5	.000
12	Spicejet	3.887	5	.566
Q3				
1.	Image	38.040	20	.009
2.	Identity	36.271	20	.014
3.	Empathy	16.283	20	.699
4.	Sales	35.908	20	.016
5.	Goodwill	28.777	20	.092
6.	Finances	46.108	20	.001
7.	Personal life of the owner	57.285	20	.000
8.	Media relations	28.474	20	.099
9.	Consumer Loyalty	46.815	20	.001
10	Employees	47.235	20	.001
11	Stock Market	48.108	15	.000
12	Community	30.320	20	.065
Q4				
1.	Brand/ Company	3.938	5	.558
2.	Media	14.848	5	.011
3.	Seller	16.587	5	.005
4.	Public	17.374	5	.004
5.	Social Media	49.401	5	.000
Q5				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	33.149	20	.032
2.	You empathize towards the brand during times of crisis:	34.946	20	.020
3.	Honest confession of the crisis is beneficial for the brand	30.523	20	.062
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	20.906	20	.403
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	20.495	20	.221
6.	The extent to which advertisements strengthen consumer association with the brand	26.392	20	.153
7.	The extent to which PSA's strengthen consumer association with the brand	29.075	20	.086
8.	Change in your perception and reaction	12.996	20	.878

	to the situation based on celebrity association and assurance			
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	15.894	20	.723
10	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	13.256	20	.886
11	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	25.238	20	.192
12	Direct communication from top executives or head of the company helps build trust during time of crisis	30.291	20	.065
13	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	12.186	20	.910
14	Mass media plays an important role during crisis	24.189	20	.234
15	The portrayal of crisis by the media is generally believed	23.259	20	.276
16	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	20.827	20	.407
17	Social media availability and interaction of a brand during crisis more effective and reliable	45.285	20	.001
VARIABLE 5- INCOME				
Q2				
1.	Maggi	2.441	4	.655
2.	Amul Ice cream	5.336	4	.255
3.	Aashirvaad Atta	25.122	4	.000
4.	KFC	4.095	4	.393
5.	Mc. Donald's	.644	4	.958
6.	Café Coffee Day (CCD)	14.116	4	.007
7.	Swiggy	1.484	4	.829
8.	Zomato	2.920	4	.571
9.	Ola	35.946	4	.000
10	Jet Airways	45.331	4	.000
11	Go Air	39.194	4	.000
12	Spicejet	4.549	4	.337
Q3				

1.	Image	24.180	16	.086
2.	Identity	24.676	16	.076
3.	Empathy	16.297	16	.432
4.	Sales	20.564	16	.196
5.	Goodwill	20.861	16	.184
6.	Finances	32.946	16	.008
7.	Personal life of the owner	40.844	16	.001
8.	Media relations	22.818	16	.119
9.	Consumer Loyalty	21.826	16	.149
10.	Employees	42.582	16	.000
11.	Stock Market	41.622	12	.000
12.	Community	17.526	16	.352
Q4				
1.	Brand/ Company	5.720	4	.221
2.	Media	18.427	4	.001
3.	Seller	3.047	4	.550
4.	Public	4.156	4	.385
5.	Social Media	24.503	4	.000
Q5				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	23.794	16	.094
2.	You empathize towards the brand during times of crisis:	26.811	16	.044
3.	Honest confession of the crisis is beneficial for the brand	24.235	16	.086
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	22.557	16	.126
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	28.683	16	.026
6.	The extent to which advertisements strengthen consumer association with the brand	15.209	16	.509
7.	The extent to which PSA's strengthen consumer association with the brand	26.600	16	.046
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	10.868	16	.818
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	14.371	16	.571

10	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	18.827	16	.278
11	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	17.447	16	.357
12	Direct communication from top executives or head of the company helps build trust during time of crisis	21.064	16	.176
13	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	23.051	16	.112
14	Mass media plays an important role during crisis	25.141	16	.067
15	The portrayal of crisis by the media is generally believed	15.823	16	.465
16	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	15.653	16	.477
17	Social media availability and interaction of a brand during crisis more effective and reliable	18.549	16	.293

VARIABLE 1-AGE

Awareness about the following companies/products which suffered from crisis in recent times

Part_B_Q2_1 Maggi

			Part_B_Q2_1 Maggi		Total
			No	Yes	
Age Group	18-37	Count	29	94	123
		% within Age Group	23.6%	76.4%	100.0%
		% within Part_B_Q2_1 Maggi	19.1%	20.6%	20.2%
	23-37	Count	25	90	115
		% within Age Group	21.7%	78.3%	100.0%
		% within Part_B_Q2_1 Maggi	16.4%	19.7%	18.9%

	38-47	Count	35	100	135
		% within Age Group	25.9%	74.1%	100.0%
		% within Part_B_Q2_1 Maggi	23.0%	21.9%	22.2%
	48-57	Count	27	96	123
		% within Age Group	22.0%	78.0%	100.0%
		% within Part_B_Q2_1 Maggi	17.8%	21.0%	20.2%
	58 and above	Count	36	77	113
		% within Age Group	31.9%	68.1%	100.0%
		% within Part_B_Q2_1 Maggi	23.7%	16.8%	18.6%
Total	Count	152	457	609	
	% within Age Group	25.0%	75.0%	100.0%	
	% within Part_B_Q2_1 Maggi	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness of Maggi product suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Maggi product suffering from crisis in recent times and age of the respondents

Maggi being one of the most popular brands manufactured and sold by Nestle in India sans all age groups as a quick snack. As the Chi square value is less than the table critical value for 4 degrees of freedom at 0.05 percent level of significance, the null hypothesis of there is no significant difference between awareness among the respondents that Maggi as a product suffered from crisis and the different age group of the respondents cannot be rejected. It can be inferred that age as a variable does not influence the respondent's awareness about the crisis of Maggi as a product. In other words, awareness of the crisis is independent different age groups.

Age Group * Part_B_Q2_2 Amul Ice cream

		Part_B_Q2_2 Amul Ice cream		Total	
		No	Yes		
Age Group	18-37	Count	107	16	123
		% within Age Group	87.0%	13.0%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	21.1%	15.7%	20.2%
	23-37	Count	98	17	115
		% within Age Group	85.2%	14.8%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	19.3%	16.7%	18.9%
	38-47	Count	111	24	135
		% within Age Group	82.2%	17.8%	100.0%

		% within Part_B_Q2_2 Amul Ice cream	21.9%	23.5%	22.2%
	48-57	Count	100	23	123
		% within Age Group	81.3%	18.7%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	19.7%	22.5%	20.2%
	58 and above	Count	91	22	113
		% within Age Group	80.5%	19.5%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	17.9%	21.6%	18.6%
Total		Count	507	102	609
		% within Age Group	83.3%	16.7%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and age of the respondents

Amul ice cream is manufactured and sold by Anand Milk Union Limited went into crisis with regard to the use of animal fat in its product. The question was related to whether the respondents were aware of the crisis suffered by Amul ice cream. The chi-square test has revealed that the null hypothesis of there is no significant difference between audience awareness about Amul crisis and the different age groups is not rejected as the calculated Chi square value is less than the table critical value for 4 degrees of freedom. It can be inferred that age as a variable does not influence the respondent's awareness of the crisis in Amul ice cream Amway product.

Age Group * Part_B_Q2_3 Aashirvaad Atta

		Part_B_Q2_3 Aashirvaad Atta		Total	
		No	Yes		
Age Group	18-37	Count	119	4	123
		% within Age Group	96.7%	3.3%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	21.3%	8.0%	20.2%
	23-37	Count	106	9	115
		% within Age Group	92.2%	7.8%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	19.0%	18.0%	18.9%
	38-47	Count	122	13	135

		% within Age Group	90.4%	9.6%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	21.8%	26.0%	22.2%
		Count	109	14	123
	48-57	% within Age Group	88.6%	11.4%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	19.5%	28.0%	20.2%
		Count	103	10	113
	58 and above	% within Age Group	91.2%	8.8%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	18.4%	20.0%	18.6%
		Count	103	10	113
Total	Count	559	50	609	
	% within Age Group	91.8%	8.2%	100.0%	
	% within Part_B_Q2_3 Aashirvaad Atta	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and age of the respondents

Aashirwad Aata also suffered from crisis with the accusation that it contains plastic material which is not good for human consumption. Chi-square as a test of independence was applied to understand the significance of difference between age and the awareness about the crisis. As the calculated Chi square value is less than the table critical value, the null hypothesis of there is no significant difference between awareness of the Aashirvaad Atta crisis and different age groups cannot be rejected. It can be inferred that age as a variable does not influence the awareness Aashirvaad Atta crisis among the respondents.

Age Group * Part_B_Q2_4 KFC

			Part_B_Q2_4 KFC		Total
			No	Yes	
Age Group	18-37	Count	59	64	123
		% within Age Group	48.0%	52.0%	100.0%
		% within Part_B_Q2_4 KFC	19.8%	20.6%	20.2%
	23-37	Count	61	54	115
		% within Age Group	53.0%	47.0%	100.0%
		% within Part_B_Q2_4 KFC	20.5%	17.4%	18.9%
	38-47	Count	65	70	135
		% within Age Group	48.1%	51.9%	100.0%

		% within Part_B_Q2_4 KFC	21.8%	22.5%	22.2%
	48-57	Count	61	62	123
		% within Age Group	49.6%	50.4%	100.0%
		% within Part_B_Q2_4 KFC	20.5%	19.9%	20.2%
	58 and above	Count	52	61	113
		% within Age Group	46.0%	54.0%	100.0%
		% within Part_B_Q2_4 KFC	17.4%	19.6%	18.6%
Total		Count	298	311	609
		% within Age Group	48.9%	51.1%	100.0%
		% within Part_B_Q2_4 KFC	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between awareness of KFC Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of KFC Company suffering from crisis in recent times and age of the respondents

Kentucky Fried Chicken (KFC) suffered from crisis in India where in it was accused of frying chicken in fatty oil made out of pork. Besides it was also accused of not adhering to the norms of raising chickens according to the standards given under Indian law. This question was asked to find out the awareness among the respondents regarding KFC crisis. As per the chi-square analysis, the null hypothesis of no significant relationship or difference between the awareness about KFC crisis and different age groups of the respondents is not rejected. Non rejection of null hypothesis goes on to prove that there is no influence of independent variable like age on the awareness of the crisis faced by KFC in India stop

Age Group * Part_B_Q2_5 Mc. Donald's

			Part_B_Q2_5 Mc. Donald's		Total
			No	Yes	
Age Group	18-37	Count	73	50	123
		% within Age Group	59.3%	40.7%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	18.7%	22.9%	20.2%
	23-37	Count	82	33	115
		% within Age Group	71.3%	28.7%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	21.0%	15.1%	18.9%
	38-47	Count	88	47	135
		% within Age Group	65.2%	34.8%	100.0%

		% within Part_B_Q2_5 Mc. Donald's	22.5%	21.6%	22.2%
	48-57	Count	80	43	123
		% within Age Group	65.0%	35.0%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	20.5%	19.7%	20.2%
	58 and above	Count	68	45	113
		% within Age Group	60.2%	39.8%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	17.4%	20.6%	18.6%
Total	Count	391	218	609	
	% within Age Group	64.2%	35.8%	100.0%	
	% within Part_B_Q2_5 Mc. Donald's	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and age of the respondents

McDonald's American fast-food chain also suffered from crisis when it told its customers that Halal Meat is served in its restaurants. The word Halal in India is more related to the Muslim method of cutting meat. The respondents for asked about, whether they were aware of such a crisis in McDonald's. The chi-square data has revealed that the calculated value is much lower than the table critical value for 4 degrees of freedom hence the null hypothesis of no significant difference cannot be rejected. This indicates that age as a variable does not influence the awareness about McDonald crisis among the respondents.

Age Group * Part_B_Q2_6 Café Coffee Day (CCD)

		Part_B_Q2_6 Café Coffee Day (CCD)		Total	
		No	Yes		
Age Group	18-37	Count	79	44	123
		% within Age Group	64.2%	35.8%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	23.9%	15.8%	20.2%
	23-37	Count	66	49	115
		% within Age Group	57.4%	42.6%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	20.0%	17.6%	18.9%

	38-47	Count	67	68	135
		% within Age Group	49.6%	50.4%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	20.3%	24.4%	22.2%
	48-57	Count	66	57	123
		% within Age Group	53.7%	46.3%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	20.0%	20.4%	20.2%
	58 and above	Count	52	61	113
		% within Age Group	46.0%	54.0%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	15.8%	21.9%	18.6%
Total	Count	330	279	609	
	% within Age Group	54.2%	45.8%	100.0%	
	% within Part_B_Q2_6 Café Coffee Day (CCD)	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and age of the respondents

Cafe Coffee Day is an Indian coffee joint chain suffered from crisis when its owner committed suicide due to huge debt that was accumulated over a period of time. This was a very curious case of a successful business but not very profitable according to its owner. Chi square test was applied to find out the significance of difference between the awareness among the respondents of the Cafe Coffee Day crisis. As the calculated Chi square value is more than the calculated Chi square value, the null hypothesis of there is no significant relationship between awareness of the crisis and the age of the respondents is rejected. It can be inferred that different age groups have different understanding about the crisis. It means that there is a significant difference between the age group of respondents and the awareness among them about the Coffee Cafe Day crisis.

Age Group * Part_B_Q2_7 Swiggy

		Part_B_Q2_7 Swiggy		Total	
		No	Yes		
Age Group	18-37	Count	79	44	123
		% within Age Group	64.2%	35.8%	100.0%

		% within Part_B_Q2_7 Swiggy	18.4%	24.4%	20.2%
	23-37	Count	86	29	115
		% within Age Group	74.8%	25.2%	100.0%
		% within Part_B_Q2_7 Swiggy	20.0%	16.1%	18.9%
	38-47	Count	95	40	135
		% within Age Group	70.4%	29.6%	100.0%
		% within Part_B_Q2_7 Swiggy	22.1%	22.2%	22.2%
	48-57	Count	89	34	123
		% within Age Group	72.4%	27.6%	100.0%
		% within Part_B_Q2_7 Swiggy	20.7%	18.9%	20.2%
	58 and above	Count	80	33	113
		% within Age Group	70.8%	29.2%	100.0%
		% within Part_B_Q2_7 Swiggy	18.6%	18.3%	18.6%
Total		Count	429	180	609
		% within Age Group	70.4%	29.6%	100.0%
		% within Part_B_Q2_7 Swiggy	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between awareness of Swiggy Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Swiggy Company suffering from crisis in recent times and age of the respondents

Swiggy as a food product and grocery supply chain in India suffered from crisis in 2020. The crisis was related to layoff of employees due to loss of business during the pandemic. Chi square data has revealed that it as the calculated Chi square value is less than the table critical value for 4 degrees of freedom, the null hypothesis of there is no significant difference/relationship between awareness among the respondents about Swiggy as a company suffering from crisis cannot be rejected. It goes on to suggest that age as a variable does not influence the awareness about the crisis suffered by Swiggy in 2020.

Age Group * Part_B_Q2_8 Zomato

		Part_B_Q2_8 Zomato		Total	
		No	Yes		
Age Group	18-37	Count	68	55	123
		% within Age Group	55.3%	44.7%	100.0%
		% within Part_B_Q2_8 Zomato	19.3%	21.4%	20.2%
	23-37	Count	65	50	115
		% within Age Group	56.5%	43.5%	100.0%
		% within Part_B_Q2_8 Zomato	18.5%	19.5%	18.9%

	38-47	Count	80	55	135
		% within Age Group	59.3%	40.7%	100.0%
		% within Part_B_Q2_8 Zomato	22.7%	21.4%	22.2%
	48-57	Count	78	45	123
		% within Age Group	63.4%	36.6%	100.0%
		% within Part_B_Q2_8 Zomato	22.2%	17.5%	20.2%
	58 and above	Count	61	52	113
		% within Age Group	54.0%	46.0%	100.0%
		% within Part_B_Q2_8 Zomato	17.3%	20.2%	18.6%
Total	Count	352	257	609	
	% within Age Group	57.8%	42.2%	100.0%	
	% within Part_B_Q2_8 Zomato	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness of Zomato Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Zomato Company suffering from crisis in recent times and age of the respondents

Zomato is one of the largest food supply chains in India. Recently it suffered from crisis when a video showing one of its supply boys eating the food that is to be given to the customers went viral on social media platforms. This event had a very wide coverage not only on social media but traditional mass media as well. The question was related to the awareness among the respondents about the crisis. The data analysis revealed that the calculated Chi square value is lower than the table critical value at 4 degrees of freedom. Hence the null hypothesis of there is no significant relationship between the Awareness of Zomato company crisis and respondents cannot be rejected. It can be inferred that age as a variable does not influence the respondents' awareness Zomato crisis.

Age Group * Part_B_Q2_9 Ola

		Part_B_Q2_9 Ola		Total	
		No	Yes		
Age Group	18-37	Count	95	28	123
		% within Age Group	77.2%	22.8%	100.0%
		% within Part_B_Q2_9 Ola	22.6%	14.9%	20.2%
	23-37	Count	81	34	115
		% within Age Group	70.4%	29.6%	100.0%
		% within Part_B_Q2_9 Ola	19.2%	18.1%	18.9%
	38-47	Count	90	45	135
		% within Age Group	66.7%	33.3%	100.0%

		% within Part_B_Q2_9 Ola	21.4%	23.9%	22.2%
	48-57	Count	76	47	123
		% within Age Group	61.8%	38.2%	100.0%
		% within Part_B_Q2_9 Ola	18.1%	25.0%	20.2%
	58 and above	Count	79	34	113
		% within Age Group	69.9%	30.1%	100.0%
		% within Part_B_Q2_9 Ola	18.8%	18.1%	18.6%
Total		Count	421	188	609
		% within Age Group	69.1%	30.9%	100.0%
		% within Part_B_Q2_9 Ola	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between awareness of Ola Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Ola Company suffering from crisis in recent times and age of the respondents

As the pandemic hit it the revenues of Ola a Transport Company had to lay off more than 1500 drivers and other employees. This created a massive crisis in Ola Company. A question was asked regarding the Awareness of the crisis. The analyzed data reveals that, the Chi square value is below table critical value for 4 degrees of freedom. Hence the null hypothesis of, there is no significant relationship between awareness of Ola companies suffering from crisis in recent times and the age of the respondents is rejected. It can be inferred that age as an independent variable does not affect awareness of the crisis company and the different age groups of the respondent.

Age Group * Part_B_Q2_10 Jet Airways

			Part_B_Q2_10 Jet Airways		Total
			No	Yes	
Age Group	18-37	Count	84	39	123
		% within Age Group	68.3%	31.7%	100.0%
		% within Part_B_Q2_10 Jet Airways	23.8%	15.2%	20.2%
	23-37	Count	75	40	115
		% within Age Group	65.2%	34.8%	100.0%
		% within Part_B_Q2_10 Jet Airways	21.2%	15.6%	18.9%
	38-47	Count	66	69	135
		% within Age Group	48.9%	51.1%	100.0%
		% within Part_B_Q2_10 Jet Airways	18.7%	27.0%	22.2%

	48-57	Count	64	59	123
		% within Age Group	52.0%	48.0%	100.0%
		% within Part_B_Q2_10 Jet Airways	18.1%	23.0%	20.2%
	58 and above	Count	64	49	113
		% within Age Group	56.6%	43.4%	100.0%
		% within Part_B_Q2_10 Jet Airways	18.1%	19.1%	18.6%
Total	Count	353	256	609	
	% within Age Group	58.0%	42.0%	100.0%	
	% within Part_B_Q2_10 Jet Airways	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and age of the respondents

Jet Airways one of the carriers in India suffered from financial crisis and went into debt trap of millions of dollars. Till date it is struggling to come out of the crisis which happened around 2006 when it purchased Sahara Airlines. As a major crisis hit it the airlines company, a question was asked to the respondents about whether they are aware of the crisis or not. Chi-square analysis revealed that the calculated Chi square value is more than the table critical value. Hence the null hypothesis of, no significant relationship between awareness of Jet Airways company suffering from crisis in recent times and the age of the respondent cannot be rejected. The alternate hypothesis of there is a significant relationship between Jet Airways Company suffering from crisis in recent times and the age of respondents is accepted. It can be inferred that age as a variable does influence Awareness of the companies and the age of the respondents.

Age Group * Part_B_Q2_11 Go Air

		Part_B_Q2_11 Go Air		Total	
		No	Yes		
Age Group	18-37	Count	114	9	123
		% within Age Group	92.7%	7.3%	100.0%
		% within Part_B_Q2_11 Go Air	23.8%	7.0%	20.2%
	23-37	Count	87	28	115
		% within Age Group	75.7%	24.3%	100.0%

		% within Part_B_Q2_11 Go Air	18.1%	21.7%	18.9%
38-47		Count	103	32	135
		% within Age Group	76.3%	23.7%	100.0%
		% within Part_B_Q2_11 Go Air	21.5%	24.8%	22.2%
48-57		Count	86	37	123
		% within Age Group	69.9%	30.1%	100.0%
		% within Part_B_Q2_11 Go Air	17.9%	28.7%	20.2%
58 and above		Count	90	23	113
		% within Age Group	79.6%	20.4%	100.0%
		% within Part_B_Q2_11 Go Air	18.8%	17.8%	18.6%
Total		Count	480	129	609
		% within Age Group	78.8%	21.2%	100.0%
		% within Part_B_Q2_11 Go Air	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between awareness of Go Air Company suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Go Air Company suffering from crisis in recent times and age of the respondents

GoAir is another Indian domestic airline company to suffer from financial losses due to pandemic crisis created by Corona virus. Being a budget airline, it was unable to pay salaries to its employees and maintained regular domestic schedule. Like many Airlines around the world GoAir also suffered from crisis which is purely related to its financial structure. The respondents were asked to tell about their awareness about the crisis. Chi square data analysis has shown that it the calculated Chi square value is greater than the table critical value for 4 degrees of freedom. The null hypothesis of no significant difference or relationship between awareness among the respondents about the crisis faced by Go Air and the different age group is rejected. It can be inferred that age plays an important role in understanding of the crisis and its awareness among the respondents.

Age Group * Part_B_Q2_12 Spicejet

		Part_B_Q2_12 Spicejet		Total	
		No	Yes		
Age Group	18-37	Count	102	21	123
		% within Age Group	82.9%	17.1%	100.0%
		% within Part_B_Q2_12 Spicejet	21.5%	15.7%	20.2%
	23-37	Count	92	23	115
		% within Age Group	80.0%	20.0%	100.0%

		% within Part_B_Q2_12 Spicejet	19.4%	17.2%	18.9%
38-47		Count	99	36	135
		% within Age Group	73.3%	26.7%	100.0%
		% within Part_B_Q2_12 Spicejet	20.8%	26.9%	22.2%
48-57		Count	94	29	123
		% within Age Group	76.4%	23.6%	100.0%
		% within Part_B_Q2_12 Spicejet	19.8%	21.6%	20.2%
58 and above		Count	88	25	113
		% within Age Group	77.9%	22.1%	100.0%
		% within Part_B_Q2_12 Spicejet	18.5%	18.7%	18.6%
Total		Count	475	134	609
		% within Age Group	78.0%	22.0%	100.0%
		% within Part_B_Q2_12 Spicejet	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between awareness of Spice Jet suffering from crisis in recent times and age of the respondents

H_a - There is a significant relationship between awareness of Spice Jet Company suffering from crisis in recent times and age of the respondents

SpiceJet another budget airline in India operates both on domestic and international flights. Like many other Airlines SpiceJet, also suffered from financial crisis due to you probably mismanagement and improper scheduling. The respondents were asked to report about their Awareness of the financial crisis faced by SpiceJet airlines. Chi square data analysis has revealed that the calculated Chi square value is much lower than the table critical value. The null hypothesis of no significant relationship or difference between the respondents' awareness about the SpiceJet crisis and age groups is not rejected. It can be inferred that age as an independent variable does not influence awareness or not among the respondents and their age groups.

Q3. The extent of effect of crisis on the company

Age Group * Part_B_Q3_1 Image

		Part_B_Q3_2 Image					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	3	24	23	53	20	123
		% within Age Group	2.4%	19.5%	18.7%	43.1%	16.3%	100.0%

		% within Part_B_Q3_2 Image	15.0%	16.0%	25.3%	23.6%	16.3%	20.2%
	23-37	Count	4	25	13	45	28	115
		% within Age Group	3.5%	21.7%	11.3%	39.1%	24.3%	100.0%
		% within Part_B_Q3_2 Image	20.0%	16.7%	14.3%	20.0%	22.8%	18.9%
	38-47	Count	7	35	24	45	24	135
		% within Age Group	5.2%	25.9%	17.8%	33.3%	17.8%	100.0%
		% within Part_B_Q3_2 Image	35.0%	23.3%	26.4%	20.0%	19.5%	22.2%
	48-57	Count	0	37	18	42	26	123
		% within Age Group	0.0%	30.1%	14.6%	34.1%	21.1%	100.0%
		% within Part_B_Q3_2 Image	0.0%	24.7%	19.8%	18.7%	21.1%	20.2%
	58 and above	Count	6	29	13	40	25	113
		% within Age Group	5.3%	25.7%	11.5%	35.4%	22.1%	100.0%
		% within Part_B_Q3_2 Image	30.0%	19.3%	14.3%	17.8%	20.3%	18.6%
Total		Count	20	150	91	225	123	609
		% within Age Group	3.3%	24.6%	14.9%	36.9%	20.2%	100.0%
		% within Part_B_Q3_2 Image	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public opinion on the image being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the image being affected by crisis and age of the respondents

Corporate reputation, image and identity are the three most revered aspects of PR in any organization. The table seeks the identity the relationship between the age of the customers and their perception of image of an organization during crisis. As the calculated value is less than the the table critical value the null hypothesis of there is no significant relationship between public opinion on the image being affected by

crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of image of the company during crisis.

Age Group * Part_B_Q3_2 Identity

		Part_B_Q3_3 Identity					Total	
		No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	8	12	28	53	22	123
		% within Age Group	6.5%	9.8%	22.8%	43.1%	17.9%	100.0%
		% within Part_B_Q3_3 Identity	24.2%	9.5%	26.4%	23.7%	18.3%	20.2%
	23-37	Count	8	22	14	49	22	115
		% within Age Group	7.0%	19.1%	12.2%	42.6%	19.1%	100.0%
		% within Part_B_Q3_3 Identity	24.2%	17.5%	13.2%	21.9%	18.3%	18.9%
	38-47	Count	8	35	25	45	22	135
		% within Age Group	5.9%	25.9%	18.5%	33.3%	16.3%	100.0%
		% within Part_B_Q3_3 Identity	24.2%	27.8%	23.6%	20.1%	18.3%	22.2%
	48-57	Count	5	30	20	40	28	123
		% within Age Group	4.1%	24.4%	16.3%	32.5%	22.8%	100.0%
		% within Part_B_Q3_3 Identity	15.2%	23.8%	18.9%	17.9%	23.3%	20.2%
	58 and above	Count	4	27	19	37	26	113
		% within Age Group	3.5%	23.9%	16.8%	32.7%	23.0%	100.0%
		% within Part_B_Q3_3 Identity	12.1%	21.4%	17.9%	16.5%	21.7%	18.6%
Total	Count	33	126	106	224	120	609	
	% within Age Group	5.4%	20.7%	17.4%	36.8%	19.7%	100.0%	

	% within Part_B_Q3_3 Identity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between public opinion on the identity being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the identity being affected by crisis and age of the respondents

Corporate identity is another most revered aspect of PR in any organization. The table seeks the identity the relationship between the age of the customers’ and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the identity being affected by crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of identity of the company during crisis.

Age Group * Part_B_Q3_3 Empathy

		Part_B_Q3_4 Empathy					Total	
		No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	15	28	31	34	15	123
		% within Age Group	12.2%	22.8%	25.2%	27.6%	12.2%	100.0%
		% within Part_B_Q3_4 Empathy	20.8%	16.8%	23.3%	20.0%	22.4%	20.2%
	23-37	Count	14	40	17	32	12	115
		% within Age Group	12.2%	34.8%	14.8%	27.8%	10.4%	100.0%
		% within Part_B_Q3_4 Empathy	19.4%	24.0%	12.8%	18.8%	17.9%	18.9%
	38-47	Count	16	33	30	41	15	135
		% within Age Group	11.9%	24.4%	22.2%	30.4%	11.1%	100.0%
		% within Part_B_Q3_4 Empathy	22.2%	19.8%	22.6%	24.1%	22.4%	22.2%
	48-57	Count	12	30	29	37	15	123
		% within Age Group	9.8%	24.4%	23.6%	30.1%	12.2%	100.0%

		% within Part_B_Q3_4 Empathy	16.7%	18.0%	21.8%	21.8%	22.4%	20.2%
	58 and above	Count	15	36	26	26	10	113
		% within Age Group	13.3%	31.9%	23.0%	23.0%	8.8%	100.0%
		% within Part_B_Q3_4 Empathy	20.8%	21.6%	19.5%	15.3%	14.9%	18.6%
Total		Count	72	167	133	170	67	609
		% within Age Group	11.8%	27.4%	21.8%	27.9%	11.0%	100.0%
		% within Part_B_Q3_4 Empathy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public opinion on the empathy being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the empathy being affected by crisis and age of the respondents

Any Corporate would look for public empathy during crisis and it is a most valued aspect of PR in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the empathy factor being affected by crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of empathy factor of the company during crisis.

Age Group * Part_B_Q3_4 Sales

			Part_B_Q3_5 Sales					Total
			No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	0	11	22	47	43	123
		% within Age Group	0.0%	8.9%	17.9%	38.2%	35.0%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	20.4%	25.3%	19.6%	19.2%	20.2%
	23-37	Count	1	9	14	40	51	115

		% within Age Group	0.9%	7.8%	12.2%	34.8%	44.3%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	16.7%	16.1%	16.7%	22.8%	18.9%
	38-47	Count	1	11	17	45	61	135
		% within Age Group	0.7%	8.1%	12.6%	33.3%	45.2%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	20.4%	19.5%	18.8%	27.2%	22.2%
	48-57	Count	0	10	17	60	36	123
		% within Age Group	0.0%	8.1%	13.8%	48.8%	29.3%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	18.5%	19.5%	25.0%	16.1%	20.2%
	58 and above	Count	2	13	17	48	33	113
		% within Age Group	1.8%	11.5%	15.0%	42.5%	29.2%	100.0%
		% within Part_B_Q3_5 Sales	50.0%	24.1%	19.5%	20.0%	14.7%	18.6%
Total		Count	4	54	87	240	224	609
		% within Age Group	0.7%	8.9%	14.3%	39.4%	36.8%	100.0%
		% within Part_B_Q3_5 Sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public opinion on the sales being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the sales being affected by crisis and age of the respondents

In the event of a crisis in the company the most affected aspect is the sales and marketing of the product or services in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of impact on sales of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the sales being affected by crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of effect on sales of the company during crisis.

Age Group * Part_B_Q3_5 Goodwill

			Part_B_Q3_6 Goodwill					Total
			No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	1	9	16	68	29	123
		% within Age Group	0.8%	7.3%	13.0%	55.3%	23.6%	100.0%
		% within Part_B_Q3_6 Goodwill	7.7%	19.6%	14.3%	24.3%	18.4%	20.2%
	23-37	Count	1	9	16	53	36	115
		% within Age Group	0.9%	7.8%	13.9%	46.1%	31.3%	100.0%
		% within Part_B_Q3_6 Goodwill	7.7%	19.6%	14.3%	18.9%	22.8%	18.9%
	38-47	Count	3	10	23	67	32	135
		% within Age Group	2.2%	7.4%	17.0%	49.6%	23.7%	100.0%
		% within Part_B_Q3_6 Goodwill	23.1%	21.7%	20.5%	23.9%	20.3%	22.2%
	48-57	Count	4	11	31	44	33	123
		% within Age Group	3.3%	8.9%	25.2%	35.8%	26.8%	100.0%
		% within Part_B_Q3_6 Goodwill	30.8%	23.9%	27.7%	15.7%	20.9%	20.2%
	58 and above	Count	4	7	26	48	28	113
		% within Age Group	3.5%	6.2%	23.0%	42.5%	24.8%	100.0%
		% within Part_B_Q3_6 Goodwill	30.8%	15.2%	23.2%	17.1%	17.7%	18.6%
Total	Count	13	46	112	280	158	609	
	% within Age Group	2.1%	7.6%	18.4%	46.0%	25.9%	100.0%	
	% within Part_B_Q3_6 Goodwill	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between public opinion on the goodwill being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the goodwill being affected by crisis and age of the respondents

Goodwill in addition to corporate reputation, image and identity are the most esteemed aspects of PR in any organization. The table seeks to identify the relationship between the age of the customers' and their perception of goodwill of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the goodwill being affected by crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of goodwill of the company during crisis.

Age Group * Part_B_Q3_6 Finances

		Part_B_Q3_7 Finances					Total	
		No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	0	15	26	52	30	123
		% within Age Group	0.0%	12.2%	21.1%	42.3%	24.4%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	36.6%	25.2%	19.6%	15.1%	20.2%
	23-37	Count	0	6	15	52	42	115
		% within Age Group	0.0%	5.2%	13.0%	45.2%	36.5%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	14.6%	14.6%	19.6%	21.1%	18.9%
	38-47	Count	0	4	21	58	52	135
		% within Age Group	0.0%	3.0%	15.6%	43.0%	38.5%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	9.8%	20.4%	21.9%	26.1%	22.2%
	48-57	Count	0	10	20	53	40	123
		% within Age Group	0.0%	8.1%	16.3%	43.1%	32.5%	100.0%

		% within Part_B_Q3_7 Finances	0.0%	24.4%	19.4%	20.0%	20.1%	20.2%
	58 and above	Count	1	6	21	50	35	113
		% within Age Group	0.9%	5.3%	18.6%	44.2%	31.0%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	14.6%	20.4%	18.9%	17.6%	18.6%
Total		Count	1	41	103	265	199	609
		% within Age Group	0.2%	6.7%	16.9%	43.5%	32.7%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public opinion on the finances being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the finances being affected by crisis and age of the respondents

Finances and sales are the most important and valued aspects of PR communication in any organization or company. The table pursues to find the relationship between the age of the customers' and their perception of financial health of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the finances being affected by crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of finances of the company during crisis.

Age Group * Part_B_Q3_7 Personal life of the owner

		Part_B_Q3_8 Personal life of the owner					Total	
		No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	9	14	32	43	25	123
		% within Age Group	7.3%	11.4%	26.0%	35.0%	20.3%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	56.3%	19.7%	26.4%	16.5%	17.7%	20.2%
	23-37	Count	1	17	18	55	24	115

		% within Age Group	0.9%	14.8%	15.7%	47.8%	20.9%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	6.3%	23.9%	14.9%	21.2%	17.0%	18.9%
	38-47	Count	2	15	24	65	29	135
		% within Age Group	1.5%	11.1%	17.8%	48.1%	21.5%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	12.5%	21.1%	19.8%	25.0%	20.6%	22.2%
	48-57	Count	3	10	26	47	37	123
		% within Age Group	2.4%	8.1%	21.1%	38.2%	30.1%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	18.8%	14.1%	21.5%	18.1%	26.2%	20.2%
	58 and above	Count	1	15	21	50	26	113
		% within Age Group	0.9%	13.3%	18.6%	44.2%	23.0%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	6.3%	21.1%	17.4%	19.2%	18.4%	18.6%
	Total	Count	16	71	121	260	141	609
% within Age Group		2.6%	11.7%	19.9%	42.7%	23.2%	100.0%	
% within Part_B_Q3_8 Personal life of the owner		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between public opinion on the personal life of the owner being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the personal life of the owner being affected by crisis and age of the respondents

During any crisis the personal wellbeing of the owner of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table tracks to find the relationship between the age of the customers' and their perception of personal health of the owner of a company during crisis. As the calculated value is more than the table critical value the null hypothesis

of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and age of the respondents is rejected. This reveals that the age of the customer is strongly associated in their perception of personal health of the owner of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the personal wellbeing of the owner of the company is affected by crisis and age of the respondents is accepted.

Age Group * Part_B_Q3_8 Media relations

			Part_B_Q3_9 Media relations					Total
			No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	8	11	36	44	24	123
		% within Age Group	6.5%	8.9%	29.3%	35.8%	19.5%	100.0%
		% within Part_B_Q3_9 Media relations	14.3%	16.2%	30.8%	18.2%	19.0%	20.2%
	23-37	Count	6	14	17	55	23	115
		% within Age Group	5.2%	12.2%	14.8%	47.8%	20.0%	100.0%
		% within Part_B_Q3_9 Media relations	10.7%	20.6%	14.5%	22.7%	18.3%	18.9%
	38-47	Count	17	12	20	56	30	135
		% within Age Group	12.6%	8.9%	14.8%	41.5%	22.2%	100.0%
		% within Part_B_Q3_9 Media relations	30.4%	17.6%	17.1%	23.1%	23.8%	22.2%
	48-57	Count	11	15	24	40	33	123
		% within Age Group	8.9%	12.2%	19.5%	32.5%	26.8%	100.0%
		% within Part_B_Q3_9 Media relations	19.6%	22.1%	20.5%	16.5%	26.2%	20.2%
	58 and above	Count	14	16	20	47	16	113
		% within Age Group	12.4%	14.2%	17.7%	41.6%	14.2%	100.0%

		% within Part_B_Q3_9 Media relations	25.0%	23.5%	17.1%	19.4%	12.7%	18.6%
Total		Count	56	68	117	242	126	609
		% within Age Group	9.2%	11.2%	19.2%	39.7%	20.7%	100.0%
		% within Part_B_Q3_9 Media relations	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public opinion on the media relations being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the media relations being affected by crisis and age of the respondents

During any crisis media relations of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table tracks to find the relationship between the age of the customers’ and their perception of media relations of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and age of the respondents is rejected. This reveals that the age of the customer is strongly associated in their perception of the importance of media relations of the of the company during crisis. It can be said that media relations is critical for PR during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the need for media relations being affected by crisis and age of the respondents is accepted.

Age Group * Part_B_Q3_9 Consumer Loyalty

			Part_B_Q3_10 Consumer Loyalty					Total
			No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	10	22	30	47	14	123
		% within Age Group	8.1%	17.9%	24.4%	38.2%	11.4%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	37.0%	38.6%	18.3%	21.7%	9.7%	20.2%
	23-37	Count	4	8	22	44	37	115

		% within Age Group	3.5%	7.0%	19.1%	38.3%	32.2%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	14.8%	14.0%	13.4%	20.3%	25.7%	18.9%
	38-47	Count	5	10	37	51	32	135
		% within Age Group	3.7%	7.4%	27.4%	37.8%	23.7%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	18.5%	17.5%	22.6%	23.5%	22.2%	22.2%
	48-57	Count	3	10	39	40	31	123
		% within Age Group	2.4%	8.1%	31.7%	32.5%	25.2%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	11.1%	17.5%	23.8%	18.4%	21.5%	20.2%
	58 and above	Count	5	7	36	35	30	113
		% within Age Group	4.4%	6.2%	31.9%	31.0%	26.5%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	18.5%	12.3%	22.0%	16.1%	20.8%	18.6%
	Total	Count	27	57	164	217	144	609
% within Age Group		4.4%	9.4%	26.9%	35.6%	23.6%	100.0%	
% within Part_B_Q3_10 Consumer Loyalty		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between public opinion on the consumer loyalty being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the consumer loyalty being affected by crisis and age of the respondents

During any crisis the customer loyalty to the company is affected and is the most significant and valued aspects of PR communication in any organization or company. The table tracks to find the relationship between the age of the customers' and their perception of personal health of the owner of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the customer loyalty being affected by crisis and age of the respondents is rejected. This reveals that the age of the customer is strongly associated in their perception of customer loyalty of the company

during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the consumer loyalty being affected by crisis and age of the respondents is accepted.

Age Group * Part_B_Q3_10 Employees

			Part_B_Q3_11 Employees					Total
			No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	4	24	31	36	28	123
		% within Age Group	3.3%	19.5%	25.2%	29.3%	22.8%	100.0%
		% within Part_B_Q3_11 Employees	14.8%	33.3%	19.0%	19.7%	17.1%	20.2%
	23-37	Count	4	9	26	41	35	115
		% within Age Group	3.5%	7.8%	22.6%	35.7%	30.4%	100.0%
		% within Part_B_Q3_11 Employees	14.8%	12.5%	16.0%	22.4%	21.3%	18.9%
	38-47	Count	5	12	32	42	44	135
		% within Age Group	3.7%	8.9%	23.7%	31.1%	32.6%	100.0%
		% within Part_B_Q3_11 Employees	18.5%	16.7%	19.6%	23.0%	26.8%	22.2%
	48-57	Count	8	12	33	38	32	123
		% within Age Group	6.5%	9.8%	26.8%	30.9%	26.0%	100.0%
		% within Part_B_Q3_11 Employees	29.6%	16.7%	20.2%	20.8%	19.5%	20.2%
	58 and above	Count	6	15	41	26	25	113
		% within Age Group	5.3%	13.3%	36.3%	23.0%	22.1%	100.0%
		% within Part_B_Q3_11 Employees	22.2%	20.8%	25.2%	14.2%	15.2%	18.6%
Total	Count	27	72	163	183	164	609	
	% within Age Group	4.4%	11.8%	26.8%	30.0%	26.9%	100.0%	

	% within Part_B_Q3_11 Employees	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between public opinion on the employee factor being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the employee factor being affected by crisis and age of the respondents

Employees are an asset to any company or organization and during any crisis the employee welfare of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table seeks to find the relationship between the age of the customers’ and their perception of employee welfare of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the employee welfare affected by crisis and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of employee welfare of the company during crisis.

Age Group * Part_B_Q3_11 Stock Market

			Part_B_Q3_12 Stock Market				Total
			No to some extent	Neutra l	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	15	26	46	36	123
		% within Age Group	12.2%	21.1%	37.4%	29.3%	100.0%
		% within Part_B_Q3_12 Stock Market	36.6%	35.1%	17.2%	15.9%	20.2%
	23-37	Count	3	12	56	44	115
		% within Age Group	2.6%	10.4%	48.7%	38.3%	100.0%
		% within Part_B_Q3_12 Stock Market	7.3%	16.2%	21.0%	19.4%	18.9%
	38-47	Count	7	8	62	58	135
		% within Age Group	5.2%	5.9%	45.9%	43.0%	100.0%
		% within Part_B_Q3_12 Stock Market	17.1%	10.8%	23.2%	25.6%	22.2%

	48-57	Count	10	13	53	47	123
		% within Age Group	8.1%	10.6%	43.1%	38.2%	100.0%
		% within Part_B_Q3_12 Stock Market	24.4%	17.6%	19.9%	20.7%	20.2%
	58 and above	Count	6	15	50	42	113
		% within Age Group	5.3%	13.3%	44.2%	37.2%	100.0%
		% within Part_B_Q3_12 Stock Market	14.6%	20.3%	18.7%	18.5%	18.6%
Total	Count	41	74	267	227	609	
	% within Age Group	6.7%	12.2%	43.8%	37.3%	100.0%	
	% within Part_B_Q3_12 Stock Market	100.0%	100.0%	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between public opinion on the stock market being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the stock market being affected by crisis and age of the respondents

Stock market, sales and finances are the three most valued aspects of PR in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of stock market of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the stock market being affected by crisis and age of the respondents is rejected. This reveals that the age of the customer is associated in their perception of effect on stock market of the company during crisis.

Age Group * Part_B_Q3_12 Community

		Part_B_Q3_13 Community					Total	
		No not at all	No to some extent	Neutr al	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	1	27	23	52	20	123
		% within Age Group	0.8%	22.0%	18.7%	42.3%	16.3%	100.0%

		% within Part_B_Q3_13 Community	50.0%	34.6%	20.5%	18.0%	15.6%	20.2%
	23-37	Count	0	9	16	64	26	115
		% within Age Group	0.0%	7.8%	13.9%	55.7%	22.6%	100.0%
		% within Part_B_Q3_13 Community	0.0%	11.5%	14.3%	22.1%	20.3%	18.9%
	38-47	Count	0	9	24	71	31	135
		% within Age Group	0.0%	6.7%	17.8%	52.6%	23.0%	100.0%
		% within Part_B_Q3_13 Community	0.0%	11.5%	21.4%	24.6%	24.2%	22.2%
	48-57	Count	0	20	26	48	29	123
		% within Age Group	0.0%	16.3%	21.1%	39.0%	23.6%	100.0%
		% within Part_B_Q3_13 Community	0.0%	25.6%	23.2%	16.6%	22.7%	20.2%
	58 and above	Count	1	13	23	54	22	113
		% within Age Group	0.9%	11.5%	20.4%	47.8%	19.5%	100.0%
		% within Part_B_Q3_13 Community	50.0%	16.7%	20.5%	18.7%	17.2%	18.6%
	Total	Count	2	78	112	289	128	609
		% within Age Group	0.3%	12.8%	18.4%	47.5%	21.0%	100.0%
		% within Part_B_Q3_13 Community	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public opinion on the community perception being affected by crisis and age of the respondents

H_a - There is a significant relationship between public opinion on the community perception being affected by crisis and age of the respondents

Community as an external public and stake holder is highly valued aspects of PR in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of community as external public of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the role of community being affected by crisis and age of the respondents is rejected. This reveals that the age of the customer is associated in their perception of effect community on the company during crisis.

**Q4. It is highly appreciated if the consumer first hears about the crisis from
Age Group * Part_B_Q4_1 Brand/ Company**

			Part_B_Q4_1 Brand/ Company		Total
			No	Yes	
Age Group	18-37	Count	107	16	123
		% within Age Group	87.0%	13.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	20.2%	20.3%	20.2%
	23-37	Count	100	15	115
		% within Age Group	87.0%	13.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	18.9%	19.0%	18.9%
	38-47	Count	121	14	135
		% within Age Group	89.6%	10.4%	100.0%
		% within Part_B_Q4_1 Brand/ Company	22.8%	17.7%	22.2%
	48-57	Count	106	17	123
		% within Age Group	86.2%	13.8%	100.0%
		% within Part_B_Q4_1 Brand/ Company	20.0%	21.5%	20.2%
58 and above	Count	96	17	113	
	% within Age Group	85.0%	15.0%	100.0%	
	% within Part_B_Q4_1 Brand/ Company	18.1%	21.5%	18.6%	
Total	Count	530	79	609	
	% within Age Group	87.0%	13.0%	100.0%	
	% within Part_B_Q4_1 Brand/ Company	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness brand or company being the consumers’ first source of information and age of the respondents

H_a - There is a significant relationship between awareness brand or company being the consumers’ first source of information and age of the respondents

Brand communication and brand loyalty are significant factors of PR in any organization. The table seeks the identity the relationship between the age of the customers’ and their perception of brand or company as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of There is no significant relationship between awareness brand or company being the consumers’ first source of information and age of the respondents cannot be rejected. This reveals that the age of

the customer is not associated in their perception of brand or company being the consumers' first source of information during crisis.

.Age Group * Part_B_Q4_2 Social Media

		Part_B_Q4_2 Social Media		Total	
		No	Yes		
Age Group	18-37	Count	69	54	123
		% within Age Group	56.1%	43.9%	100.0%
		% within Part_B_Q4_2 Social Media	14.1%	44.6%	20.2%
	23-37	Count	92	23	115
		% within Age Group	80.0%	20.0%	100.0%
		% within Part_B_Q4_2 Social Media	18.9%	19.0%	18.9%
	38-47	Count	114	21	135
		% within Age Group	84.4%	15.6%	100.0%
		% within Part_B_Q4_2 Social Media	23.4%	17.4%	22.2%
	48-57	Count	108	15	123
		% within Age Group	87.8%	12.2%	100.0%
		% within Part_B_Q4_2 Social Media	22.1%	12.4%	20.2%
	58 and above	Count	105	8	113
		% within Age Group	92.9%	7.1%	100.0%
		% within Part_B_Q4_2 Social Media	21.5%	6.6%	18.6%
Total	Count	488	121	609	
	% within Age Group	80.1%	19.9%	100.0%	
	% within Part_B_Q4_2 Social Media	100.0%	100.0%	100.0%	

H₀– There is no significant relationship between awareness social media being the consumers' first source of information and age of the respondents

H_a - There is a significant relationship between awareness social media being the consumers' first source of information and age of the respondents

In an era of digital media, use of social media by a company to inform public is substantial factor of PR in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of in the use of social media as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is

no significant relationship between awareness social media being the consumers' first source of information and age of the respondents and age of the respondents is rejected. This reveals that the age of the customer is associated in their perception of social media being used as a first source of information to the consumers' during crisis.

Age Group * Part_B_Q4_3 Public

			Part_B_Q4_3 Public		Total
			No	Yes	
Age Group	18-37	Count	119	4	123
		% within Age Group	96.7%	3.3%	100.0%
		% within Part_B_Q4_3 Public	21.5%	7.3%	20.2%
	23-37	Count	96	19	115
		% within Age Group	83.5%	16.5%	100.0%
		% within Part_B_Q4_3 Public	17.3%	34.5%	18.9%
	38-47	Count	121	14	135
		% within Age Group	89.6%	10.4%	100.0%
		% within Part_B_Q4_3 Public	21.8%	25.5%	22.2%
	48-57	Count	114	9	123
		% within Age Group	92.7%	7.3%	100.0%
		% within Part_B_Q4_3 Public	20.6%	16.4%	20.2%
	58 and above	Count	104	9	113
		% within Age Group	92.0%	8.0%	100.0%
		% within Part_B_Q4_3 Public	18.8%	16.4%	18.6%
Total	Count	554	55	609	
	% within Age Group	91.0%	9.0%	100.0%	
	% within Part_B_Q4_3 Public	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness external public being the consumers' first source of information and age of the respondents

H_a - There is a significant relationship between awareness external public being the consumers' first source of information and age of the respondents

The public, external stake holders for a company are most crucial with regards to crisis and communication. The PR department values public support during crisis in order to offset and rumors. The table seeks the identity the relationship between the age of the customers' and their perception 'public' as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness

external public being the consumers' first source of information and age of the respondents is not rejected. This reveals that the age of the customer is associated in their perception of public being used as a first source of information to the consumers' during crisis.

Age Group * Part_B_Q4_4 Media

			Part_B_Q4_4 Media		Total
			No	Yes	
Age Group	18-37	Count	75	48	123
		% within Age Group	61.0%	39.0%	100.0%
		% within Part_B_Q4_4 Media	17.9%	25.4%	20.2%
	23-37	Count	79	36	115
		% within Age Group	68.7%	31.3%	100.0%
		% within Part_B_Q4_4 Media	18.8%	19.0%	18.9%
	38-47	Count	94	41	135
		% within Age Group	69.6%	30.4%	100.0%
		% within Part_B_Q4_4 Media	22.4%	21.7%	22.2%
	48-57	Count	89	34	123
		% within Age Group	72.4%	27.6%	100.0%
		% within Part_B_Q4_4 Media	21.2%	18.0%	20.2%
	58 and above	Count	83	30	113
		% within Age Group	73.5%	26.5%	100.0%
		% within Part_B_Q4_4 Media	19.8%	15.9%	18.6%
Total	Count	420	189	609	
	% within Age Group	69.0%	31.0%	100.0%	
	% within Part_B_Q4_4 Media	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between awareness mass media being the consumers' first source of information and age of the respondents

H_a - There is a significant relationship between awareness mass media being the consumers' first source of information and age of the respondents

Traditional mass media are extensively used by a company to inform public is substantial factor of PR in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of in the use of mass media as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness media being the consumers' first source of information and age of the respondents and age of the respondents is not rejected. This reveals that the age of the customer is not associated in their perception of media

being used as a first source of information to the consumers' during crisis.

Age Group * Part_B_Q4_5 Seller

			Part_B_Q4_5 Seller		Total
			No	Yes	
Age Group	18-37	Count	122	1	123
		% within Age Group	99.2%	0.8%	100.0%
		% within Part_B_Q4_5 Seller	21.6%	2.3%	20.2%
	23-37	Count	102	13	115
		% within Age Group	88.7%	11.3%	100.0%
		% within Part_B_Q4_5 Seller	18.1%	29.5%	18.9%
	38-47	Count	124	11	135
		% within Age Group	91.9%	8.1%	100.0%
		% within Part_B_Q4_5 Seller	21.9%	25.0%	22.2%
	48-57	Count	113	10	123
		% within Age Group	91.9%	8.1%	100.0%
		% within Part_B_Q4_5 Seller	20.0%	22.7%	20.2%
	58 and above	Count	104	9	113
		% within Age Group	92.0%	8.0%	100.0%
		% within Part_B_Q4_5 Seller	18.4%	20.5%	18.6%
Total	Count	565	44	609	
	% within Age Group	92.8%	7.2%	100.0%	
	% within Part_B_Q4_5 Seller	100.0%	100.0%	100.0%	

H₀– There is no significant relationship between awareness seller being the consumers' first source of information and age of the respondents

H_a - There is a significant relationship between awareness seller being the consumers' first source of information and age of the respondents

Sellers or retailers are the eyes and ears used to inform the public by the PR in any organization. The table seeks the identity the relationship between the age of the customers' and their perception of in the use of sellers and retailers as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness sellers and retailers being the consumers' first source of information and age of the respondents is not rejected. This shows that the age of the customer is not associated in their perception of sellers and retailers being used as a first source of information to the consumers' during crisis.

Q5. Please select the option which most accurately reflects your opinion about the following statements

Age Group * Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

			Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	19	24	32	32	16	123
		% within Age Group	15.4%	19.5%	26.0%	26.0%	13.0%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	23.2%	16.1%	22.7%	19.0%	23.2%	20.2%
	23-37	Count	20	32	23	32	8	115
		% within Age Group	17.4%	27.8%	20.0%	27.8%	7.0%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	24.4%	21.5%	16.3%	19.0%	11.6%	18.9%
	38-47	Count	15	37	28	35	20	135
		% within Age Group	11.1%	27.4%	20.7%	25.9%	14.8%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	18.3%	24.8%	19.9%	20.8%	29.0%	22.2%
	48-57	Count	14	31	33	34	11	123

		% within Age Group	11.4%	25.2%	26.8%	27.6%	8.9%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	17.1%	20.8%	23.4%	20.2%	15.9%	20.2%
	58 and above	Count	14	25	25	35	14	113
		% within Age Group	12.4%	22.1%	22.1%	31.0%	12.4%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	17.1%	16.8%	17.7%	20.8%	20.3%	18.6%
Total	Count	82	149	141	168	69	609	
	% within Age Group	13.5%	24.5%	23.2%	27.6%	11.3%	100.0%	
	% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between change in perception due to crisis in the trusted brand and age of the respondents

H_a - There is a significant relationship between change in perception due to crisis in the trusted brand and age of the respondents

Brand trust is a significant factor in crisis management in a company. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis in the trusted brand and age of the respondents cannot be rejected. It can be inferred that age as variable does influence the customers' perception about the brand during crisis. In other words, the perception about brand remains same

irrespective of the age of the customer,

Age Group * Part_B_Q5_2 You empathize towards the brand during times of crisis:

			Part_B_Q5_2 You empathize towards the brand during times of crisis:					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	13	23	47	30	10	123
		% within Age Group	10.6%	18.7%	38.2%	24.4%	8.1%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	18.1%	24.2%	22.3%	16.8%	19.2%	20.2%
	23-37	Count	13	16	44	36	6	115
		% within Age Group	11.3%	13.9%	38.3%	31.3%	5.2%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	18.1%	16.8%	20.9%	20.1%	11.5%	18.9%
	38-47	Count	16	17	45	43	14	135
		% within Age Group	11.9%	12.6%	33.3%	31.9%	10.4%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	22.2%	17.9%	21.3%	24.0%	26.9%	22.2%
	48-57	Count	14	19	40	38	12	123
		% within Age Group	11.4%	15.4%	32.5%	30.9%	9.8%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	19.4%	20.0%	19.0%	21.2%	23.1%	20.2%
	58 and	Count	16	20	35	32	10	113

	above	% within Age Group	14.2%	17.7%	31.0%	28.3%	8.8%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	22.2%	21.1%	16.6%	17.9%	19.2%	18.6%
Total		Count	72	95	211	179	52	609
		% within Age Group	11.8%	15.6%	34.6%	29.4%	8.5%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between public empathy and age of the respondents

H_a - There is a significant relationship between public empathy and age of the respondents

Public empathy is a crucial for a company during crisis. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand and empathize. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis on public empathy towards a company and age of the respondents cannot be rejected. It can be inferred that age as variable does influence the customers' perception about the brand and empathy during crisis. In other words, the public empathy remains same irrespective of the age of the customer,

Age Group * Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand

		Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	5	15	31	29	43	123
		% within Age Group	4.1%	12.2%	25.2%	23.6%	35.0%	100.0%

		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	14.7%	25.9%	19.9%	14.9%	25.7%	20.2%
	23-37	Count	9	14	25	43	24	115
		% within Age Group	7.8%	12.2%	21.7%	37.4%	20.9%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	26.5%	24.1%	16.0%	22.2%	14.4%	18.9%
	38-47	Count	7	12	31	48	37	135
		% within Age Group	5.2%	8.9%	23.0%	35.6%	27.4%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	20.6%	20.7%	19.9%	24.7%	22.2%	22.2%
	48-57	Count	4	8	38	36	37	123
		% within Age Group	3.3%	6.5%	30.9%	29.3%	30.1%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	11.8%	13.8%	24.4%	18.6%	22.2%	20.2%
	58 and above	Count	9	9	31	38	26	113
		% within Age Group	8.0%	8.0%	27.4%	33.6%	23.0%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	26.5%	15.5%	19.9%	19.6%	15.6%	18.6%
Total		Count	34	58	156	194	167	609
		% within Age Group	5.6%	9.5%	25.6%	31.9%	27.4%	100.0%

	% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between honest confession by the company being beneficial and age of the respondents

H_a - There is a significant relationship between honest confession by the company being beneficial and age of the respondents

The question deals with the honest confession of the crisis is beneficial for the brand and whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between honest confession by the company being beneficial and age of the respondents cannot be rejected. It can be inferred that age as variable does influence the customer when a company makes a honest confession about the crisis to its customers. In other words, the public perception remains same irrespective of the age of the customer.

Age Group * Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

		Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					Total	
		No not at all	No to some extent	Neutral	Yes, to some extent	Yes, to a large extent		
Age Group	18-37	Count	3	5	37	27	51	123
		% within Age Group	2.4%	4.1%	30.1%	22.0%	41.5%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	20.0%	25.0%	23.4%	16.7%	20.1%	20.2%
	23-37	Count	2	4	27	27	55	115
		% within Age Group	1.7%	3.5%	23.5%	23.5%	47.8%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	13.3%	20.0%	17.1%	16.7%	21.7%	18.9%
	38-47	Count	3	3	35	45	49	135

		% within Age Group	2.2%	2.2%	25.9%	33.3%	36.3%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	20.0%	15.0%	22.2%	27.8%	19.3%	22.2%
	48-57	Count	4	0	32	32	55	123
		% within Age Group	3.3%	0.0%	26.0%	26.0%	44.7%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	26.7%	0.0%	20.3%	19.8%	21.7%	20.2%
	58 and above	Count	3	8	27	31	44	113
		% within Age Group	2.7%	7.1%	23.9%	27.4%	38.9%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	20.0%	40.0%	17.1%	19.1%	17.3%	18.6%
	Total	Count	15	20	158	162	254	609
		% within Age Group	2.5%	3.3%	25.9%	26.6%	41.7%	100.0%
% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

H₀ – There is no significant relationship between the impact on purchase decisions during crisis situation and age of the respondents

H_a - There is a significant relationship between the impact on purchase decisions during crisis situation and age of the respondents

Purchase decisions of the customers are a vital for a company during crisis. The question dealt with whether the customers change their perception purchase decisions due to crisis in the trust towards a brand or company. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between the impact on purchase decisions during crisis situation and age of the respondents, cannot be rejected. It can be inferred that age as variable does influence the customers' purchase decision about the brand during crisis. In other words, the customers purchase choices remains same irrespective of the age of the

customer,

Age Group * Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis

			Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	6	5	41	29	42	123
		% within Age Group	4.9%	4.1%	33.3%	23.6%	34.1%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	33.3%	35.7%	22.3%	17.3%	18.7%	20.2%
	23-37	Count	2	2	33	34	44	115
		% within Age Group	1.7%	1.7%	28.7%	29.6%	38.3%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	11.1%	14.3%	17.9%	20.2%	19.6%	18.9%
	38-47	Count	2	3	38	41	51	135
		% within Age Group	1.5%	2.2%	28.1%	30.4%	37.8%	100.0%

		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	11.1%	21.4%	20.7%	24.4%	22.7%	22.2%
	48-57	Count	2	3	38	35	45	123
		% within Age Group	1.6%	2.4%	30.9%	28.5%	36.6%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	11.1%	21.4%	20.7%	20.8%	20.0%	20.2%
	58 and above	Count	6	1	34	29	43	113
		% within Age Group	5.3%	0.9%	30.1%	25.7%	38.1%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	33.3%	7.1%	18.5%	17.3%	19.1%	18.6%
Total		Count	18	14	184	168	225	609
		% within Age Group	3.0%	2.3%	30.2%	27.6%	36.9%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀– There is no significant relationship between customers receiving steady flow of information about latest developments on crisis and age of the respondents

H_a- There is a significant relationship between customers receiving steady flow of information about latest developments on crisis and age of the respondents

During the crisis the customers await latest updates and a steady flow of information from the company during crisis. The question dealt with whether the customers change their perception in the absence of flow of information or not. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between customers receiving steady flow of information about latest developments on crisis and age of the respondents cannot be rejected. It can be assumed that age as variable does influence the customer perception when the information from the company is lacking during crisis. In other words, the customers purchase choices remains same irrespective of the age of the customer.

Age Group * Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand

			Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	1	8	35	25	54	123
		% within Age Group	0.8%	6.5%	28.5%	20.3%	43.9%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	9.1%	32.0%	21.1%	15.2%	22.2%	20.2%
	23-37	Count	1	2	38	29	45	115
		% within Age Group	0.9%	1.7%	33.0%	25.2%	39.1%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	9.1%	32.0%	21.1%	15.2%	22.2%	20.2%

		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	9.1%	8.0%	22.9%	17.7%	18.5%	18.9%
	38-47	Count	1	5	29	38	62	135
		% within Age Group	0.7%	3.7%	21.5%	28.1%	45.9%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	9.1%	20.0%	17.5%	23.2%	25.5%	22.2%
	48-57	Count	5	3	31	35	49	123
		% within Age Group	4.1%	2.4%	25.2%	28.5%	39.8%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	45.5%	12.0%	18.7%	21.3%	20.2%	20.2%
	58 and above	Count	3	7	33	37	33	113
		% within Age Group	2.7%	6.2%	29.2%	32.7%	29.2%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	27.3%	28.0%	19.9%	22.6%	13.6%	18.6%
Total		Count	11	25	166	164	243	609
		% within Age Group	1.8%	4.1%	27.3%	26.9%	39.9%	100.0%

	% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between role of advertisements strengthening consumer association with the brand and age of the respondents

H_a - There is a significant relationship between role of advertisements strengthening consumer association with the brand and age of the respondents

During crisis many companies resort to advertisement campaign to inform the customers about the crisis the company is facing. The question is whether the advertisement campaign helps in mitigating the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of advertisements strengthening consumer association with the brand and age of the respondents is not rejected. In other words, it can be concluded that the age as a variable does influence the customers perception based on the advertisement campaign of the company during crisis.

Age Group * Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand

			Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	19	12	58	25	9	123
		% within Age Group	15.4%	9.8%	47.2%	20.3%	7.3%	100.0%
		% within Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand	23.8%	23.5%	20.9%	20.2%	11.7%	20.2%
	23-37	Count	17	11	40	28	19	115

		% within Age Group	14.8%	9.6%	34.8%	24.3%	16.5%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	21.3%	21.6%	14.4%	22.6%	24.7%	18.9%
	38-47	Count	17	8	65	27	18	135
		% within Age Group	12.6%	5.9%	48.1%	20.0%	13.3%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	21.3%	15.7%	23.5%	21.8%	23.4%	22.2%
	48-57	Count	18	6	61	20	18	123
		% within Age Group	14.6%	4.9%	49.6%	16.3%	14.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	22.5%	11.8%	22.0%	16.1%	23.4%	20.2%
	58 and above	Count	9	14	53	24	13	113
		% within Age Group	8.0%	12.4%	46.9%	21.2%	11.5%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	11.3%	27.5%	19.1%	19.4%	16.9%	18.6%
Total		Count	80	51	277	124	77	609
		% within Age Group	13.1%	8.4%	45.5%	20.4%	12.6%	100.0%

	% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between role of PSA in strengthening consumer association with the brand and age of the respondents

H_a - There is a significant relationship between role of PSA in strengthening consumer association with the brand and age of the respondents

At the time crisis many companies resort to public service advertisement campaign to inform the customers about the crisis the company is facing. The question is whether the PSA campaign helps in justifying the crisis and keeps the public well informed.

As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of public service advertisements

strengthening consumer association with the brand and age of the respondents is not rejected. In other words, it can be concluded that the age as a variable does influence the customers perception based on the PSA campaign of the company during crisis.

Age Group * Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance

			Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	5	14	32	34	38	123
		% within Age Group	4.1%	11.4%	26.0%	27.6%	30.9%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	21.7%	23.0%	16.7%	21.0%	22.2%	20.2%
	23-37	Count	2	14	42	26	31	115

		% within Age Group	1.7%	12.2%	36.5%	22.6%	27.0%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	8.7%	23.0%	21.9%	16.0%	18.1%	18.9%
	38-47	Count	5	15	44	33	38	135
		% within Age Group	3.7%	11.1%	32.6%	24.4%	28.1%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	21.7%	24.6%	22.9%	20.4%	22.2%	22.2%
	48-57	Count	4	10	37	38	34	123
		% within Age Group	3.3%	8.1%	30.1%	30.9%	27.6%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	17.4%	16.4%	19.3%	23.5%	19.9%	20.2%
	58 and above	Count	7	8	37	31	30	113
		% within Age Group	6.2%	7.1%	32.7%	27.4%	26.5%	100.0%

	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	30.4%	13.1%	19.3%	19.1%	17.5%	18.6%
Total	Count	23	61	192	162	171	609
	% within Age Group	3.8%	10.0%	31.5%	26.6%	28.1%	100.0%
	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between change in perception based on the celebrity association with the brand and age of the respondents

H_a - There is a significant relationship between change in perception based on the celebrity association with the brand and age of the respondents

At the time crisis many companies resort to celebrity endorsement campaign to inform the customers about the crisis the company is facing and gain credibility. The question is whether the celebrity endorsement campaign helps in justifying the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between change in perception based on the celebrity association with the brand and age of the respondents and age of the respondents is not rejected. In other words, it can be concluded that the age as a variable does not influence the customers perception based on the celebrity endorsement campaign of the company during crisis.

Age Group * Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis

			Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	2	4	29	30	58	123
		% within Age Group	1.6%	3.3%	23.6%	24.4%	47.2%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	33.3%	17.1%	19.2%	22.1%	20.2%
	23-37	Count	0	0	36	37	42	115
		% within Age Group	0.0%	0.0%	31.3%	32.2%	36.5%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	0.0%	21.2%	23.7%	16.0%	18.9%
	38-47	Count	2	1	42	35	55	135
		% within Age Group	1.5%	0.7%	31.1%	25.9%	40.7%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	8.3%	24.7%	22.4%	20.9%	22.2%
	48-57	Count	0	4	32	31	56	123
		% within Age Group	0.0%	3.3%	26.0%	25.2%	45.5%	100.0%

		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	33.3%	18.8%	19.9%	21.3%	20.2%
	58 and above	Count	4	3	31	23	52	113
		% within Age Group	3.5%	2.7%	27.4%	20.4%	46.0%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	50.0%	25.0%	18.2%	14.7%	19.8%	18.6%
Total		Count	8	12	170	156	263	609
		% within Age Group	1.3%	2.0%	27.9%	25.6%	43.2%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between changes in negative perception due to lack of communication and age of the respondents

H_a - There is a significant relationship between change in negative perception due to lack of communication and age of the respondents

Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed. The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and age of the respondents is not rejected. In other words, it can be concluded that the age as a variable does not influence the customers negative perception and feeling when

companies fail to inform them about the crisis.

Age Group * Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

			Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	40	21	42	13	7	123
		% within Age Group	32.5%	17.1%	34.1%	10.6%	5.7%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	19.2%	17.9%	22.2%	23.6%	17.5%	20.2%
	23-37	Count	40	26	38	5	6	115
		% within Age Group	34.8%	22.6%	33.0%	4.3%	5.2%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	19.2%	22.2%	20.1%	9.1%	15.0%	18.9%
	38-47	Count	47	25	35	15	13	135
		% within Age Group	34.8%	18.5%	25.9%	11.1%	9.6%	100.0%

		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	22.6%	21.4%	18.5%	27.3%	32.5%	22.2%
	48-57	Count	45	31	29	12	6	123
		% within Age Group	36.6%	25.2%	23.6%	9.8%	4.9%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	21.6%	26.5%	15.3%	21.8%	15.0%	20.2%
	58 and above	Count	36	14	45	10	8	113
		% within Age Group	31.9%	12.4%	39.8%	8.8%	7.1%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	17.3%	12.0%	23.8%	18.2%	20.0%	18.6%
Total		Count	208	117	189	55	40	609
		% within Age Group	34.2%	19.2%	31.0%	9.0%	6.6%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between retaining brand loyalty during crisis and age of the respondents
H_a - There is a significant relationship between retaining brand loyalty during crisis and age of the respondent

Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed. The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and age of the respondents is not rejected. In other words, it can be concluded that the age as a variable does not influence the customers negative perception and feeling when companies fail to inform them about the crisis.

Age Group * Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

			Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	0	13	39	22	49	123
		% within Age Group	0.0%	10.6%	31.7%	17.9%	39.8%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	20.6%	23.2%	14.4%	22.0%	20.2%
	23-37	Count	2	7	24	35	47	115
		% within Age Group	1.7%	6.1%	20.9%	30.4%	40.9%	100.0%

		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	11.1%	14.3%	22.9%	21.1%	18.9%
	38-47	Count	0	10	37	45	43	135
		% within Age Group	0.0%	7.4%	27.4%	33.3%	31.9%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	15.9%	22.0%	29.4%	19.3%	22.2%
	48-57	Count	0	19	34	26	44	123
		% within Age Group	0.0%	15.4%	27.6%	21.1%	35.8%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	30.2%	20.2%	17.0%	19.7%	20.2%
	58 and above	Count	0	14	34	25	40	113
		% within Age Group	0.0%	12.4%	30.1%	22.1%	35.4%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	22.2%	20.2%	16.3%	17.9%	18.6%
Total		Count	2	63	168	153	223	609
		% within Age Group	0.3%	10.3%	27.6%	25.1%	36.6%	100.0%

	% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between retaining brand trust due to factual and clear communication during crisis and age of the respondents

H_a - There is a significant relationship between retaining brand trust due to factual and clear communication during crisis and age of the respondents

When in crisis the companies need to provide factual information to the customers and win their trust. . The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis there is no significant relationship between retaining brand trust due to factual and clear communication during crisis and age of the respondents is rejected. In other words, it can be concluded that the age as a variable does influence the customers’ factual nature of communication and customer perception about the crisis.

Age Group * Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis

		Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	0	18	33	41	31	123
		% within Age Group	0.0%	14.6%	26.8%	33.3%	25.2%	100.0%

		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	27.3%	18.3%	23.4%	17.0%	20.2%
	23-37	Count	1	18	24	40	32	115
		% within Age Group	0.9%	15.7%	20.9%	34.8%	27.8%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	16.7%	27.3%	13.3%	22.9%	17.6%	18.9%
	38-47	Count	0	11	41	39	44	135
		% within Age Group	0.0%	8.1%	30.4%	28.9%	32.6%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	16.7%	22.8%	22.3%	24.2%	22.2%
	48-57	Count	2	9	43	29	40	123
		% within Age Group	1.6%	7.3%	35.0%	23.6%	32.5%	100.0%

		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	33.3%	13.6%	23.9%	16.6%	22.0%	20.2%
	58 and above	Count	3	10	39	26	35	113
		% within Age Group	2.7%	8.8%	34.5%	23.0%	31.0%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	50.0%	15.2%	21.7%	14.9%	19.2%	18.6%
Total		Count	6	66	180	175	182	609
		% within Age Group	1.0%	10.8%	29.6%	28.7%	29.9%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between building trust due to top company executives communicating with consumers during crisis and age of the respondents

H_a - There is a significant relationship between building trust due to top company executives communicating with consumers during crisis and age of the respondents

During crisis it is in general expected that the top executives would address the concerns of the customers. The data results have indicated that the calculated value is below the table critical value and the null hypothesis of there is no significant relationship between building trust due to top company executives communicating

with consumers during crisis and age of the respondents cannot be rejected. It can be inferred that the age as a variable is not associated with the building of trust due to top company executives communicating with consumers during crisis.

Age Group * Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

		Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	5	20	35	34	29	123
		% within Age Group	4.1%	16.3%	28.5%	27.6%	23.6%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	21.7%	18.3%	21.2%	21.5%	18.8%	20.2%
	23-37	Count	4	26	31	33	21	115
		% within Age Group	3.5%	22.6%	27.0%	28.7%	18.3%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	17.4%	23.9%	18.8%	20.9%	13.6%	18.9%
	38-47	Count	0	30	35	33	37	135
		% within Age Group	0.0%	22.2%	25.9%	24.4%	27.4%	100.0%

		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	0.0%	27.5%	21.2%	20.9%	24.0%	22.2%
	48-57	Count	7	19	36	27	34	123
		% within Age Group	5.7%	15.4%	29.3%	22.0%	27.6%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	30.4%	17.4%	21.8%	17.1%	22.1%	20.2%
	58 and above	Count	7	14	28	31	33	113
		% within Age Group	6.2%	12.4%	24.8%	27.4%	29.2%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	30.4%	12.8%	17.0%	19.6%	21.4%	18.6%
Total		Count	23	109	165	158	154	609
		% within Age Group	3.8%	17.9%	27.1%	25.9%	25.3%	100.0%

	% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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H₀ – There is no significant relationship between consumer being associated with brand during crisis and beyond and age of the respondents

H_a - There is a significant relationship between consumer being associated with brand during crisis and beyond and age of the respondents

When a company is in crisis It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis. As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer being associated with brand during crisis and beyond and age of the respondents is not rejected. Alternatively, there is no relationship between consumer being associated with brand during crisis and beyond and age of the respondents.

Age Group * Part_B_Q5_14 Mass media plays an important role during crisis

		Part_B_Q5_14 Mass media plays an important role during crisis					Total	
		No not at all	No to some extent	Neutra l	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	0	7	24	51	41	123
		% within Age Group	0.0%	5.7%	19.5%	41.5%	33.3%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	0.0%	17.5%	20.2%	25.6%	17.1%	20.2%
	23-37	Count	1	3	19	46	46	115
		% within Age Group	0.9%	2.6%	16.5%	40.0%	40.0%	100.0%

	% within Part_B_Q5_14 Mass media plays an important role during crisis	9.1%	7.5%	16.0%	23.1%	19.2%	18.9%
38-47	Count	0	6	22	39	68	135
	% within Age Group	0.0%	4.4%	16.3%	28.9%	50.4%	100.0%
	% within Part_B_Q5_14 Mass media plays an important role during crisis	0.0%	15.0%	18.5%	19.6%	28.3%	22.2%
48-57	Count	0	9	19	46	49	123
	% within Age Group	0.0%	7.3%	15.4%	37.4%	39.8%	100.0%
	% within Part_B_Q5_14 Mass media plays an important role during crisis	0.0%	22.5%	16.0%	23.1%	20.4%	20.2%
58 and above	Count	10	15	35	17	36	113
	% within Age Group	8.8%	13.3%	31.0%	15.0%	31.9%	100.0%
	% within Part_B_Q5_14 Mass media plays an important role during crisis	90.9%	37.5%	29.4%	8.5%	15.0%	18.6%
Total	Count	11	40	119	199	240	609
	% within Age Group	1.8%	6.6%	19.5%	32.7%	39.4%	100.0%
	% within Part_B_Q5_14 Mass media plays an important role during crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between perceived role of media during crisis and age of the respondents

H_a - There is a significant relationship between perceived role of media during crisis and age of the respondents

During crisis the perceived role of mass media is critical in informing the public about the true nature of crisis. . As the calculated value is more than the table critical value, the null hypothesis of There is no significant relationship between perceived role of media during crisis and age of the respondents is is rejected, the alternate hypothesis

of there is a significant relationship between perceived role of media during crisis and age of the respondents is accepted in this case.

Age Group * Part_B_Q5_15 The portrayal of crisis by the media is generally believed

		Part_B_Q5_15 The portrayal of crisis by the media is generally believed					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Age Group	18-37	Count	2	7	33	37	44	123
		% within Age Group	1.6%	5.7%	26.8%	30.1%	35.8%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	66.7%	23.3%	19.2%	21.0%	19.3%	20.2%
	23-37	Count	0	3	38	35	39	115
		% within Age Group	0.0%	2.6%	33.0%	30.4%	33.9%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	10.0%	22.1%	19.9%	17.1%	18.9%
	38-47	Count	1	6	37	41	50	135
		% within Age Group	0.7%	4.4%	27.4%	30.4%	37.0%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	33.3%	20.0%	21.5%	23.3%	21.9%	22.2%
	48-57	Count	0	6	30	31	56	123
		% within Age Group	0.0%	4.9%	24.4%	25.2%	45.5%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	20.0%	17.4%	17.6%	24.6%	20.2%
	58 and	Count	0	8	34	32	39	113

	above	% within Age Group	0.0%	7.1%	30.1%	28.3%	34.5%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	26.7%	19.8%	18.2%	17.1%	18.6%
Total		Count	3	30	172	176	228	609
		% within Age Group	0.5%	4.9%	28.2%	28.9%	37.4%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between portrayal of crisis by the media and age of the respondents

H_a - There is a significant relationship between portrayal of crisis by the media and age of the respondents

During crisis the portrayal of crisis by the media is generally believed and is critical in informing the public about the true nature of crisis. . As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayal of crisis by the media and age of the respondents is not rejected, the alternate hypothesis of there is a significant relationship between perceived role of media during crisis and age of the respondents cannot be accepted in this case.

Age Group * Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

			Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	1	9	23	39	51	123
		% within Age Group	0.8%	7.3%	18.7%	31.7%	41.5%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	37.5%	15.1%	20.2%	21.4%	20.2%

	23-37	Count	0	3	27	37	48	115
		% within Age Group	0.0%	2.6%	23.5%	32.2%	41.7%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	12.5%	17.8%	19.2%	20.2%	18.9%
	38-47	Count	0	4	30	46	55	135
		% within Age Group	0.0%	3.0%	22.2%	34.1%	40.7%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	16.7%	19.7%	23.8%	23.1%	22.2%
	48-57	Count	0	4	34	36	49	123
		% within Age Group	0.0%	3.3%	27.6%	29.3%	39.8%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	16.7%	22.4%	18.7%	20.6%	20.2%
	58 and above	Count	1	4	38	35	35	113
		% within Age Group	0.9%	3.5%	33.6%	31.0%	31.0%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	16.7%	25.0%	18.1%	14.7%	18.6%
Total		Count	2	24	152	193	238	609

	% within Age Group	0.3%	3.9%	25.0%	31.7%	39.1%	100.0%
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between consumer perception of crisis as portrayed by media and age of the respondents

H_a - There is a significant relationship between consumer perception of crisis as portrayed by media and age of the respondents

The general belief during crisis the portrayal affects consumer perception, understanding and analyzing of the crisis situation. Hence media plays an important role in crisis information and creation of the image of the company. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between consumer perception of crisis as portrayed by media and age of the respondents is not rejected, the alternate hypothesis of There is a significant relationship between consumer perception of crisis as portrayed by media and age of the respondents cannot be accepted.

Age Group * Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable

			Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Age Group	18-37	Count	2	3	37	51	30	123
		% within Age Group	1.6%	2.4%	30.1%	41.5%	24.4%	100.0%

		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	40.0%	5.4%	20.0%	28.7%	16.2%	20.2%
23-37	Count		1	7	34	38	35	115
	% within Age Group		0.9%	6.1%	29.6%	33.0%	30.4%	100.0%
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable		20.0%	12.5%	18.4%	21.3%	18.9%	18.9%
38-47	Count		1	14	35	34	51	135
	% within Age Group		0.7%	10.4%	25.9%	25.2%	37.8%	100.0%
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable		20.0%	25.0%	18.9%	19.1%	27.6%	22.2%
48-57	Count		0	17	40	33	33	123
	% within Age Group		0.0%	13.8%	32.5%	26.8%	26.8%	100.0%
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable		0.0%	30.4%	21.6%	18.5%	17.8%	20.2%
58 and	Count		1	15	39	22	36	113

	above	% within Age Group	0.9%	13.3%	34.5%	19.5%	31.9%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	20.0%	26.8%	21.1%	12.4%	19.5%	18.6%
		Count	5	56	185	178	185	609
Total		% within Age Group	0.8%	9.2%	30.4%	29.2%	30.4%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

H₀ – There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and age of the respondents

H_a - There is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and age of the respondents

During crisis the role and effectiveness of social media is very effective and reliable. Hence social media plays an important role in crisis information and creation of the image of the company. As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and age of the respondents is rejected, The alternate hypothesis of there is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and age of the respondents is accepted. It can be inferred that the age of the respondent is associated with the effectiveness and reliability of social media when a brand is in crisis and age of the respondents

VARIABLE 2

GENDER

Q2. Awareness about the following companies/products which suffered from crisis in recent times

Gender * Part_B_Q2_1 Maggi

			Part_B_Q2_1 Maggi		Total
			No	Yes	
Gender	Male	Count	95	308	403
		% within Gender	23.6%	76.4%	100.0%
		% within Part_B_Q2_1 Maggi	62.5%	67.4%	66.2%
	Female	Count	57	149	206
		% within Gender	27.7%	72.3%	100.0%
		% within Part_B_Q2_1 Maggi	37.5%	32.6%	33.8%
Total	Count	152	457	609	
	% within Gender	25.0%	75.0%	100.0%	
	% within Part_B_Q2_1 Maggi	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on aware of the Maggi crisis among the male and female. It shows that about 25% respondents are not having idea of crisis and 75% respondents are concerned about crisis of Maggi. Among the Male, it shows that nearly 24% respondents are not aware of the crisis and around 76 % respondents are aware of Maggi crisis. Among the female, about 28% respondents are Not aware of crisis and 72% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Maggi product suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Maggi product suffering from crisis in recent times and gender of the respondents

As the Chi square value is less than the table critical value for 1degrees of freedom at 0.05 percent level of significance, the null hypothesis of there is no significant difference between awareness among the respondents that Maggi as a product suffered from crisis and the different gender group of the respondents cannot be rejected. It can be inferred that gender as a variable does not influence the respondent's awareness about the crisis of Maggi as a product. In other words, awareness of the crisis is independent different gender groups. Maggi being one of the

most popular brands manufactured and sold buy Nestle in India sans all gender groups as a quick snack.

Gender * Part_B_Q2_2 Amul Ice cream

			Part_B_Q2_2 Amul Ice cream		Total
			No	Yes	
Gender	Male	Count	327	76	403
		% within Gender	81.1%	18.9%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	64.5%	74.5%	66.2%
	Female	Count	180	20	200
		% within Gender	87.4%	12.6%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	35.5%	25.5%	33.8%
Total	Count	507	102	609	
	% within Gender	83.3%	16.7%	100.0%	
	% within Part_B_Q2_2 Amul Ice cream	100.0%	100.0%	100.0%	

N=609

The data revealed on awareness of the crisis about Amul Ice-cream among the male and female. It exhibits that a majority of 83% respondents are not aware of crisis and 16% respondents are aware Amul Ice-cream crisis. Among male, 81% respondents having no idea about crisis and about 19 % respondents know about crisis. Among the female, 87.4% respondents are saying No information of crisis and about 13% respondents are known to the Amul Ice-cream crisis.

Ho – There is no significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and gender of the respondents

The question was related to weather the respondents were aware of the crisis suffered by Amul ice cream. Amul ice cream is manufactured and sold by Anand Milk Union Limited went into crisis with regard to the use of animal fat in its product. The chi-square test has revealed that the null hypothesis of there is no significant difference between audience awareness about Amul crisis and the different gender groups is not rejected as the calculated Chi square value is less than the table critical value for 1 degrees of freedom. It can be inferred that gender as a variable does not influence the

respondent's awareness of the crisis in Amul ice cream Amway product.

Gender * Part_B_Q2_3 Aashirvaad Atta

			Part_B_Q2_3 Aashirvaad Atta		Total
			No	Yes	
Gender	Male	Count	362	41	403
		% within Gender	89.8%	10.2%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	64.8%	82.0%	66.2%
	Female	Count	197	9	206
		% within Gender	95.6%	4.4%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	35.2%	18.0%	33.8%
Total	Count	559	50	609	
	% within Gender	91.8%	8.2%	100.0%	
	% within Part_B_Q2_3 Aashirvaad Atta	100.0%	100.0%	100.0%	

N=609

In the given tables above on awareness of the Aashirvaad Atta crisis among the male and female. The data shows that a majority of 92% respondents are not aware of crisis and only 8% respondents are aware regarding Aashirvaad Atta crisis. Among the male, nearly 90% respondents having no awareness about crisis and 10% respondents know about crisis of Aashirvaad Atta. Among the female, about 96% respondents are Not aware of the crisis and only 4% respondents are having information of Aashirvaad Atta crisis.

Ho – There is no significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and gender of the respondents

Chi-square as a test of independence was applied to understand the significance of difference between gender and the awareness about the crisis. Aashirwad Aata was affected by crisis with the accusation that it contains plastic material which is not good for human consumption. As the calculated Chi square value is more than the table critical value, the null hypothesis of there is no significant difference between awareness of the Aashirvaad Atta crisis and different gender groups is rejected. It can be inferred that gender as a variable does influence the awareness Aashirvaad Atta

crisis among the respondents. The alternate hypothesis, there is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and gender of the respondents is accepted.

Gender * Part_B_Q2_4 KFC

			Part_B_Q2_4 KFC		Total
			No	Yes	
Gender	Male	Count	203	203	406
		% within Gender	49.6%	50.4%	100.0%
		% within Part_B_Q2_4 KFC	67.1%	65.3%	66.2%
	Female	Count	98	108	206
		% within Gender	47.6%	52.4%	100.0%
		% within Part_B_Q2_4 KFC	32.9%	34.7%	33.8%
Total	Count	298	311	609	
	% within Gender	48.9%	51.1%	100.0%	
	% within Part_B_Q2_4 KFC	100.0%	100.0%	100.0%	

N=609

In the above table on awareness of KFC crisis between male and female. The analysis data revealed that about 49% respondents are no having idea of crisis and 51% respondents are concerned crisis of KFC. Among male, nearly 50% respondents are not information of crisis and 50.4 % respondents are aware of KFC crisis. Among female, about 48% respondents are saying No to crisis and around 52% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of KFC Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of KFC Company suffering from crisis in recent times and gender of the respondents

KFC was accused of not adhering to the norms of raising chickens according to the standards given under Indian law. Kentucky Fried Chicken (KFC) suffered from crisis in India where in it was accused of frying chicken in fatty oil made out of pork. This question was asked to find out the awareness among the respondents regarding KFC crisis. As per the chi-square analysis, the null hypothesis of no significant relationship or difference between the awareness about KFC crisis and different gender groups of the respondents is not rejected. Non rejection of null hypothesis goes on to prove that there is no influence of independent variable like gender on the awareness of the crisis

faced by KFC in India stop

Gender * Part_B_Q2_5 Mc. Donald's

		Part_B_Q2_5 Mc. Donald's		Total	
		No	Yes		
Gender	Male	Count	246	157	403
		% within Gender	61.0%	39.0%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	62.9%	72.0%	66.2%
	Female	Count	145	61	206
		% within Gender	70.4%	29.6%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	37.1%	28.0%	33.8%
Total	Count	391	218	609	
	% within Gender	64.2%	35.8%	100.0%	
	% within Part_B_Q2_5 Mc. Donald's	100.0%	100.0%	100.0%	

N=609

In the given table on aware of Mc. Donald's crisis among the male and the female. The data displays that a majority of 64% respondents are not aware of crisis and nearly 36% respondents are aware of Mc. Donald's crisis. Among the male, 61% respondents having no awareness about crisis and 39 % respondents know about crisis of Mc. Donald's. Among the female, about 70% respondents are Not aware of the crisis and about 30% respondents are having knowledge of Mc. Donald's crisis.

Ho – There is no significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and gender of the respondents

The word Halal in India is more related to the Muslim method of cutting meat.

McDonald's American fast-food chain also suffered from crisis when it told its customers that Halal Meat is served in its restaurants. The respondents for asked about, whether they were aware of such a crisis in McDonald's. The chi-square data has revealed that the calculated value is much higher than the table critical value for 1 degrees of freedom, the null hypothesis of no significant difference is rejected. This indicates that gender as a variable does influence the awareness about McDonald

crisis among the respondents.

Gender * Part_B_Q2_6 Café Coffee Day (CCD)

			Part_B_Q2_6 Café Coffee Day (CCD)		Total
			No	Yes	
Gender	Male	Count	206	197	403
		% within Gender	51.1%	48.9%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	62.4%	70.6%	66.2%
	Female	Count	124	82	206
		% within Gender	60.2%	39.8%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	37.6%	29.4%	33.8%
Total	Count	330	279	609	
	% within Gender	54.2%	45.8%	100.0%	
	% within Part_B_Q2_6 Café Coffee Day (CCD)	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on aware of the Cafe Coffee Day crisis among the male and the female. Its exhibits that about 54% respondents having no idea of crisis and nearly 46% respondents are concerned about crisis of Cafe Coffee Day. In the male, nearly 51% respondents are not aware of crisis and around 49% respondents are aware of Cafe Coffee Day crisis. Among the female, 60% respondents are saying No to crisis and about 40% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and gender of the respondents

This was a very curious case of a successful business but not very profitable according to its owner. Cafe Coffee Day is an Indian coffee joint chain suffered from crisis when its owner committed suicide due to huge debt that was accumulated over a period of time. Chi square test was applied to find out the significance of difference between the awareness among the respondents of the Cafe Coffee Day crisis. As the calculated Chi square value is less than the calculated Chi square value, the null hypothesis of there is no significant relationship between awareness of the crisis and

the gender of the respondents is not rejected. It can be inferred that different gender groups have different understanding about the crisis. It means that there is no significant difference between the gender group of respondents and the awareness among them about the Coffee Cafe Day crisis.

Gender * Part_B_Q2_7 Swiggy

			Part_B_Q2_7 Swiggy		Total
			No	Yes	
Gender	Male	Count	273	130	403
		% within Gender	67.7%	32.3%	100.0%
		% within Part_B_Q2_7 Swiggy	63.6%	72.2%	66.2%
	Female	Count	156	50	206
		% within Gender	75.7%	24.3%	100.0%
		% within Part_B_Q2_7 Swiggy	36.4%	27.8%	33.8%
Total	Count	429	180	609	
	% within Gender	70.4%	29.6%	100.0%	
	% within Part_B_Q2_7 Swiggy	100.0%	100.0%	100.0%	

N=609

In the given table on aware of the crisis about Swiggy among the male and the female. The analysis data displays that a majority of 70% respondents are not aware of crisis and 24% respondents are conscious regarding crisis of Swiggy. Among the male, 68% respondents having no idea about crisis and 32 % respondents know about Swiggy crisis. Among the female, 76% respondents are saying Not aware of crisis and about 24% respondents are aware of the Swiggy crisis.

Ho – There is no significant relationship between awareness of Swiggy Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Swiggy Company suffering from crisis in recent times and gender of the respondents

Swiggy crisis was related to layoff of employees due to loss of business during the pandemic. Swiggy as a food product and grocery supply chain in India suffered from crisis in 2020. Chi square data has revealed that it as the calculated is more than the table critical value for 1 degrees of freedom, the null hypothesis of there is no significant difference/relationship between awareness among the respondents about Swiggy as a company suffering from crisis is be rejected. It goes on to suggest that gender as a variable does influence the awareness about the crisis suffered by Swiggy

in 2020. The alternate hypothesis of there is a significant relationship between awareness of Swiggy Company suffering from crisis in recent times and gender of the respondents is accepted.

Gender * Part_B_Q2_8 Zomato

			Part_B_Q2_8 Zomato		Total
			No	Yes	
Gender	Male	Count	219	184	403
		% within Gender	54.3%	45.7%	100.0%
		% within Part_B_Q2_8 Zomato	62.2%	71.6%	66.2%
	Female	Count	133	73	206
		% within Gender	64.6%	35.4%	100.0%
		% within Part_B_Q2_8 Zomato	37.8%	28.4%	33.8%
Total	Count	352	257	609	
	% within Gender	57.8%	42.2%	100.0%	
	% within Part_B_Q2_8 Zomato	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on aware of the Zomato crisis among the male and the female. The data shows that a majority of 58% respondents are not aware of crisis and 42% respondents are aware regarding Zomato crisis. Among the male, nearly 53% respondents not aware about crisis and 46 % respondents know about Zomato crisis. Among the female, about 65% respondents are Not aware of the crisis and about 35 respondents are having knowledge of Zomato crisis.

Ho – There is no significant relationship between awareness of Zomato Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Zomato Company suffering from crisis in recent times and gender of the respondents

Zomato it suffered from crisis when a video showing one of its supply boys eating the food that is to be given to the customers went viral on social media platforms. Zomato is one of the largest food supply chains in India. This event had a very wide coverage not only on social media but traditional mass media as well. The question was related to the awareness among the respondents about the crisis. The data analysis revealed that the calculated Chi square value is more than the table critical value at 1degrees of freedom. Hence the null hypothesis of there is no significant relationship between the awareness of Zomato company crisis and respondents is rejected. It can be inferred

that gender as a variable does influence the respondents' awareness Zomato crisis.

Gender * Part_B_Q2_9 Ola

			Part_B_Q2_9 Ola		Total
			No	Yes	
Gender	Male	Count	253	150	403
		% within Gender	62.8%	37.2%	100.0%
		% within Part_B_Q2_9 Ola	60.1%	79.8%	66.2%
	Female	Count	168	38	206
		% within Gender	81.6%	18.4%	100.0%
		% within Part_B_Q2_9 Ola	39.9%	20.2%	33.8%
Total	Count		421	188	609
	% within Gender		69.1%	30.9%	100.0%
	% within Part_B_Q2_9 Ola		100.0%	100.0%	100.0%

Among the awareness of Ola crisis between the male and the female. The analysis data revealed that about 69% respondents are not idea of crisis and 31% respondents are concerned about crisis of Ola. Among the male, 63% respondents are not information of crisis and nearly 37 % respondents are aware of Ola crisis. Among the female, about 82% respondents are saying No to crisis and around 20 respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Ola Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Ola Company suffering from crisis in recent times and gender of the respondents

As the pandemic hit it the revenues of Ola a Transport Company had to lay off more than 1500 drivers and other employees. This created a massive crisis in Ola Company. A question was asked regarding the Awareness of the crisis. The analyzed data reveals that, the Chi square value is below table critical value for 1degrees of freedom. Hence the null hypothesis of, there is no significant relationship between awareness of Ola companies suffering from crisis in recent times and the gender of the respondents is rejected. It can be inferred that gender as an independent variable does not affect awareness of the crisis company and the different gender groups of the respondent. The alternate hypothesis of there is a significant relationship between awareness of Ola Company suffering from crisis in recent times and gender of the

respondents is accepted.

Gender * Part_B_Q2_10 Jet Airways

			Part_B_Q2_10 Jet Airways		Total
			No	Yes	
Gender	Male	Count	203	200	403
		% within Gender	50.4%	49.6%	100.0%
		% within Part_B_Q2_10 Jet Airways	57.5%	78.1%	66.2%
	Female	Count	150	50	200
		% within Gender	72.8%	27.2%	100.0%
		% within Part_B_Q2_10 Jet Airways	42.5%	21.9%	33.8%
Total		Count	353	250	603
		% within Gender	58.0%	42.0%	100.0%
		% within Part_B_Q2_10 Jet Airways	100.0%	0.0%	100.0%

N=609

The analysis data shown on aware of the Jet Airways crisis among the male and the female. The data exposed that 58% respondents are not idea of crisis and 42% respondents are concerned about crisis of Jet Airways. In the male, nearly 50% respondents are not information of crisis and around 50% % respondents are aware of Jet Airways crisis. Among the female, nearly 73% respondents are saying No to crisis and about 27% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and gender of the respondents

Jet Airways one of the careers in India suffered from financial crisis and went into debt trap of millions of dollars. As a major crisis hit it the airlines company, a question was asked to the respondents about whether they are aware of the crisis or not. Chi-square analysis revealed that the calculated Chi square value is more than the table critical value. Hence the null hypothesis of, no significant relationship between awareness of Jet Airways company suffering from crisis in recent times and the gender of the respondent is rejected. The alternate hypothesis of there is a significant relationship between Jet Airways Company suffering from crisis in recent times and the gender of respondents is accepted. It can be inferred that gender as a variable does influence Awareness of the companies and the gender of the respondents.

Gender * Part_B_Q2_11 Go Air

			Part_B_Q2_11 Go Air		Total
			No	Yes	
Gender	Male	Count	297	106	403
		% within Gender	73.7%	26.3%	100.0%
		% within Part_B_Q2_11 Go Air	61.9%	82.2%	66.2%
	Female	Count	183	23	206
		% within Gender	88.8%	11.2%	100.0%
		% within Part_B_Q2_11 Go Air	38.1%	17.8%	33.8%
Total	Count	480	129	609	
	% within Gender	78.8%	21.2%	100.0%	
	% within Part_B_Q2_11 Go Air	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on aware of the crisis about Go Air among the male and female. The data exhibits that majority of nearly 79% respondents are not aware of crisis and 21% respondents are conscious regarding crisis of Go Air. Among the male, 73.7% respondents having no idea about crisis and merely 26 % respondents know about Go Air crisis. Among the female, 88.8% respondents having no idea about crisis and only 11 % respondents know about Go Air crisis.

Ho – There is no significant relationship between awareness of Go Air Company suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Go Air Company suffering from crisis in recent times and gender of the respondents

Like many Airlines around the world GoAir also suffered from crisis which is purely related to its financial structure. GoAir is another Indian domestic airline company to suffer from financial losses due to pandemic crisis created by Corona virus. Being a budget airline, it was unable to pay salaries to its employees and maintained regular domestic schedule. The respondents were asked to talk about their awareness about the crisis. Chi square data analysis has shown that it the calculated Chi square value is greater than the table critical value for 1degrees of freedom. The null hypothesis of no significant difference or relationship between awareness among the respondents about the crisis faced by Go Air and the different gender group is rejected. It can be inferred that gender plays an important role in understanding of the crisis and its awareness among the respondents.

Gender * Part_B_Q2_12 Spicejet

			Part_B_Q2_12 Spicejet		Total
			No	Yes	
Gender	Male	Count	311	92	403
		% within Gender	77.2%	22.8%	100.0%
		% within Part_B_Q2_12 Spicejet	65.5%	68.7%	66.2%
	Female	Count	164	42	206
		% within Gender	79.6%	20.4%	100.0%
		% within Part_B_Q2_12 Spicejet	34.5%	31.3%	33.8%
Total	Count	475	134	609	
	% within Gender	78.0%	22.0%	100.0%	
	% within Part_B_Q2_12 Spicejet	100.0%	100.0%	100.0%	

N=609

Among the awareness of Spicejet crisis between the male and the female. The analysis data discovered that about 78% respondents are no having idea of crisis and 22% respondents are concerned about crisis of Spicejet. Among the male, 77.2% respondents are not information of crisis and nearly 23 % respondents are aware of Spicejet crisis. Among the female, about 80% respondents are saying No to crisis and around 20% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Spice Jet suffering from crisis in recent times and gender of the respondents

Ha - There is a significant relationship between awareness of Spice Jet Company suffering from crisis in recent times and gender of the respondents

Like many other Airlines SpiceJet, also suffered from financial crisis due to you probably mismanagement and improper scheduling. The respondents were asked to report about their Awareness of the financial crisis faced by SpiceJet airlines. Chi square data analysis has revealed that the calculated Chi square value is much lower than the table critical value. The null hypothesis of no significant relationship or difference between the respondents’ awareness about the SpiceJet crisis and gender groups is not rejected. It can be inferred that gender as an independent variable does not influence awareness or not among the respondents and their gender groups.

Q3. The extent of effect of crisis on the company.

Gender * Part_B_Q3_1 Image

			Part_B_Q3_2 Image					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	18	104	63	133	85	403
		% within Gender	4.5%	25.8%	15.6%	33.0%	21.1%	100.0%
		% within Part_B_Q3_2 Image	90.0%	69.3%	69.2%	59.1%	69.1%	66.2%
	Female	Count	2	46	28	92	38	206
		% within Gender	1.0%	22.3%	13.6%	44.7%	18.4%	100.0%
		% within Part_B_Q3_2 Image	10.0%	30.7%	30.8%	40.9%	30.9%	33.8%
Total	Count	20	150	91	225	123	609	
	% within Gender	3.3%	24.6%	14.9%	36.9%	20.2%	100.0%	
	% within Part_B_Q3_2 Image	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data shows effect the Image of the company due to crisis among the male and the female. The data exhibits that about 3 per cent of respondents are not at all idea of crisis, 24.6 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 15 per cent of the respondents remain neutral on the crisis matter. In the male, nearly 5 per cent of respondents are not at all idea of crisis, about 26 per cent respondents are no aware of crisis, 33 per cent respondents are aware of crisis, nearly 21 per cent respondents are largely interested in crisis of the company and around 16 per cent of the respondents remain neutral on the crisis. Among the female, nearly a per cent of respondents is not at all idea of crisis, about 22 per cent respondents are no aware of crisis, 44.7 per cent respondents are aware of crisis, nearly 18 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the image being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the image being affected by crisis and gender of the respondents

The table seeks the identity the relationship between the gender of the customers and

their perception of image of an organization during crisis. Corporate reputation, image and identity are the three most revered aspects of PR in any organization. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the image being affected by crisis and gender of the respondents is rejected. This reveals that the gender of the customer is associated in their perception of image of the company during crisis.

Gender * Part_B_Q3_2 Identity

			Part_B_Q3_3 Identity					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	26	92	75	130	80	403
		% within Gender	6.5%	22.8%	18.6%	32.3%	19.9%	100.0%
		% within Part_B_Q3_3 Identity	78.8%	73.0%	70.8%	58.0%	66.7%	66.2%
	Female	Count	7	34	31	94	40	206
		% within Gender	3.4%	16.5%	15.0%	45.6%	19.4%	100.0%
		% within Part_B_Q3_3 Identity	21.2%	27.0%	29.2%	42.0%	33.3%	33.8%
Total		Count	33	126	106	224	120	609
		% within Gender	5.4%	20.7%	17.4%	36.8%	19.7%	100.0%
		% within Part_B_Q3_3 Identity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data discovered on effect the Identity of the company due to crisis among the male and the female. The data display that about 5 per cent of respondents are not at all knowledge of crisis, 20.7 per cent respondents are not aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 17.4 per cent of the respondents remain neutral on the crisis. Among the male, nearly 7 per cent of respondents are not at all interested to crisis, 22.8 per cent respondents are not aware of crisis, around 32 per cent respondents are aware of crisis, nearly 20 per cent respondents are largely interested in crisis of the company and 18.6 per cent of the respondents remain neutral on the crisis. Among the female, nearly 3 per cent of respondents are not at all interested to crisis, 16.5 per cent respondents are not aware of crisis, around 46 per cent respondents are

aware of crisis, nearly 19 per cent respondents are largely interested in crisis of the company and 15 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the identity being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the identity being affected by crisis and gender of the respondents

Corporate identity is another most revered aspect of PR in any organization. The table seeks the identity the relationship between the gender of the customers’ and their perception of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the identity being affected by crisis and gender of the respondents is rejected. This reveals that the gender of the customer is associated in their perception of identity of the company during crisis. In other words, gender as a variable has an influence on the public perception of identity of an organization during crisis.

Gender * Part_B_Q3_3 Empathy

			Part_B_Q3_4 Empathy					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	52	111	87	111	42	403
		% within Gender	12.9%	27.5%	21.6%	27.5%	10.4%	100.0%
		% within Part_B_Q3_4 Empathy	72.2%	66.5%	65.4%	65.3%	62.7%	66.2%
	Female	Count	20	56	46	55	25	206
		% within Gender	9.7%	27.2%	22.3%	28.6%	12.1%	100.0%
		% within Part_B_Q3_4 Empathy	27.8%	33.5%	34.6%	34.7%	37.3%	33.8%
Total	Count	72	167	133	170	67	609	
	% within Gender	11.8%	27.4%	21.8%	27.9%	11.0%	100.0%	
	% within Part_B_Q3_4 Empathy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data exposed the effect of the Empathy of the company due to crisis among the male and the female. The data displays that about 12 per cent of respondents are not

at all knowledge of crisis, 27.4 per cent respondents are not aware of crisis, around 28 per cent respondents are aware of crisis, nearly 11 per cent respondents are highly interested in crisis of the company and about 22 per cent of the respondents remain neutral on the crisis. Among the male, nearly 13 per cent of respondents are not at all interested to crisis, 27.5 per cent respondents are not aware of crisis, around 28 per cent respondents are aware of crisis, nearly 10 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis. Among the female, nearly 10 per cent of respondents are not at all interested to crisis, 27.2 per cent respondents are not aware of crisis, around 29 per cent respondents are aware of crisis, nearly 12 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the empathy being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the empathy being affected by crisis and gender of the respondents

Any Corporate would look for public empathy during crisis and it is a most valued aspect of PR in any organization. The table seeks the identity the relationship between the gender of the customers' and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the empathy factor being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of empathy factor of the company during crisis.

Gender * Part_B_Q3_4 Sales

			Part_B_Q3_5 Sales					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	4	33	56	159	151	403
		% within Gender	1.0%	8.2%	13.9%	39.5%	37.5%	100.0%
		% within Part_B_Q3_5 Sales	100.0%	61.1%	64.4%	66.3%	67.4%	66.2%
	Female	Count	0	21	31	81	73	206
		% within Gender	0.0%	10.2%	15.0%	39.3%	35.4%	100.0%

	% within Part_B_Q3_5 Sales	0.0%	38.9%	35.6%	33.8%	32.6%	33.8%
Total	Count	4	54	87	240	224	609
	% within Gender	0.7%	8.9%	14.3%	39.4%	36.8%	100.0%
	% within Part_B_Q3_5 Sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

Among the male and the female on the effect to Sales of the company due to crisis. The analysis data uncovered that about 1 per cent of respondents are not at all knowledge of crisis, 8.9 per cent respondents are not aware of crisis, around 39 per cent respondents are aware of crisis, nearly 37 per cent respondents are highly interested in crisis of the company and about 14 per cent of the respondents remain neutral on the crisis. Among the male, a per cent of respondents is not at all interested to crisis, nearly 8 per cent respondents are not aware of crisis, around 40 per cent respondents are aware of crisis, about 38 per cent respondents are largely interested in crisis of the company and about 14 per cent of the respondents remain neutral on the crisis. Among the female, 0.0 per cent of respondents are not at all interested to crisis, nearly 10 per cent respondents are not aware of crisis, around 39 per cent respondents are aware of crisis, about 35 per cent respondents are largely interested in crisis of the company and about 15 per cent of the respondents remain

Ho – There is no significant relationship between public opinion on the sales being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the sales being affected by crisis and gender of the respondents

In the event of a crisis in the company the most affected aspect is the sales and marketing of the product or services in any organization. The table seeks the identity the relationship between the gender of the customers' and their perception of impact on sales of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the sales being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of effect on sales of the company during crisis.

Gender * Part_B_Q3_5 Goodwill

			Part_B_Q3_6 Goodwill					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	11	34	83	172	101	401
		% within Gender	2.7%	8.4%	20.6%	42.7%	25.6%	100.0%
		% within Part_B_Q3_6 Goodwill	84.6%	73.9%	74.1%	61.4%	65.2%	66.2%
	Female	Count	2	12	29	108	51	202
		% within Gender	1.0%	5.8%	14.1%	52.4%	26.7%	100.0%
		% within Part_B_Q3_6 Goodwill	15.4%	26.1%	25.9%	38.6%	34.8%	33.8%
Total	Count	13	46	112	280	152	603	
	% within Gender	2.1%	7.6%	18.4%	46.0%	25.9%	100.0%	
	% within Part_B_Q3_6 Goodwill	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

Among the male and the female on the effect to Goodwill of the company due to crisis. The analysis data exhibited that about 2 per cent of respondents are not at all knowledge of crisis, 7.6 per cent respondents are not aware of crisis, 46 per cent respondents are aware of crisis, nearly 26 per cent respondents are highly interested in crisis of the company and about 18 per cent of the respondents remain neutral on the crisis. Among the male, nearly 3 per cent of respondents are not at all interested to crisis, 8.4 per cent respondents are not aware of crisis, 42.7 per cent respondents are aware of crisis, about 26 per cent respondents are largely interested in crisis of the company and around 21 per cent of the respondents remain neutral on the crisis. Among the female, a per cent of respondents are not at all interested to crisis, 5.8 per cent respondents are not aware of crisis, 52.4 per cent respondents are aware of crisis, about 27 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the goodwill being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the goodwill being affected by crisis and gender of the respondents

The table seeks to identify the relationship between the gender of the customers' and their perception of goodwill of a company during crisis. Goodwill in addition to corporate reputation, image and identity are the most esteemed aspects of PR in any

organization. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the goodwill being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of goodwill of the company during crisis.

Gender * Part_B_Q3_6 Finances

			Part_B_Q3_7 Finances					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count			57	178	139	403
		% within Gender			14.1%	44.2%	34.5%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	68.3%	55.3%	67.2%	69.8%	66.2%
	Female	Count	0	15	46	1	28	206
		% within Gender	0.0%	6.3%	22.3%	0.2%	6.9%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	31.7%	44.7%	32.8%	30.2%	33.8%
Total	Count	1	41	103	265	199	609	
	% within Gender	0.2%	6.7%	16.9%	43.5%	32.7%	100.0%	
	% within Part_B_Q3_7 Finances	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed that the effect to Finances of the company due to crisis among the male and the female. The data exposed that 0.2 per cent of respondents are not at all knowledge of crisis, 6.7 per cent respondents are not aware of crisis, 43.5 per cent respondents are aware of crisis, nearly 33 per cent respondents are highly interested in crisis of the company and about 17 per cent of the respondents remain neutral on the crisis. Among the male, 0.2 per cent of respondents are not at all interested to crisis, about 7 per cent respondents are not aware of crisis, 44.2 per cent respondents are aware of crisis, about 35 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis. Among the female, 0.0 per cent of respondents are not at all interested to crisis, about 6 per cent respondents are not aware of crisis, 42.2 per cent respondents are aware of crisis, about 29 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the finances being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the finances being affected by crisis and gender of the respondents

The table pursues to find the relationship between the gender of the customers' and their perception of financial health of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the finances being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of finances of the company during crisis. Finances and sales are the most important and valued aspects of PR communication in any organization or company.

Gender * Part_B_Q3_7 Personal life of the owner

			Part_B_Q3_8 Personal life of the owner					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	9	48	74	172	100	403
		% within Gender	2.2%	11.9%	18.4%	42.7%	24.8%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	56.3%	67.6%	61.2%	66.2%	70.9%	66.2%
	Female	Count	7	23	47	88	41	206
		% within Gender	3.4%	11.2%	22.8%	42.7%	19.9%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	43.8%	32.4%	38.8%	33.8%	29.1%	33.8%
Total	Count	16	71	121	260	141	609	
	% within Gender	2.6%	11.7%	19.9%	42.7%	23.2%	100.0%	
	% within Part_B_Q3_8 Personal life of the owner	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given above table on the effect to Personal life of the owner of the company due to crisis among the male and the female. The analysis data revealed that 2.6 per cent of respondents are not at all knowledge of crisis, 11.7 per cent respondents are not aware of crisis, about 43 per cent respondents are aware of crisis, nearly 23 per cent respondents are highly interested in crisis of the company and around 20 per cent of the

respondents remain neutral on the crisis. Among the male, 2.2 per cent of respondents are not at all interested to crisis, nearly 12 per cent respondents are not aware of crisis, 42.7 per cent respondents are aware of crisis, about 25 per cent respondents are largely interested in crisis of the company and around 18 per cent of the respondents remain neutral on the crisis. Among the female, nearly 3 per cent of respondents are not at all interested to crisis, nearly 11 per cent respondents are not aware of crisis, 42.7 per cent respondents are aware of crisis, about 20 per cent respondents are largely interested in crisis of the company and around 23 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the personal life of the owner being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the personal life of the owner being affected by crisis and gender of the respondents

The table tracks to find the relationship between the gender of the customers’ and their perception of personal health of the owner of a company during crisis. During any crisis the personal wellbeing of the owner of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not strongly associated in their perception of personal health of the owner of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the personal wellbeing of the owner of the company is affected by crisis and gender of the respondents is accepted.

Gender * Part_B_Q3_8 Media relations

			Part_B_Q3_9 Media relations					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	43	46	71	153	90	403
		% within Gender	10.7%	11.4%	17.6%	38.0%	22.3%	100.0%
		% within Part_B_Q3_9 Media relations	76.8%	67.6%	60.7%	63.2%	71.4%	66.2%
	Female	Count	13	22	46	89	36	206

		% within Gender	6.3%	10.7%	22.3%	43.2%	17.5%	100.0%
		% within Part_B_Q3_9 Media relations	23.2%	32.4%	39.3%	36.8%	28.6%	33.8%
Total		Count	56	68	117	242	126	609
		% within Gender	9.2%	11.2%	19.2%	39.7%	20.7%	100.0%
		% within Part_B_Q3_9 Media relations	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on the effect to Media relations of the company due to crisis among the male and the female. The data exposed that nearly 9 per cent of respondents are not at all knowledge of crisis, 11.2 per cent respondents are not aware of crisis, about 40 per cent respondents are aware of crisis, nearly 21 per cent respondents are highly interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis. Among the male, nearly 11 per cent of respondents are not at all interested to crisis, about 11 per cent respondents are not aware of crisis, 38 per cent respondents are aware of crisis, about 22 per cent respondents are largely interested in crisis of the company and around 18 per cent of the respondents remain neutral on the crisis. Among the female, nearly 6 per cent of respondents are not at all interested to crisis, about 11 per cent respondents are not aware of crisis, 43.2 per cent respondents are aware of crisis, about 18 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the media relations being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the media relations being affected by crisis and gender of the respondents

The table tracks to find the relationship between the gender of the customers' and their perception of media relations of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the media relations being affected by crisis and gender of the respondents and gender of the respondents is rejected. This reveals that the gender of the customer is strongly associated in their perception of the importance of media relations of the of the company during crisis. It can be said that media relations is critical for PR during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the need for media relations being affected by crisis and gender of the respondents is accepted.

Gender * Part_B_Q3_9 Consumer Loyalty

		Part_B_Q3_10 Consumer Loyalty					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Gender	Male	Count	24	39	114	133	93	403
		% within Gender	6.0%	9.7%	28.3%	33.0%	23.1%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	88.9%	68.4%	69.5%	61.3%	64.6%	66.2%
	Female	Count	3	18	50	84	51	206
		% within Gender	1.5%	8.7%	24.3%	40.8%	24.8%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	11.1%	31.6%	30.5%	38.7%	35.4%	33.8%
Total	Count	27	57	164	217	144	609	
	% within Gender	4.4%	9.4%	26.9%	35.6%	23.6%	100.0%	
	% within Part_B_Q3_10 Consumer Loyalty	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data discovered on the effect to Consumer Loyalty of the company due to crisis among the male and the female. The data exhibited that nearly 4 per cent of respondents are not at all knowledge of crisis, 9.4 per cent respondents are not aware of crisis, about 35.6 per cent respondents are aware of crisis, nearly 24 per cent respondents are highly interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among the male, nearly 6 per cent of respondents are not at all interested to crisis, about 10 per cent respondents are not aware of crisis, 33 per cent respondents are aware of crisis, about 23 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis. Among the male, nearly 2 per cent of respondents are not at all interested to crisis, about 9 per cent respondents are not aware of crisis, 40.8 per cent respondents are aware of crisis, about 25 per cent respondents are largely interested in crisis of the company and 24.3 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the consumer loyalty being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the consumer loyalty being affected by crisis

and gender of the respondents

The table tracks to find the relationship between the gender of the customers' and their perception of personal health of the owner of a company during crisis. During any crisis the customer loyalty to the company is affected and is the most significant and valued aspects of PR communication in any organization or company. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the customer loyalty being affected by crisis and gender of the respondents is rejected. This reveals that the gender of the customer is strongly associated in their perception of customer loyalty of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the consumer loyalty being affected by crisis and gender of the respondents is accepted.

Gender * Part_B_Q3_10 Employees

		Part_B_Q3_11 Employees					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Gender	Male	Count	17	37	108	133	108	403
		% within Gender	4.2%	9.2%	26.8%	33.0%	26.8%	100.0%
		% within Part_B_Q3_11 Employees	63.0%	51.4%	66.3%	72.7%	65.9%	66.2%
	Female	Count	10	35	55	50	50	200
		% within Gender	4.9%	17.0%	26.7%	24.3%	27.2%	100.0%
		% within Part_B_Q3_11 Employees	37.0%	48.6%	33.7%	27.3%	34.1%	33.8%
Total	Count	27	72	163	183	164	609	
	% within Gender	4.4%	11.8%	26.8%	30.0%	26.9%	100.0%	
	% within Part_B_Q3_11 Employees	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on the effect to Employees of the company due to crisis among the male and the female. The data shown that nearly 4 per cent of respondents are not at all knowledge of crisis, about 12 per cent respondents are not aware of crisis, 30 per cent respondents are aware of crisis, around 27 per cent respondents are highly

interested in crisis of the company and nearly 27 per cent of the respondents remain neutral on the crisis. Among the male, nearly 4 per cent of respondents are not at all interested to crisis, about 9 per cent respondents are not aware of crisis, 33 per cent respondents are aware of crisis, about 27 per cent respondents are largely interested in crisis of the company and 26.8 per cent of the respondents remain neutral on the crisis. Among the female, nearly 5 per cent of respondents are not at all interested to crisis, about 17 per cent respondents are not aware of crisis, 24.3 per cent respondents are aware of crisis, about 27 per cent respondents are largely interested in crisis of the company and 26.7 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the employee factor being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the employee factor being affected by crisis and gender of the respondents

Employees are an asset to any company or organization and during any crisis the employee welfare of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table seeks to find the relationship between the gender of the customers' and their perception of employee welfare of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the employee welfare affected by crisis and gender of the respondents is rejected. This reveals that the gender of the customer is associated in their perception of employee welfare of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the employee factor being affected by crisis and gender of the respondents is accepted.

Gender * Part_B_Q3_11 Stock Market

			Part_B_Q3_12 Stock Market				Total
			No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	25	40	183	155	403
		% within Gender	6.2%	9.9%	45.4%	38.5%	100.0%
		% within Part_B_Q3_12 Stock Market	61.0%	54.1%	68.5%	68.3%	66.2%
	Female	Count	16	34	84	72	206
		% within Gender	7.8%	16.5%	40.8%	35.0%	100.0%

	% within Part_B_Q3_12 Stock Market	39.0%	45.9%	31.5%	31.7%	33.8%
Total	Count	41	74	267	227	609
	% within Gender	6.7%	12.2%	43.8%	37.3%	100.0%
	% within Part_B_Q3_12 Stock Market	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on the effect to Stock Market of the company due to crisis among the male and the female. The data exposed that nearly 7 per cent of respondents are not aware of the crisis, about 44 per cent respondents are aware of crisis, around 37 per cent respondents are highly interested in crisis of the company and nearly 12 per cent of the respondents remain neutral on the crisis. Among the male, nearly 6 per cent respondents are not aware of crisis, about 45 per cent respondents are aware of crisis, around 39 per cent respondents are largely interested in crisis of the company and nearly 10 per cent of the respondents remain neutral on the crisis. Among the female, nearly 8 per cent respondents are not aware of crisis, about 41 per cent respondents are aware of crisis, 35 per cent respondents are largely interested in crisis of the company and nearly 17 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the stock market being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the stock market being affected by crisis and gender of the respondents

Stock market, sales and finances are the three most valued aspects of PR in any organization. The table seeks the identity the relationship between the gender of the customers' and their perception of stock market of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the stock market being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of effect on stock market of the company during crisis.

Gender * Part_B_Q3_12 Community

			Part_B_Q3_13 Community					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	1	56	74	192	80	403
		% within Gender	0.2%	13.9%	18.4%	47.6%	19.9%	100.0%
		% within Part_B_Q3_13 Community	50.0%	71.8%	66.1%	66.4%	62.5%	66.2%
	Female	Count	1	22	38	97	48	206
		% within Gender	0.5%	10.7%	18.4%	47.1%	23.3%	100.0%
		% within Part_B_Q3_13 Community	50.0%	28.2%	33.9%	33.6%	37.5%	33.8%
Total	Count	2	78	112	289	128	609	
	% within Gender	0.3%	12.8%	18.4%	47.5%	21.0%	100.0%	
	% within Part_B_Q3_13 Community	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data discovered on the effect to Community of the company due to crisis among the male and the female. The data exposed that around 0.3 per cent of respondents are not at all interested in crisis, about 13 per cent respondents are not aware of crisis, 47.5 per cent respondents are aware of crisis, 21 per cent respondents are highly interested in crisis of the company and nearly 18 per cent of the respondents remain neutral on the crisis. Among the male, 0.2 per cent of respondents are not at all interested to crisis, about 14 per cent respondents are not aware of crisis, 47.6 per cent respondents are aware of crisis, around 20 per cent respondents are largely interested in crisis of the company and 18.4 per cent of the respondents remain neutral on the crisis. Among the female, 0.5 per cent of respondents are not at all interested to crisis, about 11 per cent respondents are not aware of crisis, 47 per cent respondents are aware of crisis, around 23.3 per cent respondents are largely interested in crisis of the company and 18.4 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the community perception being affected by crisis and gender of the respondents

Ha - There is a significant relationship between public opinion on the community perception being affected by crisis and gender of the respondents

The table seeks the identity the relationship between the gender of the customers' and

their perception of community as external public of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the role of community being affected by crisis and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of effect community on the company during crisis. Community as an external public and stake holder is highly valued aspects of PR in any organization.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

Gender * Part_B_Q4_1 Brand/ Company

			Part_B_Q4_1 Brand/ Company		Total
			No	Yes	
Gender	Male	Count	345	58	403
		% within Gender	85.6%	14.4%	100.0%
		% within Part_B_Q4_1 Brand/ Company	65.1%	73.4%	66.2%
	Female	Count	185	21	206
		% within Gender	89.8%	10.2%	100.0%
		% within Part_B_Q4_1 Brand/ Company	34.9%	26.6%	33.8%
Total	Count	530	79	609	
	% within Gender	87.0%	13.0%	100.0%	
	% within Part_B_Q4_1 Brand/ Company	100.0%	100.0%	100.0%	

N=609

The analysis data revealed that information of crisis about Brand/Company among the male and the female. The data displays that about 87% respondents are having no idea of crisis and 13% respondents are concerned about crisis of the company. Among the male, nearly 86% respondents are not aware regarding crisis and around 14 % respondents are aware of the crisis. Among the female, nearly 90% respondents are not aware regarding crisis and around 10 % respondents are aware of the crisis

Ho – There is no significant relationship between awareness brand or company being the consumers’ first source of information and gender of the respondents

Ha - There is a significant relationship between awareness brand or company being the consumers’ first source of information and gender of the respondents

The table seeks the identity the relationship between the gender of the customers' and their perception of brand or company as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness brand or company being the consumers' first source of information and gender of the respondents cannot be rejected. This reveals that the gender of the customer is not associated in their perception of brand or company being the consumers' first source of information during crisis.

Gender * Part_B_Q4_2 Social Media

			Part_B_Q4_2 Social Media		Total
			No	Yes	
Gender	Male	Count	329	74	403
		% within Gender	81.6%	18.4%	100.0%
		% within Part_B_Q4_2 Social Media	67.4%	61.2%	66.2%
	Female	Count	159	41	200
		% within Gender	77.2%	22.8%	100.0%
		% within Part_B_Q4_2 Social Media	32.6%	38.8%	33.8%
Total	Count	488	121	609	
	% within Gender	80.1%	19.9%	100.0%	
	% within Part_B_Q4_2 Social Media	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on the information of crisis by way of social media among the male and the female. The data exhibits that a majority of 80% respondents are not aware of crisis and 20% respondents are awake regarding crisis through social media. Among the male, about 82% respondents having no idea about crisis and nearly 18 % respondents know about crisis through social media. Among the female, about 77% respondents having no idea about crisis and nearly 23 % respondents know about crisis through social media.

Ho – There is no significant relationship between awareness social media being the consumers' first source of information and gender of the respondents

Ha - There is a significant relationship between awareness social media being the consumers' first source of information and gender of the respondents

The table seeks the identity the relationship between the gender of the customers' and their perception of in the use of social media as a first source of communication in an

organization during crisis. In an era of digital media, use of social media by a company to inform public is substantial factor of PR in any organization. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness social media being the consumers' first source of information and gender of the respondents and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of social media being used as a first source of information to the consumers' during crisis.

Gender * Part_B_Q4_3 Public

			Part_B_Q4_3 Public		Total
			No	Yes	
Gender	Male	Count	372	3	401
		% within Gender	92.3%	7.7%	100.0%
		% within Part_B_Q4_3 Public	67.1%	56.4%	66.2%
	Female	Count	182	24	206
		% within Gender	88.3%	11.7%	100.0%
		% within Part_B_Q4_3 Public	32.9%	43.6%	33.8%
Total		Count	554	55	609
		% within Gender	91.0%	9.0%	100.0%
		% within Part_B_Q4_3 Public	100.0%	100.0%	100.0%

N=609

The data revealed on information of crisis by way of Public among the male and the female. The analysis data reveals that a majority of 91% respondents are not aware of crisis and merely 9% respondents are attentive regarding crisis through Public. Among the male, 92.3% respondents having no idea about crisis and only around 8% respondents know about crisis through Public.

Ho – There is no significant relationship between awareness external public being the consumers' first source of information and gender of the respondents

Ha - There is a significant relationship between awareness external public being the consumers' first source of information and gender of the respondents

The public, external stake holders for a company are most crucial with regards to crisis and communication. The PR department values public support during crisis in order to offset and rumors. The table seeks the identity the relationship between the gender of the customers' and their perception 'public' as a first source of

communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness external public being the consumers' first source of information and gender of the respondents is not rejected. This reveals that the gender of the customer is associated in their perception of public being used as a first source of information to the consumers' during crisis.

Gender * Part_B_Q4_4 Media

			Part_B_Q4_4 Media		Total
			No	Yes	
Gender	Male	Count	287	116	403
		% within Gender	71.2%	28.8%	100.0%
		% within Part_B_Q4_4 Media	68.3%	61.4%	66.2%
	Female	Count	133	73	206
		% within Gender	64.6%	35.4%	100.0%
		% within Part_B_Q4_4 Media	31.7%	38.6%	33.8%
Total	Count	420	189	609	
	% within Gender	69.0%	31.0%	100.0%	
	% within Part_B_Q4_4 Media	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on information of crisis by way of Media among the male and the female. The data exposes that 69% respondents are not aware of crisis and 31% respondents are aware regarding crisis through Media. Among the male, nearly 71% respondents having no idea about crisis and about 29 % respondents know about crisis through Media. Among the female, nearly 65% respondents having no idea about crisis and about 35 % respondents know about crisis through Media.

Ho – There is no significant relationship between awareness mass media being the consumers' first source of information and gender of the respondents

Ha - There is a significant relationship between awareness mass media being the consumers' first source of information and gender of the respondents

The table seeks the identity the relationship between the gender of the customers' and their perception of in the use of mass media as a first source of communication in an organization during crisis. Traditional mass media are extensively used by a company to inform public is substantial factor of PR in any organization. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness media being the consumers' first source of

information and gender of the respondents and gender of the respondents is not rejected. This reveals that the gender of the customer is not associated in their perception of media being used as a first source of information to the consumers' during crisis.

Gender * Part_B_Q4_5 Seller

			Part_B_Q4_5 Seller		Total
			No	Yes	
Gender	Male	Count	380	23	403
		% within Gender	94.3%	5.7%	100.0%
		% within Part_B_Q4_5 Seller	67.3%	52.3%	66.2%
	Female	Count	185	21	206
		% within Gender	89.8%	10.2%	100.0%
		% within Part_B_Q4_5 Seller	32.7%	47.7%	33.8%
Total		Count	565	44	609
		% within Gender	92.8%	7.2%	100.0%
		% within Part_B_Q4_5 Seller	100.0%	100.0%	100.0%

N=609

The analysis data exposed on information of crisis through Seller among the male and the female. The data reveals that majority of 93% respondents are not aware of crisis and merely 7 respondents are awake regarding crisis by way of Seller. Among the male, about 94% respondents having no idea about crisis and around 6 % respondents know about crisis through Seller. Among the female, about 90% respondents having no idea about crisis and around 10 % respondents know about crisis through Seller.

Ho – There is no significant relationship between awareness seller being the consumers' first source of information and gender of the respondents

Ha - There is a significant relationship between awareness seller being the consumers' first source of information and gender of the respondents

Sellers or retailers are the eyes and ears used to inform the public by the PR in any organization. The table seeks the identity the relationship between the gender of the customers' and their perception of in the use of sellers and retailers as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness sellers and retailers being the consumers' first source of information and gender of the respondents is rejected. This shows that the gender of the customer is associated in their perception of sellers and retailers being used as a

first source of information to the consumers' during crisis.

Q5. Please select the option which most accurately reflects your opinion about the following statements

Gender * Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

			Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	53	118	84	110	38	403
		% within Gender	13.2%	29.3%	20.8%	27.3%	9.4%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	64.6%	79.2%	59.6%	65.5%	55.1%	66.2%
	Female	Count	29	31	57	58	31	206
		% within Gender	14.1%	15.0%	27.7%	28.2%	15.0%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	35.4%	20.8%	40.4%	34.5%	44.9%	33.8%
Total	Count	82	149	141	168	69	609	
	% within Gender	13.5%	24.5%	23.2%	27.6%	11.3%	100.0%	
	% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To question regarding trusted brand there is a change in your perception of the brand due to crisis event among the male and the female. The analysis data exposed that about 13.5 per cent of respondents are not at all change due to crisis, 24.5 per cent respondents are not aware of crisis, 27.6 per cent respondents are change due to crisis, nearly 11 per

cent respondents are highly changed due to crisis event and about 23 per cent of the respondents remain neutral. Among the male, nearly 13 per cent of respondents are not at all changed due to crisis, 29.3 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, 9.4 per cent respondents are largely changed due to crisis event and 20.8 per cent of the respondents remain neutral. Among the female, nearly 14 per cent of respondents are not at all changed due to crisis, 15 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, 15 per cent respondents are largely changed due to crisis event and 27.7 per cent of the respondents remain neutral.

Ho – There is no significant relationship between public perception due to crisis in the trusted brand and gender of the respondents

Ha - There is a significant relationship between change in perception due to crisis in the trusted brand and gender of the respondents

Brand trust is a significant factor in crisis mismanagement in a company. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is more the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis in the trusted brand and gender of the respondents is rejected. It can be inferred that gender as variable does influence the customers’ perception about the brand during crisis. In other words, the perception about brand is influenced by the gender of the customer,

Gender * Part_B_Q5_2 You empathize towards the brand during times of crisis:

		Part_B_Q5_2 You empathize towards the brand during times of crisis:					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Gender	Male	Count	47	60	141	121	34	403
		% within Gender	11.7%	14.9%	35.0%	30.0%	8.4%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	65.3%	63.2%	66.8%	67.6%	65.4%	66.2%
	Female	Count	25	35	70	58	18	206
		% within Gender	12.1%	17.0%	34.0%	28.2%	8.7%	100.0%

		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	34.7%	36.8%	33.2%	32.4%	34.6%	33.8%
Total		Count	72	95	211	179	51	60
		% within Gender	11.8%	15.6%	34.6%	29.4%	8.5%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

In the given above table on question regarding empathize towards the brand during times of crisis among the male and the female. The analysis data shown that about 12 per cent of respondents are not at all sympathize due to crisis, 15.6 per cent respondents are not sympathize of crisis, 29.4 per cent respondents are sympathize due to crisis, nearly 8.5 per cent respondents are highly sympathize due to crisis and a majority of 34.6 per cent of the respondents remain neutral. Among the male, about 12 per cent of respondents are not at all sympathize due to crisis, around 15 per cent respondents are not sympathize due to crisis, 30 per cent respondents are sympathize due to crisis, about 8 per cent respondents are largely sympathize due to crisis event and 35 per cent of the respondents remain neutral. Among the female, about 12 per cent of respondents are not at all sympathize due to crisis, around 17 per cent respondents are not sympathize due to crisis, 28.2 per cent respondents are sympathize due to crisis, about 9 per cent respondents are largely sympathize due to crisis event and 34 per cent of the respondents remain neutral.

Ho – There is no significant relationship between public empathy and gender of the respondents

Ha - There is a significant relationship between public empathy and gender of the respondents

Public empathy is a crucial for a company during crisis. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand and empathize. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis on public empathy towards a company and gender of the respondents cannot be rejected. It can be inferred that gender as variable does influence the customers' perception about the brand and empathy during crisis. In other words, the public empathy remains same irrespective of the gender of the

customer,

Gender * Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand

			Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	21	38	102	133	103	403
		% within Gender	5.7%	9.4%	25.3%	33.5%	26.1%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	67.6%	65.5%	65.4%	69.6%	62.9%	66.2%
	Female	Count	1	20	54	59	62	200
		% within Gender	5.3%	9.7%	26.2%	28.6%	30.1%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	32.4%	34.5%	34.6%	30.4%	37.1%	33.8%
Total	Count	34	58	156	192	165	609	
	% within Gender	5.6%	9.5%	25.6%	31.9%	27.4%	100.0%	
	% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given above table on question regarding honest confession of the crisis is beneficial for the brand among the male and the female. The analysis data displayed that about 5.6 per cent of respondents are not at all honest confession during crisis, 9.5 per cent respondents are not honest confession of crisis, about 32 per cent respondents are honest confession to crisis, nearly 27 per cent respondents are highly honest confession in the period of crisis and 25.6 per cent of the respondents remain neutral. Among the male, nearly 6 per cent of respondents are not at all honest confession during crisis, 9.4 per cent respondents are not honest confession of crisis, 33.5 per cent respondents are honest confession to crisis, nearly 26 per cent respondents are highly honest confession in period of crisis and around 25 per cent of the respondents remain neutral. Among the female, nearly 5 per cent of respondents are not at all honest confession during crisis, about 10 per cent respondents are not honest confession of

crisis, 28.6 per cent respondents are honest confession to crisis, nearly 30 per cent respondents are highly honest confession in period of crisis and around 26 per cent of the respondents remain neutral.

Ho – There is no significant relationship between honest confession by the company being beneficial and gender of the respondents

Ha - There is a significant relationship between honest confession by the company being beneficial and gender of the respondents

The question deals with the honest confession of the crisis, is beneficial for the brand and whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between honest confession by the company being beneficial and gender of the respondents cannot be rejected. It can be inferred that gender as variable does influence the customer when a company makes a honest confession about the crisis to its customers. In other words, the public perception remains same irrespective of the gender of the customer.

Gender * Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

			Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	12	13	106	100	172	403
		% within Gender	3.0%	3.2%	26.3%	24.8%	42.7%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	80.0%	65.0%	67.1%	61.7%	67.7%	66.2%
	Female	Count	3	7	52	62	82	206
		% within Gender	1.5%	3.4%	25.2%	30.1%	39.8%	100.0%

	% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	20.0%	35.0%	32.9%	38.3%	32.3%	33.8%
Total	Count	15	20	158	162	254	609
	% within Gender	2.5%	3.3%	25.9%	26.6%	41.7%	100.0%
	% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on extent to which your purchase decisions is impacted if the brand was facing a crisis situation among the male and the female. The analysis data revealed that about 2.5 per cent of respondents are not at all impact decisions during crisis, 3.3 per cent respondents are not impact decisions of crisis, about 26.6 per cent respondents are impact decisions to crisis, nearly 42 per cent respondents are highly impact decisions in the period of crisis and a majority of 26 per cent of the respondents remain neutral. Among the male, nearly 3 per cent of respondents are not at all impact decisions during crisis, 3.2 per cent respondents are not impact decisions of crisis, about 25 per cent respondents are impact decisions to crisis, nearly 43 per cent respondents are highly impact decisions in the period of crisis and 26.3 per cent of the respondents remain neutral. Among the female, nearly 2 per cent of respondents are not at all impact decisions during crisis, 3.4 per cent respondents are not impact decisions of crisis, about 30 per cent respondents are impact decisions to crisis, nearly 40 per cent respondents are highly impact decisions in the period of crisis and 25.2 per cent of the respondents remain neutral.

Ho – There is no significant relationship between the impact on purchase decisions during crisis situation and gender of the respondents

Ha - There is a significant relationship between the impact on purchase decisions during crisis situation and gender of the respondents

The question dealt with whether the customers change their perception purchase decisions due to crisis in the trust towards a brand or company. As the calculated

value of is far less than the table critical value, the null hypothesis of there is no significant relationship between the impact on purchase decisions during crisis situation and gender of the respondents, cannot be rejected. It can be inferred that gender as variable does influence the customers' purchase decision about the brand during crisis. In other words, the customers purchase choices remains same irrespective of the gender of the customer,

Gender * Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis

			Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	13	5	127	109	149	403
		% within Gender	3.2%	1.2%	31.5%	27.0%	37.0%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	72.2%	35.7%	69.0%	64.9%	66.2%	66.2%
	Female	Count	5	9	57	59	70	200
		% within Gender	2.4%	4.4%	27.7%	28.6%	36.9%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	27.8%	64.3%	31.0%	35.1%	33.8%	33.8%
Total	Count	18	14	184	168	223	609	
	% within Gender	3.0%	2.3%	30.2%	27.6%	36.9%	100.0%	

	% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

To a question on important to receive constant communication about latest developments with the brand during times of crisis among the male and the female. The analysis data discovered that about 3 per cent of respondents are not at all constant communication during crisis, 2.3 per cent respondents are not constant communication in crisis, about 27.6 per cent respondents are constant communication in crisis, nearly 40 per cent respondents are highly constant communication in the period of crisis and a majority of 30.2 per cent of the respondents remain neutral. Among the male, nearly 3 per cent of respondents are not at all constant communication during crisis, 1.2 per cent respondents are not constant communication in crisis, about 27 per cent respondents are constant communication in crisis, nearly 37 per cent respondents are highly constant communication in the period of crisis and 31.5 per cent of the respondents remain neutral. Among the female, nearly 2 per cent of respondents are not at all constant communication during crisis, 4.4 per cent respondents are not constant communication in crisis, about 29 per cent respondents are constant communication in crisis, nearly 37 per cent respondents are highly constant communication in the period of crisis and 27.7 per cent of the respondents remain neutral.

Ho – There is no significant relationship between customers receiving steady flow of information about latest developments on crisis and gender of the respondents

Ha - There is a significant relationship between customers receiving steady flow of information about latest developments on crisis and gender of the respondents

The question dealt with whether the customers change their perception in the absence of flow of information or not. During the crisis the customers await latest updates and a steady flow of information from the company during crisis. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between customers receiving steady flow of information about latest developments on crisis and gender of the respondents cannot be rejected. It can be

assumed that gender as variable does influence the customer perception when the information from the company is lacking during crisis. In other words, the customers purchase choices remains same irrespective of the gender of the customer.

Gender * Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand

			Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	6	18	115	111	153	403
		% within Gender	1.5%	4.5%	28.5%	27.5%	38.0%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	54.5%	72.0%	69.3%	67.7%	63.0%	66.2%
	Female	Count	5	7	51	53	90	206
		% within Gender	2.4%	3.4%	24.8%	25.7%	43.7%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	45.5%	28.0%	30.7%	32.3%	37.0%	33.8%
Total	Count	11	25	166	164	243	609	
	% within Gender	1.8%	4.1%	27.3%	26.9%	39.9%	100.0%	
	% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The data shown on extent to which advertisements strengthen consumer association with the brand among the male and the female. The analysis data discovered that about 2 per cent of respondents are not at all consumer association with the brand, 4.1 per

cent respondents are not consumer association with the brand, about 27 per cent respondents are consumer association with the brand, nearly 40 per cent respondents are highly consumer association with the brand and around 27.3 per cent of the respondents remain neutral. Among the male, nearly 1 per cent of respondents are not at all consumer association with the brand, 4.5 per cent respondents are not consumer association with the brand, about 28 per cent respondents are consumer association with the brand, nearly 38 per cent respondents are highly consumer association with the brand and 28.5 per cent of the respondents remain neutral. Among the female, nearly 2 per cent of respondents are not at all consumer association with the brand, 3.4 per cent respondents are not consumer association with the brand, about 26 per cent respondents are consumer association with the brand, nearly 44 per cent respondents are highly consumer association with the brand and 24.8 per cent of the respondents remain neutral.

Ho – There is no significant relationship between role of advertisements strengthening consumer association with the brand and gender of the respondents

Ha - There is a significant relationship between role of advertisements strengthening consumer association with the brand and gender of the respondents

During crisis many companies resort to advertisement campaign to inform the customers about the crisis the company is facing. The question is whether the advertisement campaign helps in mitigating the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of advertisements strengthening consumer association with the brand and gender of the respondents is not rejected. In other words, it can be concluded that the gender as a variable does influence the customers perception based on the advertisement campaign of the company during crisis.

Gender * Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand

			Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	53	34	17	87	51	403

		% within Gender	13.2%	8.4%	43.2%	21.6%	13.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	66.3%	66.7%	62.8%	70.2%	71.4%	66.2%
	Female	Count	27	17	103	37	22	20
		% within Gender	13.1%	8.3%	50.0%	18.0%	10.7%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	33.8%	33.3%	37.2%	29.8%	28.6%	33.8%
		Count	80	51	277	124	77	60
Total	% within Gender	13.1%	8.4%	45.5%	20.4%	12.6%	100.0%	
	% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data discovered on extent to which PSA's strengthen consumer association with the brand among the male and the female. The data exhibits that about 13 per cent of respondents are not at all PSA's consumer association with the brand, 8.4 per cent respondents are not PSA's consumer association with the brand, about 20 per cent respondents are PSA's consumer association with the brand, nearly 13 per cent respondents are highly PSA's consumer association with the brand and a majority of 45.5 per cent of the respondents remain neutral. Among the male, nearly 13 per cent of respondents are not at all PSA's consumer association with the brand, 8.4 per cent respondents are not PSA's consumer association with the brand, about 22 per cent respondents are PSA's consumer association with the brand, nearly 14 per cent respondents are highly PSA's consumer association with the brand and 43.2 per cent of the respondents remain neutral. Among the female, nearly 13 per cent of respondents are not at all PSA's consumer association with the brand, 8.3 per cent respondents are not PSA's consumer association with the brand, about 18 per cent respondents are PSA's consumer association with the brand, nearly 11 per cent respondents are highly

PSA’s consumer association with the brand and majority of 50 per cent of the respondents remain neutral.

Ho – There is no significant relationship between role of PSA in strengthening consumer association with the brand and gender of the respondents

Ha - There is a significant relationship between role of PSA in strengthening consumer association with the brand and gender of the respondents

At the time crisis many companies resort to public service advertisement campaign to inform the customers about the crisis the company is facing. The question is whether the PSA campaign helps in justifying the crisis and keeps the public well informed.

As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of public service advertisements strengthening consumer association with the brand and gender of the respondents is not rejected. In other words it can be concluded that the gender as a variable does influence the customers perception based on the PSA campaign of the company during crisis.

Gender * Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance

			Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	15	47	125	104	112	403
		% within Gender	3.7%	11.7%	31.0%	25.8%	27.8%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	65.2%	77.0%	65.1%	64.2%	65.5%	66.2%
	Female	Count	8	14	67	58	59	206
		% within Gender	3.9%	6.8%	32.5%	28.2%	28.6%	100.0%

	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	34.8%	23.0%	34.9%	35.8%	34.5%	33.8%
Total	Count	23	61	192	162	171	609
	% within Gender	3.8%	10.0%	31.5%	26.6%	28.1%	100.0%
	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on change in your perception and reaction to the situation based on celebrity association and assurance among the male and the female. The data exposed that about 4 per cent of respondents are not at all celebrity association and assurance, 10 per cent respondents are not celebrity association and assurance, about 27 per cent respondents are celebrity association and assurance, nearly 28 per cent respondents are highly celebrity association and assurance and a majority of 31.5 per cent of the respondents remain neutral. Among the male, nearly 4 per cent of respondents are not at all celebrity association and assurance, around 12 per cent respondents are not celebrity association and assurance, about 26 per cent respondents are celebrity association and assurance, nearly 29 per cent respondents are highly celebrity association and assurance and 31 per cent of the respondents remain neutral. Among the female, nearly 4 per cent of respondents are not at all celebrity association and assurance, around 7 per cent respondents are not celebrity association and assurance, about 28 per cent respondents are celebrity association and assurance, nearly 29 per cent respondents are highly celebrity association and assurance and 32.5 per cent of the respondents remain neutral.

Ho – There is no significant relationship between change in perception based on the celebrity association with the brand and gender of the respondents

Ha - There is a significant relationship between change in perception based on the celebrity association with the brand and gender of the respondents

At the time crisis many companies resort to celebrity endorsement campaign to

inform the customers about the crisis the company is facing and gain credibility. The question is whether the celebrity endorsement campaign helps in justifying the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between change in perception based on the celebrity association with the brand and gender of the respondents and gender of the respondents is not rejected. In other words, it can be concluded that the gender as a variable does not influence the customers perception based on the celebrity endorsement campaign of the company during crisis.

Gender * Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis

			Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	5	10	11	95	182	403
		% within Gender	1.2%	2.5%	27.5%	23.6%	45.2%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	62.5%	83.3%	65.3%	60.9%	69.2%	66.2%
	Female	Count	3	2	59	61	81	206
		% within Gender	1.5%	1.0%	28.6%	29.6%	39.3%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	37.5%	16.7%	34.7%	39.1%	30.8%	33.8%
Total		Count	8	12	170	156	263	609
		% within Gender	1.3%	2.0%	27.9%	25.6%	43.2%	100.0%

	% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data displayed regarding extent of negative feeling if the brand is not being communicative during times of crisis among the male and the female. The data exhibits that about 1 per cent of respondents are not at all extent of negative feeling during crisis, 2 per cent respondents are not extent of negative feeling during crisis, about 26 per cent respondents are extent of negative feeling during crisis, nearly 43 per cent respondents are highly extent of negative feeling during crisis and a majority of about 28 per cent of the respondents remain neutral. Among the male nearly 1 per cent of respondents are not at all extent of negative feeling during crisis, 2.5 per cent respondents are not extent of negative feeling during crisis, about 24 per cent respondents are extent of negative feeling during crisis, nearly 45 per cent respondents are highly extent of negative feeling during crisis and of 27.5 per cent of the respondents remain neutral. Among the female nearly 2 per cent of respondents are not at all extent of negative feeling during crisis, 1 per cent respondents are not extent of negative feeling during crisis, about 30 per cent respondents are extent of negative feeling during crisis, nearly 39 per cent respondents are highly extent of negative feeling during crisis and around 29 per cent of the respondents remain neutral.

Ho – There is no significant relationship between changes in negative perception due to lack of communication and gender of the respondents

Ha - There is a significant relationship between change in negative perception due to lack of communication and gender of the respondents

Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed. The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between changes in negative perception due to lack of communication and gender of the respondents is not rejected. In other words it can be concluded that the gender as a

variable does not influence the customers negative perception and feeling when companies fail to inform them about the crisis.

Gender * Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

			Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	145	76	122	37	23	403
		% within Gender	36.0%	18.9%	30.3%	9.2%	5.7%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	69.7%	65.0%	64.6%	67.3%	57.5%	66.2%
	Female	Count	63	41	67	18	17	206
		% within Gender	30.6%	19.9%	32.5%	8.7%	8.3%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	30.3%	35.0%	35.4%	32.7%	42.5%	33.8%
Total	Count	208	117	189	55	40	609	
	% within Gender	34.2%	19.2%	31.0%	9.0%	6.6%	100.0%	
	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data displayed that regarding consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past among the male and the female. The data showed that about 34 per cent of respondents are not at all consumer loyalty with the brand during crisis, 19.2 per cent respondents are not

consumer loyalty with the brand during crisis, about 9 per cent respondents are consumer loyalty with the brand during crisis, nearly 6.6 per cent respondents are highly consumer loyalty with the brand during crisis and a majority of about 31 per cent of the respondents remain neutral. Among the male, nearly 36 per cent of respondents are not at all consumer loyalty with the brand during crisis, around 19 per cent respondents are not consumer loyalty with the brand during crisis, about 9 per cent respondents are consumer loyalty with the brand during crisis, nearly 6 per cent respondents are highly consumer loyalty with the brand during crisis and a majority of about 30 per cent of the respondents remain neutral. Among the female, nearly 31 per cent of respondents are not at all consumer loyalty with the brand during crisis, around 20 per cent respondents are not consumer loyalty with the brand during crisis, about 9 per cent respondents are consumer loyalty with the brand during crisis, nearly 8 per cent respondents are highly consumer loyalty with the brand during crisis and a majority of about 33 per cent of the respondents remain neutral.

Ho – There is no significant relationship between retaining brand loyalty during crisis and gender of the respondents

Ha - There is a significant relationship between retaining brand loyalty during crisis and gender of the respondent
The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between changes in negative perception due to lack of communication and gender of the respondents is not rejected. In other words it can be concluded that the gender as a variable does not influence the customers' negative perception and feeling when companies fail to inform them about the crisis.

Gender * Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

			Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	2	39	116	95	151	403
		% within Gender	0.5%	9.7%	28.8%	23.6%	37.5%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	61.9%	69.0%	62.1%	67.7%	66.2%
	Female	Count	0	24	52	58	72	206
		% within Gender	0.0%	11.7%	25.2%	28.2%	35.0%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	38.1%	31.0%	37.9%	32.3%	33.8%
Total	Count	2	63	168	153	223	609	
	% within Gender	0.3%	10.3%	27.6%	25.1%	36.6%	100.0%	
	% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given data on a question regarding clear and honest communication retains your trust, perception, loyalty and association towards the brand among the male and the female. The analysis data revealed that about 0.3 per cent of respondents are not at all honest communication retains your trust during crisis, 10.3 per cent respondents are not honest communication retains your trust during crisis, about 25 per cent respondents

are honest communication retains your trust during crisis, nearly 36.6 per cent respondents are highly honest communication retains your trust during crisis and a majority of about 27.6 per cent of the respondents remain neutral. Among the male, nearly 0.5 per cent of respondents are not at all honest communication retains your trust during crisis, about 10 per cent respondents are not honest communication retains your trust during crisis, about 24 per cent respondents are honest communication retains your trust during crisis, nearly 38 per cent respondents are highly honest communication retains your trust during crisis and 28.8 per cent of the respondents remain neutral. Among the female, nearly 0.0 per cent of respondents are not at all honest communication retains your trust during crisis, about 12 per cent respondents are not honest communication retains your trust during crisis, about 28 per cent respondents are honest communication retains your trust during crisis, nearly 35 per cent respondents are highly honest communication retains your trust during crisis and 25.2 per cent of the respondents remain neutral.

Ho – There is no significant relationship between retaining brand trust due to factual and clear communication during crisis and gender of the respondents

Ha - There is a significant relationship between retaining brand trust due to factual and clear communication during crisis and gender of the respondents

The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is more than the table critical value, the null hypothesis there is no significant relationship between retaining brand trust due to factual and clear communication during crisis and gender of the respondents is not rejected. In other words, it can be concluded that the gender as a variable does not influence the customers' factual nature of communication and customer perception about the crisis.

Gender * Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis

			Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	3	46	117	111	119	406
		% within Gender	0.7%	11.4%	29.0%	29.3%	29.5%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	50.0%	69.7%	65.0%	67.4%	65.4%	66.2%
	Female	Count	3	20	63	51	63	200
		% within Gender	1.5%	9.7%	30.6%	27.7%	30.6%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	50.0%	30.3%	35.0%	32.6%	34.6%	33.8%
Total	Count	6	66	180	172	182	606	
	% within Gender	1.0%	10.8%	29.6%	28.7%	29.9%	100.0%	
	% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given data on a question regarding direct communication from top executives or head of the company helps build trust during time of crisis among the male and the female. The analysis data revealed that about 1 per cent of respondents are not at all, 10.8 per cent respondents are not, about 28.7 per cent respondents are and nearly 30 per cent respondents are highly direct communication retains your trust during crisis and a majority of about 30 per cent of the respondents remain neutral. Among the male, nearly 1 per cent of respondents are not at all, around 11 per cent respondents are not, 29.3 per

cent respondents are honest and nearly 30 per cent respondents are highly honest communication retains your trust during crisis and a majority of about 29 per cent of the respondents remain neutral. Among the female, nearly 3 per cent of respondents are not at all, around 9 per cent respondents are not, 23 per cent respondents are honest and nearly 31 per cent respondents are highly honest communication retains your trust during crisis and a majority of about 35 per cent of the respondents remain neutral.

Ho – There is no significant relationship between building trust due to top company executives communicating with consumers during crisis and gender of the respondents

Ha - There is a significant relationship between building trust due to top company executives communicating with consumers during crisis and gender of the respondents

During crisis it is in general expected that the top executives would address the concerns of the customers. The data results have indicated that the calculated value is below the table critical value and the null hypothesis of there is no significant relationship between building trust due to top company executives communicating with consumers during crisis and gender of the respondents cannot be rejected. It can be inferred that the gender as a variable is not associated with the building of trust due to top company executives communicating with consumers during crisis.

Gender * Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

			Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	15	71	109	101	107	403
		% within Gender	3.7%	17.6%	27.0%	25.1%	26.6%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	65.2%	65.1%	66.1%	63.9%	69.5%	66.2%
	Female	Count	8	38	56	57	47	206
		% within Gender	3.9%	18.4%	27.2%	27.7%	22.8%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	65.2%	65.1%	66.1%	63.9%	69.5%	66.2%

	% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	34.8%	34.9%	33.9%	36.1%	30.5%	33.8%
Total	Count	23	109	165	158	154	609
	% within Gender	3.8%	17.9%	27.1%	25.9%	25.3%	100.0%
	% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed regarding important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis among the male and the female. The data shows that about 4 per cent of respondents are not at all brand emerging from crisis, around 18 per cent respondents are not brand emerging from crisis, about 26 per cent respondents are brand emerging from crisis, nearly 25 per cent respondents are highly brand emerging from crisis and a majority of about 27 per cent of the respondents remain neutral. Among the male, nearly 4 per cent of respondents are not at all brand emerging from crisis, 17.6 per cent respondents are not brand emerging from crisis, about 25 per cent respondents are brand emerging from crisis, nearly 27 per cent respondents are highly brand emerging from crisis and per cent of the respondents remain neutral. Among the female, nearly 4 per cent of respondents are not at all brand emerging from crisis, 18.4 per cent respondents are not brand emerging from crisis, about 28 per cent respondents are brand emerging from crisis, nearly 23 per cent respondents are highly brand emerging from crisis and a majority of about 27 per cent of the respondents remain neutral.

Ho – There is no significant relationship between consumer being associated with brand during crisis and beyond and gender of the respondents

Ha - There is a significant relationship between consumer being associated with brand during crisis and beyond and gender of the respondents

When a company is in crisis It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between consumer being associated with brand during crisis and beyond and gender of the respondents is not rejected. Alternatively, there is no relationship between consumer being associated with brand during crisis and beyond and gender of the respondents.

Gender * Part_B_Q5_14 Mass media plays an important role during crisis

			Part_B_Q5_14 Mass media plays an important role during crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	9	25	70	141	158	403
		% within Gender	2.2%	6.2%	17.4%	35.0%	39.2%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	81.8%	62.5%	58.8%	70.9%	65.8%	66.2%
	Female	Count	2	15	49	58	82	206
		% within Gender	1.0%	7.3%	23.8%	28.2%	39.8%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	18.2%	37.5%	41.2%	29.1%	34.2%	33.8%
Total	Count	11	40	119	199	240	609	
	% within Gender	1.8%	6.6%	19.5%	32.7%	39.4%	100.0%	
	% within Part_B_Q5_14 Mass media plays an important role during crisis	100.0%	100.0%	100.0%	100.0%	0.0%	100.0%	

N=609

The analysis data revealed regarding Mass media plays an important role during crisis among the male and the female. The data displays that about 2 per cent of respondents are not at all found any role of Mass Media during crisis, around 7 per cent respondents are not found any role of Mass Media during crisis, about 33 per cent respondents are found major role of Mass Media during crisis, nearly 39 per cent respondents are highly found role of Mass Media during crisis, and 19.5 per cent of the respondents remain

neutral. Among the male, 2.2 per cent of respondents are not at all found any role of Mass Media during crisis, around 6 per cent respondents are not found any role of Mass Media during crisis, about 35 per cent respondents are found major role of Mass Media during crisis, nearly 39 per cent respondents are highly found role of Mass Media during crisis and about 17 per cent of the respondents remain neutral. Among the female, 1 per cent of respondents are not at all found any role of Mass Media during crisis, around 7 per cent respondents are not found any role of Mass Media during crisis, about 28 per cent respondents are found major role of Mass Media during crisis, nearly 40 per cent respondents are highly found role of Mass Media during crisis and a majority of about 24 per cent of the respondents remain neutral.

Ho – There is no significant relationship between perceived role of media during crisis and gender of the respondents

Ha - There is a significant relationship between perceived role of media during crisis and gender of the respondents

During crisis the perceived role of mass media is critical in informing the public about the true nature of crisis. . As the calculated value is more than the table critical value, the null hypothesis of there is no significant relationship between perceived role of media during crisis and gender of the respondents is not rejected, The alternate hypothesis of there is a significant relationship between perceived role of media during crisis and gender of the respondents is not accepted in this case.

Gender * Part_B_Q5_15 The portrayal of crisis by the media is generally believed

			Part_B_Q5_15 The portrayal of crisis by the media is generally believed					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	2	23	112	117	145	400
		% within Gender	0.5%	5.7%	27.8%	29.0%	37.0%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	66.7%	76.7%	65.1%	66.5%	65.4%	66.2%
	Female	Count	1	7	60	59	77	205
		% within Gender	0.5%	3.4%	29.1%	28.6%	38.3%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	16.7%	8.3%	46.2%	45.7%	58.3%	53.8%

	% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	33.3%	23.3%	34.9%	33.5%	34.6%	33.8%
Total	Count	3	30	172	176	228	609
	% within Gender	0.5%	4.9%	28.2%	28.9%	37.4%	100.0%
	% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed that the portrayal of crisis by the media is generally believed among the male and the female. The data discovered that about 0.5 per cent of respondents are not at all found portrayal of crisis by Media during crisis, around 5 per cent respondents are not found portrayal of crisis by Media during crisis, about 29 per cent respondents are found portrayal of crisis by Media during crisis, nearly 37 per cent respondents are highly found portrayal of crisis by Media during crisis and 28.2 per cent of the respondents remain neutral. Among the male, nearly 0.5 per cent of respondents are not at all found portrayal of crisis by Media during crisis, around 6 per cent respondents are not found portrayal of crisis by Media during crisis, 29 per cent respondents are found portrayal of crisis by Media during crisis, 37 per cent respondents are highly found portrayal of crisis by Media during crisis and 27.8 per cent of the respondents remain neutral. Among the female, nearly 1 per cent of respondents are not at all found portrayal of crisis by Media during crisis, around 3 per cent respondents are not found portrayal of crisis by Media during crisis, about 29 per cent respondents are found portrayal of crisis by Media during crisis, nearly 38 per cent respondents are highly found portrayal of crisis by Media during crisis and 29 per cent of the respondents remain neutral.

Ho – There is no significant relationship between portrayal of crisis by the media and gender of the respondents

Ha - There is a significant relationship between portrayal of crisis by the media and gender of the respondents

As the calculated value is less than the table critical value, the null hypothesis of

There is no significant relationship between portrayal of crisis by the media and

gender of the respondents is not rejected, The alternate hypothesis of there is a

significant relationship between perceived role of media during crisis and gender of

the respondents cannot be accepted in this case. During crisis the portrayal of crisis by the media is generally believed and is critical in informing the public about the true nature of crisis.

Gender * Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

			Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Gender	Male	Count	1	20	95	130	157	403
		% within Gender	0.2%	5.0%	23.6%	32.3%	39.0%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	83.3%	62.5%	67.4%	66.0%	66.2%
	Female	Count	1	4	57	63	81	206
		% within Gender	0.5%	1.9%	27.7%	30.6%	39.3%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	16.7%	37.5%	32.6%	34.0%	33.8%
Total	Count	2	24	152	193	238	609	
	% within Gender	0.3%	3.9%	25.0%	31.7%	39.1%	100.0%	
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data discovered that the Media portrayal affects consumer perception, understanding and analyzing of the crisis situation among the male and the female. The data revealed that about 0.3 per cent of respondents are not at all shows Media portrayal

affects consumer perception around 4 per cent respondents are not shows Media portrayal affects consumer perception, about 32 per cent respondents are found Media portrayal affects consumer perception, nearly 39 per cent respondents are highly found Media portrayal affects consumer perception and 25 per cent of the respondents remain neutral. Among the male, 0.2 per cent of respondents are not at all shows Media portrayal affects consumer perception, around 5 per cent respondents are not shows Media portrayal affects consumer perception about 32 per cent respondents are shown that Media portrayal affects consumer perception, 39 per cent respondents are highly shown Media portrayal affects consumer perception and around 24 per cent of the respondents remain neutral. Among the female, 0.5 per cent of respondents are not at all shows Media portrayal affects consumer perception, around 2 per cent respondents are not shows Media portrayal affects consumer perception about 31 per cent respondents are shown that Media portrayal affects consumer perception, nearly 39 per cent respondents are highly shown Media portrayal affects consumer perception and around 28 per cent of the respondents remain neutral.

Ho – There is no significant relationship between consumer perception of crisis as portrayed by media and gender of the respondents

Ha - There is a significant relationship between consumer perception of crisis as portrayed by media and gender of the respondents

Media plays an important role in crisis information and creation of the image of the company. The general belief during crisis the portrayal affects consumer perception, understanding and analyzing of the crisis situation. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between consumer perception of crisis as portrayed by media and gender of the respondents is not rejected, the alternate hypothesis of There is a significant relationship between consumer perception of crisis as portrayed by media and gender of the respondents cannot be accepted.

Gender * Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable

Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable					Total
No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	

Gender	Male	Count	2	34	120	120	127	403
		% within Gender	0.5%	8.4%	29.8%	29.8%	31.5%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	40.0%	60.7%	64.9%	67.4%	68.6%	66.2%
	Female	Count	3	22	65	58	58	206
		% within Gender	1.5%	10.7%	31.6%	28.2%	28.2%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	60.0%	39.3%	35.1%	32.6%	31.4%	33.8%
Total	Count	5	56	185	178	185	609	
	% within Gender	0.8%	9.2%	30.4%	29.2%	30.4%	100.0%	
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To a question on social media availability and interaction of a brand during crisis more effective and reliable among the male and the female. The analysis data revealed that about 1 per cent of respondents are not at all support social media availability and interaction during crisis, around 9 per cent respondents are not said social media availability and interaction during crisis, about 29 per cent respondents are agreed that social media availability and interaction during crisis, nearly 30 per cent respondents are highly found social media availability and interaction during crisis and a majority of 30.4 per cent of the respondents remain neutral. Among the male, 0.5 per cent of respondents are not at all support social media availability and interaction during crisis, around 8 per cent respondents are not said social media availability and interaction during crisis, about 30 per cent respondents are upkeep that social media availability and interaction during crisis, nearly 32 per cent respondents are highly establish that social media availability and interaction during crisis and about 30 per cent of the respondents remain neutral. Among the female, nearly 2 per cent of respondents are not

at all support social media availability and interaction during crisis, around 11 per cent respondents are not said social media availability and interaction during crisis, about 28 per cent respondents are upkeep that social media availability and interaction during crisis, nearly 28 per cent respondents are highly establish that social media availability and interaction during crisis and about 32 per cent of the respondents remain neutral.

Ho – There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and gender of the respondents

Ha - There is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and gender of the respondents

Social media plays an important role in crisis information and creation of the image of the company. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and gender of the respondents is not rejected, The alternate hypothesis of there is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and gender of the respondents is accepted. It can be inferred that the gender of the respondent is associated with the effectiveness and reliability of social media when a brand is in crisis and gender of the respondents

VARIABLE 3

EDUCATION

Q2. Awareness about the following companies/products which suffered from crisis in recent times

Education * Part_B_Q2_1 Maggi

			Part_B_Q2_1 Maggi		Total
			No	Yes	
Education	Graduate	Count	66	170	236
		% within Education	28.0%	72.0%	100.0%
		% within Part_B_Q2_1 Maggi	43.4%	37.2%	38.8%
	Post Graduate	Count	69	232	301
		% within Education	22.9%	77.1%	100.0%
		% within Part_B_Q2_1 Maggi	45.4%	50.8%	49.4%
	Doctorate	Count	6	28	34
		% within Education	17.6%	82.4%	100.0%

		% within Part_B_Q2_1 Maggi	3.9%	6.1%	5.6%
	Any other	Count	11	27	38
		% within Education	28.9%	71.1%	100.0%
		% within Part_B_Q2_1 Maggi	7.2%	5.9%	6.2%
Total		Count	152	457	609
		% within Education	25.0%	75.0%	100.0%
		% within Part_B_Q2_1 Maggi	100.0%	100.0%	100.0%

N=609

The analysis data revealed on aware of the Maggi crisis among educated person. It shows that about 25% respondents are not having idea of crisis and 75% respondents are concerned about crisis of Maggi. Among the Graduate, it shows that nearly 28% respondents are not aware of the crisis and around 72 % respondents are aware of Maggi crisis. Among the Post- Graduate, about 23% respondents are Not aware of crisis and 77% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Maggi product suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Maggi product suffering from crisis in recent times and education of the respondents

As the Chi square value is less than the table critical value for 4 degrees of freedom at 0.05 percent level of significance, the null hypothesis of there is no significant difference between awareness among the respondents that Maggi as a product suffered from crisis and the different education group of the respondents cannot be rejected. It can be inferred that education as a variable does not influence the respondent's awareness about the crisis of Maggi as a product. In other words, awareness of the crisis is independent different education groups. Maggi being one of the most popular brands manufactured and sold buy Nestle in India.

Education * Part_B_Q2_2 Amul Ice cream

			Part_B_Q2_2 Amul Ice cream		Total
			No	Yes	
Education	Graduate	Count	199	37	236
		% within Education	84.3%	15.7%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	39.3%	36.3%	38.8%
	Post Graduate	Count	247	54	301
		% within Education	82.1%	17.9%	100.0%

		% within Part_B_Q2_2 Amul Ice cream	48.7%	52.9%	49.4%
	Doctorate	Count	25	9	34
		% within Education	73.5%	26.5%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	4.9%	8.8%	5.6%
	Any other	Count	36	2	38
		% within Education	94.7%	5.3%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	7.1%	2.0%	6.2%
Total		Count	507	102	609
		% within Education	83.3%	16.7%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	100.0%	100.0%	100.0%

N=609

The data revealed on awareness of the crisis about Amul Ice-cream among the educated person. It exhibits that a majority of 83 % respondents are not aware of crisis and 16 % respondents are aware Amul Ice-cream crisis. Among the Graduate, 84.3% respondents having no idea about crisis and about 16 % respondents know about crisis. Among the Post-Graduate, 82 % respondents are saying No information of crisis and about 18 % respondents are known to the Amul Ice-cream crisis.

Ho – There is no significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and education of the respondents

The question was related to weather the respondents were aware of the crisis suffered by Amul ice cream. The chi-square test has revealed that the null hypothesis of there is no significant difference between audience awareness about Amul crisis and the different education groups is not rejected as the calculated Chi square value is less than the table critical value for 4 degrees of freedom. It can be inferred that education as a variable does not influence the respondent's awareness of the crisis in Amul ice cream Amway product.

Education * Part_B_Q2_3 Aashirvaad Atta

		Part_B_Q2_3 Aashirvaad Atta		Total	
		No	Yes		
Education	Graduate	Count	215	21	236

		% within Education	91.1%	8.9%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	38.5%	42.0%	38.8%
		Count	278	23	301
	Post Graduate	% within Education	92.4%	7.6%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	49.7%	46.0%	49.4%
		Count	31	3	34
	Doctorate	% within Education	91.2%	8.8%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	5.5%	6.0%	5.6%
		Count	35	3	38
	Any other	% within Education	92.1%	7.9%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	6.3%	6.0%	6.2%
		Count	559	50	609
Total	% within Education	91.8%	8.2%	100.0%	
	% within Part_B_Q2_3 Aashirvaad Atta	100.0%	100.0%	100.0%	
	Count	559	50	609	

N=609

In the given tables above on awareness of the Aashirvaad Atta crisis among the educated person. The data shows that a majority of 92% respondents are not aware of crisis and only 8% respondents are aware regarding Aashirvaad Atta crisis. Among the Graduate, nearly 91% respondents having no awareness about crisis and about 9 % respondents know about crisis of Aashirvaad Atta. Among the Post-Graduate, about 92% respondents are Not aware of the crisis and only 8% respondents are having information of Aashirvaad Atta crisis.

Ho – There is no significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and education of the respondents

Chi-square as a test of independence was applied to understand the significance of difference between education and the awareness about the crisis. As the calculated Chi square value is less than the table critical value, the null hypothesis of there is no significant difference between awareness of the Aashirvaad Atta crisis and different education groups cannot be rejected. It can be inferred that education as a variable does not influence the awareness Aashirvaad Atta crisis among the respondents.

Aashirwad Aata also suffered from crisis with the accusation that it contains plastic

material which is not good for human consumption.

Education * Part_B_Q2_4 KFC

			Part_B_Q2_4 KFC		Total
			No	Yes	
Education	Graduate	Count	119	117	236
		% within Education	50.4%	49.6%	100.0%
		% within Part_B_Q2_4 KFC	39.9%	37.6%	38.8%
	Post Graduate	Count	139	162	301
		% within Education	46.2%	53.8%	100.0%
		% within Part_B_Q2_4 KFC	46.6%	52.1%	49.4%
	Doctorate	Count	16	18	34
		% within Education	47.1%	52.9%	100.0%
		% within Part_B_Q2_4 KFC	5.4%	5.8%	5.6%
	Any other	Count	24	14	38
		% within Education	63.2%	36.8%	100.0%
		% within Part_B_Q2_4 KFC	8.1%	4.5%	6.2%
Total	Count	298	311	609	
	% within Education	48.9%	51.1%	100.0%	
	% within Part_B_Q2_4 KFC	100.0%	100.0%	100.0%	

N=609

In the above table on awareness of KFC crisis between the educated person. The analysis data revealed that about 49% respondents are no having idea of crisis and 51% respondents are concerned crisis of KFC. Among the Graduate, nearly 50% respondents are not information of crisis and 49.6 % respondents are aware of KFC crisis. Among the Post-Graduate, about 46% respondents are saying No to crisis and around 54% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of KFC Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of KFC Company suffering from crisis in recent times and education of the respondents

Kentucky Fried Chicken (KFC) suffered from crisis in India where in it was accused of frying chicken in fatty oil made out of pork. Besides it was also accused of not adhering to the norms of raising chickens according to the standards given under Indian law. This question was asked to find out the awareness among the respondents regarding KFC crisis. As per the chi-square analysis, the null hypothesis of no significant relationship or difference between the awareness about KFC crisis and

different education groups of the respondents is not rejected. Non rejection of null hypothesis goes on to prove that there is no influence of independent variable like education on the awareness of the crisis faced by KFC in India stop

Education * Part_B_Q2_5 Mc. Donald's

			Part_B_Q2_5 Mc. Donald's		Total
			No	Yes	
Education	Graduate	Count	163	73	236
		% within Education	69.1%	30.9%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	41.7%	33.5%	38.8%
	Post Graduate	Count	183	118	301
		% within Education	60.8%	39.2%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	46.8%	54.1%	49.4%
	Doctorate	Count	19	15	34
		% within Education	55.9%	44.1%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	4.9%	6.9%	5.6%
	Any other	Count	26	12	38
		% within Education	68.4%	31.6%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	6.6%	5.5%	6.2%
Total	Count	391	218	609	
	% within Education	64.2%	35.8%	100.0%	
	% within Part_B_Q2_5 Mc. Donald's	100.0%	100.0%	100.0%	

N=609

In the given table on aware of Mc. Donald's crisis among the educated person. The data displays that a majority of 64% respondents are not aware of crisis and nearly 36% respondents are aware of Mc. Donald's crisis. Among the Graduate, 69% respondents having no awareness about crisis and 31 % respondents know about crisis of Mc. Donald's. Among the Post-Graduate, about 61% respondents are Not aware of the crisis and around 39% respondents are having knowledge of Mc. Donald's crisis.

Ho – There is no significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and education of the respondents

The word Halal in India is more related to the Muslim method of cutting meat. The respondents for asked about, whether they were aware of such a crisis in McDonald's. The chi-square data has revealed that the calculated value is much lower than the table critical value for 4 degrees of freedom hence the null hypothesis of no significant difference cannot be rejected. This indicates that education as a variable does not influence the awareness about McDonald crisis among the respondents.

Education * Part_B_Q2_6 Café Coffee Day (CCD)

			Part_B_Q2_6 Café Coffee Day (CCD)		Total
			No	Yes	
Education	Graduate	Count	137	99	236
		% within Education	58.1%	41.9%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	41.5%	35.5%	38.8%
	Post Graduate	Count	157	144	301
		% within Education	52.2%	47.8%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	47.6%	51.6%	49.4%
	Doctorate	Count	20	14	34
		% within Education	58.8%	41.2%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	6.1%	5.0%	5.6%
	Any other	Count	16	22	38
		% within Education	42.1%	57.9%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	4.8%	7.9%	6.2%
Total	Count	330	279	609	
	% within Education	54.2%	45.8%	100.0%	
	% within Part_B_Q2_6 Café Coffee Day (CCD)	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on aware of the Cafe Coffee Day crisis among the educated person. Its exhibits that about 54% respondents having no idea of crisis and nearly 46% respondents are concerned about crisis of Cafe Coffee Day. Among the Graduate, nearly 58% respondents are not aware of crisis and around 42% respondents are aware of Cafe Coffee Day crisis. Among the Post- Graduate, 52% respondents are saying No to crisis and about 48% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and education of the respondents

This was a very curious case of a successful business but not very profitable according to its owner. Chi square test was applied to find out the significance of difference between the awareness among the respondents of the Cafe Coffee Day crisis. As the calculated Chi square value is less than the calculated Chi square value, the null hypothesis of there is no significant relationship between awareness of the crisis and the education of the respondents is not rejected. Cafe Coffee Day is an Indian coffee joint chain suffered from crisis when its owner committed suicide due to huge debt that was accumulated over a period of time. It can be inferred that different education groups have no different understanding about the crisis. It means that there is a significant no difference between the education group of respondents and the awareness among them about the Coffee Cafe Day crisis.

Education * Part_B_Q2_7 Swiggy

			Part_B_Q2_7 Swiggy		Total
			No	Yes	
Education	Graduate	Count	180	56	236
		% within Education	76.3%	23.7%	100.0%
		% within Part_B_Q2_7 Swiggy	42.0%	31.1%	38.8%
	Post Graduate	Count	200	101	301
		% within Education	66.4%	33.6%	100.0%
		% within Part_B_Q2_7 Swiggy	46.6%	56.1%	49.4%
	Doctorate	Count	23	11	34
		% within Education	67.6%	32.4%	100.0%
		% within Part_B_Q2_7 Swiggy	5.4%	6.1%	5.6%
	Any other	Count	26	12	38
		% within Education	68.4%	31.6%	100.0%
		% within Part_B_Q2_7 Swiggy	6.1%	6.7%	6.2%
Total	Count	429	180	609	
	% within Education	70.4%	29.6%	100.0%	
	% within Part_B_Q2_7 Swiggy	100.0%	100.0%	100.0%	

N=609

In the given table on aware of the crisis about Swiggy among the educated person. The

analysis data displays that a majority of 70% respondents are not aware of crisis and 30% respondents are conscious regarding crisis of Swiggy. Among the Graduate, about 76% respondents having no idea about crisis and around 24 % respondents know about Swiggy crisis. Among the Post-Graduate, 66.4% respondents are saying Not aware of crisis and about 33.6% respondents are aware of the Swiggy crisis.

Ho – There is no significant relationship between awareness of Swiggy Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Swiggy Company suffering from crisis in recent times and education of the respondents

Swiggy as a food product and grocery supply chain in India and the crisis was related to layoff of employees due to loss of business during the pandemic. Chi square data has revealed that it as the calculated Chi square value is less than the table critical value for 4 degrees of freedom, the null hypothesis of there is no significant difference/relationship between awareness among the respondents about Swiggy as a company suffering from crisis cannot be rejected. It goes on to suggest that education as a variable does not influence the awareness about the crisis suffered by Swiggy in 2020.

Education * Part_B_Q2_8 Zomato

			Part_B_Q2_8 Zomato		Total
			No	Yes	
Education	Graduate	Count	146	90	236
		% within Education	61.9%	38.1%	100.0%
		% within Part_B_Q2_8 Zomato	41.5%	35.0%	38.8%
	Post Graduate	Count	169	132	301
		% within Education	56.1%	43.9%	100.0%
		% within Part_B_Q2_8 Zomato	48.0%	51.4%	49.4%
	Doctorate	Count	13	21	34
		% within Education	38.2%	61.8%	100.0%
		% within Part_B_Q2_8 Zomato	3.7%	8.2%	5.6%
	Any other	Count	24	14	38
		% within Education	63.2%	36.8%	100.0%
		% within Part_B_Q2_8 Zomato	6.8%	5.4%	6.2%
Total		Count	352	257	609
		% within Education	57.8%	42.2%	100.0%
		% within Part_B_Q2_8 Zomato	100.0%	100.0%	100.0%

N=609

The analysis data revealed on aware of the Zomato crisis among the educated person. The data shows that a majority of 58% respondents are not aware of crisis and 42% respondents are aware regarding Zomato crisis. Among the Graduate, nearly 62% respondents not aware about crisis and 38 % respondents know about Zomato crisis. Among the Post-Graduate, about 56% respondents are Not aware of the crisis and about 44% respondents are

Ho – There is no significant relationship between awareness of Zomato Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Zomato Company suffering from crisis in recent times and education of the respondents

Zomato is one of the largest food supply chains in India. Recently it suffered from crisis when a video showing one of its supply boys eating the food that is to be given to the customers went viral on social media platforms. The question was related to the awareness among the respondents about the crisis. The data analysis revealed that the calculated Chi square value is lower than the table critical value at 4 degrees of freedom. Hence the null hypothesis of there is no significant relationship between the Awareness of Zomato company crisis and respondents cannot be rejected. It can be inferred that education as a variable does not influence the respondents' awareness Zomato crisis.

Education * Part_B_Q2_9 Ola

			Part_B_Q2_9 Ola		Total
			No	Yes	
Education	Graduate	Count	175	6	236
		% within Education	74.2%	25.8%	100.0%
		% within Part_B_Q2_9 Ola	41.6%	32.4%	38.8%
	Post Graduate	Count	196	10	306
		% within Education	65.1%	34.9%	100.0%
		% within Part_B_Q2_9 Ola	46.6%	55.9%	49.4%
	Doctorate	Count	21	11	34
		% within Education	61.8%	38.2%	100.0%
		% within Part_B_Q2_9 Ola	5.0%	6.9%	5.6%
	Any other	Count	29	9	38
		% within Education	76.3%	23.7%	100.0%
		% within Part_B_Q2_9 Ola	6.9%	4.8%	6.2%
Total		Count	421	188	609
		% within Education	69.1%	30.9%	100.0%

	% within Part_B_Q2_9 Ola	100.0%	100.0%	100.0%
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N=609

Awareness of Ola crisis among the educated person. The analysis data revealed that about 69% respondents are not idea of crisis and 31% respondents are concerned about crisis of Ola. Among the Graduate, 74.2% respondents are not information of crisis and nearly 26 % respondents are aware of Ola crisis. Among the Post-Graduate, about 65% respondents are saying No to crisis and around 35 respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Ola Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Ola Company suffering from crisis in recent times and education of the respondents

As the pandemic hit it the revenues of Ola a Transport Company had to lay off more than 1500 drivers and other employees. This created a massive crisis in Ola Company.

A question was asked regarding the Awareness of the crisis. The analysed data reveals that, the Chi square value is below table critical value for 4 degrees of freedom.

Hence the null hypothesis of, there is no significant relationship between awareness of Ola companies suffering from crisis in recent times and the education of the respondents is rejected. It can be inferred that education as an independent variable does not affect awareness of the crisis company and the different education groups of the respondent.

Education * Part_B_Q2_10 Jet Airways

			Part_B_Q2_10 Jet Airways		Total
			No	Yes	
Education	Graduate	Count	138	98	236
		% within Education	58.5%	41.5%	100.0%
		% within Part_B_Q2_10 Jet Airways	39.1%	38.3%	38.8%
	Post Graduate	Count	177	124	301
		% within Education	58.8%	41.2%	100.0%
		% within Part_B_Q2_10 Jet Airways	50.1%	48.4%	49.4%
	Doctorate	Count	15	19	34
		% within Education	44.1%	55.9%	100.0%
		% within Part_B_Q2_10 Jet Airways	4.2%	7.4%	5.6%

	Any other	Count	23	15	38
		% within Education	60.5%	39.5%	100.0%
		% within Part_B_Q2_10 Jet Airways	6.5%	5.9%	6.2%
Total		Count	35	25	60
		% within Education	58.0%	42.0%	100.0%
		% within Part_B_Q2_10 Jet Airways	100.0%	100.0%	100.0%

N=609

The analysis data shown on aware of the Jet Airways crisis among the educated person. The data exposed that 58% respondents are not idea of crisis and 42% respondents are concerned about crisis of Jet Airways. Among the Graduate, nearly 59% respondents are not information of crisis and around 41% % respondents are aware of Jet Airways crisis. Among the Post-Graduate, nearly 59% respondents are saying No to crisis and about 41% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and education of the respondents

Having millions of dollars in loss, till date Jet Airways is struggling to come out of the crisis which happened around 2006 when it purchased Sahara Airlines. As a major crisis hit it the airlines company, a question was asked to the respondents about whether they are aware of the crisis or not. Chi-square analysis revealed that the calculated Chi square value is less than the table critical value. Hence the null hypothesis of, no significant relationship between awareness of Jet Airways company suffering from crisis in recent times and the education of the respondent cannot be rejected. It can be inferred that education as a variable does not influence Awareness of the companies and the education of the respondents.

Education * Part_B_Q2_11 Go Air

		Part_B_Q2_11 Go Air		Total	
		No	Yes		
Education	Graduate	Count	19	43	23
		% within Education	81.8%	18.2%	100.0%
		% within Part_B_Q2_11 Go Air	40.2%	33.3%	38.8%

	Post Graduate	Count	234	67	301
		% within Education	77.7%	22.3%	100.0%
		% within Part_B_Q2_11 Go Air	48.8%	51.9%	49.4%
	Doctorate	Count	23	11	34
		% within Education	67.6%	32.4%	100.0%
		% within Part_B_Q2_11 Go Air	4.8%	8.5%	5.6%
	Any other	Count	30	8	38
		% within Education	78.9%	21.1%	100.0%
		% within Part_B_Q2_11 Go Air	6.3%	6.2%	6.2%
Total	Count	480	129	609	
	% within Education	78.8%	21.2%	100.0%	
	% within Part_B_Q2_11 Go Air	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on aware of the crisis about Go Air among the educated person. The data exhibits that majority of nearly 79% respondents are not aware of crisis and 21% respondents are conscious regarding crisis of Go Air. Among the Graduate, 82% respondents having no idea about crisis and 18 % respondents know about Go Air crisis. Among the Post-Graduate, 78% respondents having no idea about crisis and only 23 % respondents know about Go Air crisis.

Ho – There is no significant relationship between awareness of Go Air Company suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Go Air Company suffering from crisis in recent times and education of the respondents

GoAir is another Indian domestic airline company to suffer from financial losses due to pandemic crisis created by Corona virus. Like many Airlines around the world GoAir also suffered from crisis which is purely related to its financial structure. The respondents were asked to tell about their awareness about the crisis. Chi square data analysis has shown that it the calculated Chi square value is smaller than the table critical value for 3 degrees of freedom. The null hypothesis of no significant difference or relationship between awareness among the respondents about the crisis faced by Go Air and the different education group is not rejected. It can be inferred that education does not play an important role in understanding of the crisis and its awareness among the respondents.

Education * Part_B_Q2_12 Spicejet

		Part_B_Q2_12 Spicejet		Total	
		No	Yes		
Education	Graduate	Count	190	46	236
		% within Education	80.5%	19.5%	100.0%
		% within Part_B_Q2_12 Spicejet	40.0%	34.3%	38.8%
	Post Graduate	Count	235	60	300
		% within Education	78.1%	21.9%	100.0%
		% within Part_B_Q2_12 Spicejet	49.5%	49.3%	49.4%
	Doctorate	Count	27	11	38
		% within Education	67.6%	32.4%	100.0%
		% within Part_B_Q2_12 Spicejet	4.8%	8.2%	5.6%
	Any other	Count	27	11	38
		% within Education	71.1%	28.9%	100.0%
		% within Part_B_Q2_12 Spicejet	5.7%	8.2%	6.2%
Total		Count	475	134	609
		% within Education	78.0%	22.0%	100.0%
		% within Part_B_Q2_12 Spicejet	100.0%	100.0%	100.0%

N=609

The awareness of Spicejet crisis between the educated person. The analysis data discovered that about 78% respondents are no having idea of crisis and 22% respondents are concerned about crisis of Spicejet. Among the Graduate, 81% respondents are not information of crisis and nearly 20 % respondents are aware of Spicejet crisis. Among the Post-Graduate, about 78% respondents are saying No to crisis and around 22% respondents are saying Yes to crisis.

Ho – There is no significant relationship between awareness of Spice Jet suffering from crisis in recent times and education of the respondents

Ha - There is a significant relationship between awareness of Spice Jet Company suffering from crisis in recent times and education of the respondents

Like many other Airlines SpiceJet, also suffered from financial crisis due to probably mismanagement and improper scheduling. The respondents were asked to report about their Awareness of the financial crisis faced by SpiceJet airlines. Chi square data analysis has revealed that the calculated Chi square value is much lower than the table critical value. The null hypothesis of no significant relationship or difference between the respondents' awareness about the SpiceJet crisis and education groups is not rejected. It can be inferred that education as an independent variable does not influence awareness or not among the respondents and their education groups.

Q3. The extent of effect of crisis on the company

Education * Part_B_Q3_1 Image

			Part_B_Q3_2 Image					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	5	44	36	99	51	236
		% within Education	2.1%	18.6%	15.3%	41.9%	22.0%	100.0%
		% within Part_B_Q3_2 Image	25.0%	29.3%	39.6%	44.0%	42.3%	38.8%
	Post Graduate	Count	13	84	42	104	58	301
		% within Education	4.3%	27.9%	14.0%	34.6%	19.3%	100.0%
		% within Part_B_Q3_2 Image	65.0%	56.0%	46.2%	46.2%	47.2%	49.4%
	Doctorate	Count	1	7	8	12	6	34
		% within Education	2.9%	20.6%	23.5%	35.3%	17.6%	100.0%
		% within Part_B_Q3_2 Image	5.0%	4.7%	8.8%	5.3%	4.9%	5.6%
	Any other	Count	1	15	5	10	7	38
		% within Education	2.6%	39.5%	13.2%	26.3%	18.4%	100.0%
		% within Part_B_Q3_2 Image	5.0%	10.0%	5.5%	4.4%	5.7%	6.2%
Total	Count	20	150	91	225	127	609	
	% within Education	3.3%	24.6%	14.9%	36.9%	20.2%	100.0%	
	% within Part_B_Q3_2 Image	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data shows effect the Image of the company due to crisis among the educated person. The data exhibits that about 3 per cent of respondents are not at all idea of crisis, 24.6 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 15 per cent of the respondents remain neutral on the crisis matter. Among the Graduate, nearly 2 per cent of respondents are not at all idea of crisis, about 19 per cent respondents are no aware of crisis, 42 per cent respondents are aware of crisis, nearly 22 per cent respondents are largely interested in crisis of the company and around 15 per cent of the respondents remain neutral on the crisis. Among

the Post-Graduate, nearly 4 per cent of respondents are not at all idea of crisis, about 28 per cent respondents are no aware of crisis, 35 per cent respondents are aware of crisis, nearly 19 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the image and education being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the image education being affected by crisis and education of the respondents

Corporate reputation, image and identity are the three most revered aspects of PR in any organization. The table seeks the identity the relationship between the education of the customers and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the image education being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of image education of the company during crisis.

Education * Part_B_Q3_2 Identity

			Part_B_Q3_3 Identity					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	11	51	43	86	43	236
		% within Education	4.7%	21.6%	18.2%	36.4%	19.1%	100.0%
		% within Part_B_Q3_3 Identity	33.3%	40.5%	40.6%	38.4%	37.5%	38.8%
	Post Graduate	Count	17	60	53	109	62	301
		% within Education	5.6%	19.9%	17.6%	36.2%	20.6%	100.0%
		% within Part_B_Q3_3 Identity	51.5%	47.6%	50.0%	48.7%	51.7%	49.4%
	Doctorate	Count	5	9	2	12	6	34
		% within Education	14.7%	26.5%	5.9%	35.3%	17.6%	100.0%
		% within Part_B_Q3_3 Identity	15.2%	7.1%	1.9%	5.4%	5.0%	5.6%
	Any other	Count	0	6	8	17	7	38
		% within Education	0.0%	15.8%	21.1%	44.7%	18.4%	100.0%
		% within Part_B_Q3_3 Identity	0.0%	4.8%	7.5%	7.6%	5.8%	6.2%
Total		Count	33	126	106	224	120	609
		% within Education	5.4%	20.7%	17.4%	36.8%	19.7%	100.0%

	% within Part_B_Q3_3 Identity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data shows effect the Identity of the company due to crisis among the educated person. The data exhibits that about 5 per cent of respondents are not at all idea of crisis, around 21 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 17.4 per cent of the respondents remain neutral on the crisis matter. Among the Graduate, nearly 5 per cent of respondents are not at all idea of crisis, about 22 per cent respondents are no aware of crisis, 36.4 per cent respondents are aware of crisis, nearly 19 per cent respondents are largely interested in crisis of the company and around 18 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, nearly 6 per cent of respondents are not at all idea of crisis, about 20 per cent respondents are no aware of crisis, 36.2 per cent respondents are aware of crisis, nearly 21 per cent respondents are largely interested in crisis of the company and around 18 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the identity being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the identity being affected by crisis and education of the respondents

Corporate identity along with image and reputation is another most revered aspect of PR in any organization. The table seeks the identity the relationship between the age of the customers’ and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the identity being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of identity of the company during crisis.

Education * Part_B_Q3_3 Empathy

			Part_B_Q3_4 Empathy					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	26	67	62	58	21	234
		% within Education	11.0%	28.4%	26.3%	24.6%	9.7%	100.0%

		% within Part_B_Q3_4 Empathy	36.1%	40.1%	46.6%	34.1%	34.3%	38.8%
	Post Graduate	Count	36	85	59	83	33	30
		% within Education	12.0%	28.2%	19.6%	27.6%	12.6%	100.0%
		% within Part_B_Q3_4 Empathy	50.0%	50.9%	44.4%	48.8%	56.7%	49.4%
	Doctorate	Count	4	5	5	16	4	34
		% within Education	11.8%	14.7%	14.7%	47.1%	11.8%	100.0%
		% within Part_B_Q3_4 Empathy	5.6%	3.0%	3.8%	9.4%	6.0%	5.6%
	Any other	Count	6	10	7	13	2	38
		% within Education	15.8%	26.3%	18.4%	34.2%	5.3%	100.0%
		% within Part_B_Q3_4 Empathy	8.3%	6.0%	5.3%	7.6%	3.0%	6.2%
Total		Count	72	167	133	170	67	609
		% within Education	11.8%	27.4%	21.8%	27.9%	11.0%	100.0%
		% within Part_B_Q3_4 Empathy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data shows effect the Empathy of the company due to crisis among the educated person. The data exhibits that about 12 per cent of respondents are not at all idea of crisis, around 27 per cent respondents are no aware of crisis, around 28 per cent respondents are aware of crisis, nearly 11 per cent respondents are highly interested in crisis of the company and about 22 per cent of the respondents remain neutral on the crisis matter. Among the Graduate, nearly 11 per cent of respondents are not at all idea of crisis, about 28 per cent respondents are no aware of crisis, 24.6 per cent respondents are aware of crisis, nearly 10 per cent respondents are largely interested in crisis of the company and around 26 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, nearly 12 per cent of respondents are not at all idea of crisis, about 28 per cent respondents are no aware of crisis, 27.6 per cent respondents are aware of crisis, nearly 13 per cent respondents are largely interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the empathy being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the empathy being affected by crisis and education of the respondents

A Corporate company would look for public empathy during crisis and it is a most valued aspect any organization. The table seeks the identity the relationship between the education of the customers’ and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the empathy factor being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of empathy factor of the company during crisis.

Education * Part_B_Q3_4 Sales

			Part_B_Q3_5 Sales					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	1	2	3	9	9	23
		% within Education	0.4%	8.9%	13.1%	38.1%	39.4%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	38.9%	35.6%	37.5%	41.5%	38.8%
	Post Graduate	Count	3	2	4	12	11	30
		% within Education	1.0%	8.6%	13.6%	40.2%	36.5%	100.0%
		% within Part_B_Q3_5 Sales	75.0%	48.1%	47.1%	50.4%	49.1%	49.4%
	Doctorate	Count	0	1	4	14	15	34
		% within Education	0.0%	2.9%	11.8%	41.2%	44.1%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	1.9%	4.6%	5.8%	6.7%	5.6%
	Any other	Count	0	6	11	15	6	38
		% within Education	0.0%	15.8%	28.9%	39.5%	15.8%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	11.1%	12.6%	6.3%	2.7%	6.2%
Total	Count	4	5	8	24	22	60	
	% within Education	0.7%	8.9%	14.3%	39.4%	36.8%	100.0%	
	% within Part_B_Q3_5 Sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data shows effect on the Sales of the company due to crisis among the

educated person. The data exhibits that about 1 per cent of respondents are not at all idea of crisis, around 9 per cent respondents are no aware of crisis, around 39 per cent respondents are aware of crisis, nearly 37 per cent respondents are highly interested in crisis of the company and about 14 per cent of the respondents remain neutral on the crisis matter. Among the Graduate, 0.4 per cent of respondents are not at all idea of crisis, about 9 per cent respondents are no aware of crisis, 38.1 per cent respondents are aware of crisis, nearly 39 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, 1 per cent of respondents are not at all idea of crisis, about 9 per cent respondents are no aware of crisis, 40.2 per cent respondents are aware of crisis, nearly 37 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the sales being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the sales being affected by crisis and education of the respondents

In the event of a crisis in the company the most affected aspect is the sales and marketing of the product or services in any organization. The table seeks the identity the relationship between the education of the customers' and their perception of impact on sales of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the sales being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of effect on sales of the company during crisis.

Education * Part_B_Q3_5 Goodwil

			Part_B_Q3_6 Goodwill					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	2	18	36	112	68	236
		% within Education	0.8%	7.6%	15.3%	47.5%	28.8%	100.0%
	% within Part_B_Q3_6 Goodwill	15.4%	39.1%	32.1%	40.0%	43.0%	38.8%	
	Post	Count	8	24	64	134	71	301

	Graduate	% within Education	2.7%	8.0%	21.3%	44.5%	23.6%	100.0%
		% within Part_B_Q3_6 Goodwill	61.5%	52.2%	57.1%	47.9%	44.9%	49.4%
	Doctorate	Count	1	2	7	16	8	34
		% within Education	2.9%	5.9%	20.6%	47.1%	23.5%	100.0%
		% within Part_B_Q3_6 Goodwill	7.7%	4.3%	6.3%	5.7%	5.1%	5.6%
	Any other	Count	2	2	5	18	11	38
		% within Education	5.3%	5.3%	13.2%	47.4%	28.9%	100.0%
		% within Part_B_Q3_6 Goodwill	15.4%	4.3%	4.5%	6.4%	7.0%	6.2%
	Total	Count	13	46	112	280	158	609
% within Education		2.1%	7.6%	18.4%	46.0%	25.9%	100.0%	
% within Part_B_Q3_6 Goodwill		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data shows effect on the Goodwill of the company due to crisis among the educated person. The analysis data displayed that about 2 per cent of respondents are not at all knowledge of crisis, 7.6 per cent respondents are not aware of crisis, 46 per cent respondents are aware of crisis, nearly 26 per cent respondents are highly interested in crisis of the company and about 18 per cent of the respondents remain neutral on the crisis. Among the Graduate, 0.8 per cent of respondents are not at all idea of crisis, about 8 per cent respondents are no aware of crisis, 47.5 per cent respondents are aware of crisis, nearly 29 per cent respondents are largely interested in crisis of the company and around 15 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, nearly 3 per cent of respondents are not at all idea of crisis, about 8 per cent respondents are no aware of crisis, 44.5 per cent respondents are aware of crisis, nearly 24 per cent respondents are largely interested in crisis of the company and around 21 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the goodwill being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the goodwill being affected by crisis and education of the respondents

The table seeks to identify the relationship between the education of the customers' and their perception of goodwill of a company during crisis. Goodwill in addition to corporate reputation, image and identity are the most esteemed aspects of PR in any organization. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the goodwill being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of goodwill of the company during crisis.

Education * Part_B_Q3_6 Finances

			Part_B_Q3_7 Finances					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	0	17	31	95	89	236
		% within Education	0.0%	7.2%	13.1%	41.9%	37.7%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	41.5%	30.1%	37.4%	44.7%	38.8%
	Post Graduate	Count	1	21	57	133	89	301
		% within Education	0.3%	7.0%	18.9%	44.2%	29.6%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	51.2%	55.3%	50.2%	44.7%	49.4%
	Doctorate	Count	0	2	5	17	10	34
		% within Education	0.0%	5.9%	14.7%	50.0%	29.4%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	4.9%	4.9%	6.4%	5.0%	5.6%
	Any other	Count	0	1	10	16	11	38
		% within Education	0.0%	2.6%	26.3%	42.1%	28.9%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	2.4%	9.7%	6.0%	5.5%	6.2%
Total	Count	1	41	103	265	199	609	
	% within Education	0.2%	6.7%	16.9%	43.5%	32.7%	100.0%	
	% within Part_B_Q3_7 Finances	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed that the effect to Finances of the company due to crisis

among the educated person. The data exposed that 0.2 per cent of respondents are not at all knowledge of crisis, 6.7 per cent respondents are not aware of crisis, 43.5 per cent respondents are aware of crisis, nearly 33 per cent respondents are highly interested in crisis of the company and about 17 per cent of the respondents remain neutral on the crisis. Among the Graduate, 0.0 per cent of respondents are not at all interested to crisis, about 7 per cent respondents are not aware of crisis, nearly 42 per cent respondents are aware of crisis, around 38 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, 0.3 per cent of respondents are not at all interested to crisis, about 7 per cent respondents are not aware of crisis, 44.2 per cent respondents are aware of crisis, nearly 30 per cent respondents are largely interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the finances being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the finances being affected by crisis and education of the respondents

The table pursues to find the relationship between the education of the customers' and their perception of financial health of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the finances being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of finances of the company during crisis. Finances and sales are the most important and valued aspects of PR communication in any organization or company.

Education * Part_B_Q3_7 Personal life of the owner

			Part_B_Q3_8 Personal life of the owner					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	4	24	43	108	5	238
		% within Education	1.7%	10.2%	18.2%	45.8%	24.2%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	25.0%	33.8%	35.5%	41.5%	40.4%	38.8%
	Post	Count	11	35	61	126	6	300

	Graduate	% within Education	3.7%	11.6%	20.3%	41.9%	22.6%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	68.8%	49.3%	50.4%	48.5%	48.2%	49.4%
		Count	0	4	8	14	8	3
	Doctorate	% within Education	0.0%	11.8%	23.5%	41.2%	23.5%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	0.0%	5.6%	6.6%	5.4%	5.7%	5.6%
		Count	1	8	9	12	8	3
	Any other	% within Education	2.6%	21.1%	23.7%	31.6%	21.1%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	6.3%	11.3%	7.4%	4.6%	5.7%	6.2%
		Count	1	8	9	12	8	3
Total	Count	1	71	121	260	141	60	
	% within Education	2.6%	11.7%	19.9%	42.7%	23.2%	100.0%	
	% within Part_B_Q3_8 Personal life of the owner	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given above table on the effect to Personal life of the owner of the company due to crisis among the educated person. The analysis data revealed that nearly 3 per cent of respondents are not at all knowledge of crisis, 11.7 per cent respondents are not aware of crisis, about 43 per cent respondents are aware of crisis, nearly 23 per cent respondents are highly interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis. Among the Graduate, nearly 2 per cent of respondents are not at all interested to crisis, about 10 per cent respondents are not aware of crisis, around 46 per cent respondents are aware of crisis, about 24 per cent respondents are largely interested in crisis of the company and around 18 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, nearly 4 per cent of respondents are not at all interested to crisis, around 12 per cent respondents are not aware of crisis, 42 per cent respondents are aware of crisis, about 23 per cent respondents are largely interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the personal life of the owner being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the personal life of the owner being affected by crisis and education of the respondents

The table tracks to find the relationship between the education of the customers' and their perception of personal health of the owner of a company during crisis. During any crisis the personal wellbeing of the owner of the company is at stake and is the most significant and valued in any organization or company. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and education of the respondents cannot be rejected. This reveals that the education of the customer is not associated in their perception of personal health of the owner of the company during crisis.

Education * Part_B_Q3_8 Media relations

			Part_B_Q3_9 Media relations					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	16	33	52	87	48	236
		% within Education	6.8%	14.0%	22.0%	36.9%	20.3%	100.0%
		% within Part_B_Q3_9 Media relations	28.6%	48.5%	44.4%	36.0%	38.1%	38.8%
	Post Graduate	Count	31	28	58	127	57	301
		% within Education	10.3%	9.3%	19.3%	42.2%	18.9%	100.0%
		% within Part_B_Q3_9 Media relations	55.4%	41.2%	49.6%	52.5%	45.2%	49.4%
	Doctorate	Count	1	5	2	13	13	34
		% within Education	2.9%	14.7%	5.9%	38.2%	38.2%	100.0%
		% within Part_B_Q3_9 Media relations	1.8%	7.4%	1.7%	5.4%	10.3%	5.6%
	Any other	Count	8	2	5	15	8	38
		% within Education	21.1%	5.3%	13.2%	39.5%	21.1%	100.0%
		% within Part_B_Q3_9 Media relations	14.3%	2.9%	4.3%	6.2%	6.3%	6.2%
Total	Count	56	68	117	242	126	609	
	% within Education	9.2%	11.2%	19.2%	39.7%	20.7%	100.0%	
	% within Part_B_Q3_9 Media relations	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given above table on the effect to Media relations of the company due to crisis among the educated person. The analysis data revealed that nearly 9 per cent of respondents are not at all knowledge of crisis, 11.2 per cent respondents are not aware of crisis, about 40 per cent respondents are aware of crisis, nearly 21 per cent respondents are highly interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis. Among the Graduate, nearly 7 per cent of respondents are not at all interested to crisis, about 14 per cent respondents are not aware of crisis, around 37 per cent respondents are aware of crisis, about 38 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, nearly 10 per cent of respondents are not at all interested to crisis, around 9 per cent respondents are not aware of crisis, 42.2 per cent respondents are aware of crisis, about 19 per cent respondents are largely interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the media relations being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the media relations being affected by crisis and education of the respondents

During any crisis media relations of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table tracks to find the relationship between the education of the customers' and their perception of media relations of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and education of the respondents is rejected. This reveals that the education of the customer is strongly associated in their perception of the importance of media relations of the of the company during crisis. It can be said that media relations is critical for PR during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the need for media relations being affected by crisis and education of the respondents is accepted.

Education * Part_B_Q3_9 Consumer Loyalty

			Part_B_Q3_10 Consumer Loyalty					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	12	17	62	87	51	230
		% within Education	5.1%	7.2%	26.3%	36.9%	24.6%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	44.4%	29.8%	37.8%	40.1%	40.3%	38.8%
	Post Graduate	Count	8	35	85	108	61	300
		% within Education	2.7%	11.0%	28.2%	35.9%	22.3%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	29.6%	57.9%	51.8%	49.8%	46.5%	49.4%
	Doctorate	Count	2	4	7	12	9	35
		% within Education	5.9%	11.8%	20.6%	35.3%	26.5%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	7.4%	7.0%	4.3%	5.5%	6.3%	5.6%
	Any other	Count	5	3	10	10	11	39
		% within Education	13.2%	7.9%	26.3%	26.3%	26.3%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	18.5%	5.3%	6.1%	4.6%	6.9%	6.2%
Total	Count	27	57	164	217	141	606	
	% within Education	4.4%	9.4%	26.9%	35.6%	23.6%	100.0%	
	% within Part_B_Q3_10 Consumer Loyalty	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given above table on the effect to Consumer Loyalty of the company due to crisis among the educated person. The data exhibited that nearly 4 per cent of respondents are not at all knowledge of crisis, 9.4 per cent respondents are not aware of crisis, about 35.6 per cent respondents are aware of crisis, nearly 24 per cent respondents are highly interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among the Graduate, nearly 5 per cent of respondents are not at all interested to crisis, about 7 per cent respondents are not aware of crisis, around 37 per cent respondents are aware of crisis, about 25 per cent respondents are largely interested in crisis of the company and around 26 per cent of the respondents remain

neutral on the crisis. Among the Post-Graduate, nearly 3 per cent of respondents are not at all interested to crisis, around 11 per cent respondents are not aware of crisis, about 36 per cent respondents are aware of crisis, 22.3 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the consumer loyalty being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the consumer loyalty being affected by crisis and education of the respondents

The table tracks to find the relationship between the education of the customers' and their perception of personal health of the owner of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the customer loyalty being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of customer loyalty of the company during crisis.

Education * Part_B_Q3_10 Employees

			Part_B_Q3_11 Employees					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	11	31	54	71	69	236
		% within Education	4.7%	13.1%	22.9%	30.1%	29.2%	100.0%
		% within Part_B_Q3_11 Employees	40.7%	43.1%	33.1%	38.8%	42.1%	38.8%
	Post Graduate	Count	12	35	90	91	73	301
		% within Education	4.0%	11.6%	29.9%	30.2%	24.3%	100.0%
		% within Part_B_Q3_11 Employees	44.4%	48.6%	55.2%	49.7%	44.5%	49.4%
	Doctorate	Count	1	2	8	13	10	34
		% within Education	2.9%	5.9%	23.5%	38.2%	29.4%	100.0%
		% within Part_B_Q3_11 Employees	3.7%	2.8%	4.9%	7.1%	6.1%	5.6%
	Any other	Count	3	4	11	8	12	38
		% within Education	7.9%	10.5%	28.9%	21.1%	31.6%	100.0%

	% within Part_B_Q3_11 Employees	11.1%	5.6%	6.7%	4.4%	7.3%	6.2%
Total	Count	27	72	163	183	164	609
	% within Education	4.4%	11.8%	26.8%	30.0%	26.9%	100.0%
	% within Part_B_Q3_11 Employees	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data exposed on the effect to Employees of the company due to crisis among the educated person. The data shown that nearly 4 per cent of respondents are not at all knowledge of crisis, about 12 per cent respondents are not aware of crisis, 30 per cent respondents are aware of crisis, around 27 per cent respondents are highly interested in crisis of the company and nearly 27 per cent of the respondents remain neutral on the crisis. Among the Graduate, nearly 5 per cent of respondents are not at all interested to crisis, about 13 per cent respondents are not aware of crisis, 30 per cent respondents are aware of crisis, about 29 per cent respondents are largely interested in crisis of the company and 23 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, 4 per cent of respondents are not at all interested to crisis, nearly 12 per cent respondents are not aware of crisis, 30.2 per cent respondents are aware of crisis, about 24 per cent respondents are largely interested in crisis of the company and around 30 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the employee factor being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the employee factor being affected by crisis and education of the respondents

The table seeks to find the relationship between the education of the customers' and their perception of employee welfare of a company during crisis. Employees are an asset to any company or organization and during any crisis the employee welfare of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the employee welfare affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of employee welfare of the company during crisis.

Education * Part_B_Q3_11 Stock Market

			Part_B_Q3_12 Stock Market				Total
			No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	15	33	98	90	236
		% within Education	6.4%	14.0%	41.5%	38.1%	100.0%
		% within Part_B_Q3_12 Stock Market	36.6%	44.6%	36.7%	39.6%	38.8%
	Post Graduate	Count	20	34	135	112	301
		% within Education	6.6%	11.3%	44.9%	37.2%	100.0%
		% within Part_B_Q3_12 Stock Market	48.8%	45.9%	50.6%	49.3%	49.4%
	Doctorate	Count	2	1	15	16	34
		% within Education	5.9%	2.9%	44.1%	47.1%	100.0%
		% within Part_B_Q3_12 Stock Market	4.9%	1.4%	5.6%	7.0%	5.6%
	Any other	Count	4	6	19	9	38
		% within Education	10.5%	15.8%	50.0%	23.7%	100.0%
		% within Part_B_Q3_12 Stock Market	9.8%	8.1%	7.1%	4.0%	6.2%
Total	Count	41	74	267	227	609	
	% within Education	6.7%	12.2%	43.8%	37.3%	100.0%	
	% within Part_B_Q3_12 Stock Market	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data exposed on the effect Stock Market of the company due to crisis among the educated person. The data exposed that nearly 7 per cent of respondents are not aware of the crisis, about 44 per cent respondents are aware of crisis, around 37 per cent respondents are highly interested in crisis of the company and nearly 12 per cent of the respondents remain neutral on the crisis. Among the Graduate, nearly 6 per cent respondents are not aware of crisis, about 42 per cent respondents are aware of crisis, around 38 per cent respondents are largely interested in crisis of the company and nearly 14 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, nearly 7 per cent respondents are not aware of crisis, about 45 per cent respondents are aware of crisis, 37 per cent respondents are largely interested in crisis of the company and nearly 11 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the stock market being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the stock market being affected by crisis and education of the respondents

Stock market, sales and finances are the three most valued aspects of PR in any organization. The table seeks the identity the relationship between the education of the customers’ and their perception of stock market of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the stock market being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of effect on stock market of the company during crisis.

Education * Part_B_Q3_12 Community

			Part_B_Q3_13 Community					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	1	26	41	115	53	236
		% within Education	0.4%	11.0%	17.4%	48.7%	22.5%	100.0%
		% within Part_B_Q3_13 Community	50.0%	33.3%	36.6%	39.8%	41.4%	38.8%
	Post Graduate	Count	1	43	61	147	49	303
		% within Education	0.3%	14.3%	20.3%	48.8%	16.3%	100.0%
		% within Part_B_Q3_13 Community	50.0%	55.1%	54.5%	50.9%	38.3%	49.4%
	Doctorate	Count	0	3	6	11	14	34
		% within Education	0.0%	8.8%	17.6%	32.4%	41.2%	100.0%
		% within Part_B_Q3_13 Community	0.0%	3.8%	5.4%	3.8%	10.9%	5.6%
	Any other	Count	0	6	4	16	12	38
		% within Education	0.0%	15.8%	10.5%	42.1%	31.6%	100.0%
		% within Part_B_Q3_13 Community	0.0%	7.7%	3.6%	5.5%	9.4%	6.2%
	Total		Count	2	78	112	289	128
		% within Education	0.3%	12.8%	18.4%	47.5%	21.0%	100.0%

	% within Part_B_Q3_13 Community	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data discovered on the effect to Community of the company due to crisis among the educated person. The data exposed that around 0.3 per cent of respondents are not at all interested in crisis, about 13 per cent respondents are not aware of crisis, 47.5 per cent respondents are aware of crisis, 21 per cent respondents are highly interested in crisis of the company and nearly 18 per cent of the respondents remain neutral on the crisis. Among the Graduate, 0.4 per cent of respondents are not at all interested to crisis, about 11 per cent respondents are not aware of crisis, 48.7 per cent respondents are aware of crisis, around 23 per cent respondents are largely interested in crisis of the company and 17.4 per cent of the respondents remain neutral on the crisis. Among the Post-Graduate, 0.3 per cent of respondents are not at all interested to crisis, about 14 per cent respondents are not aware of crisis, 48.8 per cent respondents are aware of crisis, around 16 per cent respondents are largely interested in crisis of the company and 20.3 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the community perception being affected by crisis and education of the respondents

Ha - There is a significant relationship between public opinion on the community perception being affected by crisis and education of the respondents

Community as an external public and stake holder is highly valued aspects of PR in any organization. The table seeks the identity the relationship between the education of the customers' and their perception of community as external public of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the role of community being affected by crisis and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of effect community on the company during crisis.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

Education * Part_B_Q4_1 Brand/ Company

			Part_B_Q4_1 Brand/ Company		Total
			No	Yes	
Education	Graduate	Count	205	31	236
		% within Education	86.9%	13.1%	100.0%
		% within Part_B_Q4_1 Brand/ Company	38.7%	39.2%	38.8%
	Post Graduate	Count	257	44	301
		% within Education	85.4%	14.6%	100.0%
		% within Part_B_Q4_1 Brand/ Company	48.5%	55.7%	49.4%
	Doctorate	Count	30	4	34
		% within Education	88.2%	11.8%	100.0%
		% within Part_B_Q4_1 Brand/ Company	5.7%	5.1%	5.6%
	Any other	Count	38	0	38
		% within Education	100.0%	0.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	7.2%	0.0%	6.2%
Total	Count	530	79	609	
	% within Education	87.0%	13.0%	100.0%	
	% within Part_B_Q4_1 Brand/ Company	100.0%	100.0%	100.0%	

N=609

The analysis data revealed that information of crisis about Brand/Company among the educated person. The data displays that about 87% respondents are having no idea of crisis and 13% respondents are concerned about crisis of the company. Among the Graduate, nearly 87% respondents are not aware regarding crisis and around 13 % respondents are aware of the crisis. Among the Post-Graduate, nearly 85% respondents are not aware regarding crisis and around 15 % respondents are aware of the crisis

Ho – There is no significant relationship between awareness brand or company being the consumers’ first source of information and education of the respondents

Ha - There is a significant relationship between awareness brand or company being the consumers’ first source of information and education of the respondents

The table seeks the identity the relationship between the education of the customers’ and their perception of brand or company as a first source of communication in an

organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness brand or company being the consumers' first source of information and education of the respondents cannot be rejected. This reveals that the education of the customer is not associated in their perception of brand or company being the consumers' first source of information during crisis.

Education * Part_B_Q4_2 Social Media

			Part_B_Q4_2 Social Media		Total
			No	Yes	
Education	Graduate	Count	183	53	236
		% within Education	77.5%	22.5%	100.0%
		% within Part_B_Q4_2 Social Media	37.5%	43.8%	38.8%
	Post Graduate	Count	252	49	301
		% within Education	83.7%	16.3%	100.0%
		% within Part_B_Q4_2 Social Media	51.6%	40.5%	49.4%
	Doctorate	Count	23	1	24
		% within Education	67.6%	32.4%	100.0%
		% within Part_B_Q4_2 Social Media	4.7%	9.1%	5.6%
	Any other	Count	30	8	38
		% within Education	78.9%	21.1%	100.0%
		% within Part_B_Q4_2 Social Media	6.1%	6.6%	6.2%
Total	Count	488	121	609	
	% within Education	80.1%	19.9%	100.0%	
	% within Part_B_Q4_2 Social Media	100.0%	100.0%	100.0%	

N=609

The analysis data discovered on the information of crisis by way of social media among the educated person. The data shows that a majority of 80% respondents are not aware of crisis and 20% respondents are awake regarding crisis through social media. of the company. Among the Graduate, nearly 78% respondents are not aware regarding crisis and around 22 % respondents are aware of the crisis. Among the Post-Graduate, nearly 84% respondents are not aware regarding crisis and around 16 % respondents are aware

of the crisis.

Ho – There is no significant relationship between awareness social media being the consumers’ first source of information and education of the respondents

Ha - There is a significant relationship between awareness social media being the consumers’ first source of information and education of the respondents

The table seeks the identity the relationship between the education of the customers’ and their perception of in the use of social media as a first source of communication in an organization during crisis. As the calculated value is less than and not equal to the table critical value the null hypothesis of there is no significant relationship between awareness social media being the consumers’ first source of information and education of the respondents and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of social media being used as a first source of information to the consumers’ during crisis. In an era of digital media, use of social media by a company to inform public is substantial factor of PR in any organization.

Education * Part_B_Q4_3 Public

			Part_B_Q4_3 Public		Total
			No	Yes	
Education	Graduate	Count	216	20	236
		% within Education	91.5%	8.5%	100.0%
		% within Part_B_Q4_3 Public	39.0%	36.4%	38.8%
	Post Graduate	Count	276	25	301
		% within Education	91.7%	8.3%	100.0%
		% within Part_B_Q4_3 Public	49.8%	45.5%	49.4%
	Doctorate	Count	27	7	34
		% within Education	79.4%	20.6%	100.0%
		% within Part_B_Q4_3 Public	4.9%	12.7%	5.6%
	Any other	Count	35	3	38
		% within Education	92.1%	7.9%	100.0%
		% within Part_B_Q4_3 Public	6.3%	5.5%	6.2%
Total	Count	554	55	609	
	% within Education	91.0%	9.0%	100.0%	
	% within Part_B_Q4_3 Public	100.0%	100.0%	100.0%	

N=609

The analysis data discloses that a majority of 91% respondents are not aware of crisis and merely 9% respondents are attentive regarding crisis through Public. Among the

Graduate, nearly 92% respondents are not aware regarding crisis and around 9 % respondents are aware of the crisis. Among the Post-Graduate, nearly 92% respondents are not aware regarding crisis and around 8 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness external public being the consumers’ first source of information and education of the respondents

Ha - There is a significant relationship between awareness external public being the consumers’ first source of information and education of the respondents

The PR department values public support during crisis in order to offset and rumours. The public, external stake holders for a company are most crucial with regards to crisis and communication. The table seeks the identity the relationship between the education of the customers’ and their perception ‘public’ as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness external public being the consumers’ first source of information and education of the respondents is not rejected. This reveals that the education of the customer is associated in their perception of public being used as a first source of information to the consumers’ during crisis.

Education * Part_B_Q4_4 Media

			Part_B_Q4_4 Media		Total
			No	Yes	
Education	Graduate	Count	148	8	236
		% within Education	62.7%	37.3%	100.0%
		% within Part_B_Q4_4 Media	35.2%	46.6%	38.8%
	Post Graduate	Count	220	8	308
		% within Education	73.1%	26.9%	100.0%
		% within Part_B_Q4_4 Media	52.4%	42.9%	49.4%
	Doctorate	Count	25	9	34
		% within Education	73.5%	26.5%	100.0%
		% within Part_B_Q4_4 Media	6.0%	4.8%	5.6%
	Any other	Count	27	1	34
		% within Education	71.1%	28.9%	100.0%
		% within Part_B_Q4_4 Media	6.4%	5.8%	6.2%
Total	Count	420	18	609	
	% within Education	69.0%	31.0%	100.0%	
	% within Part_B_Q4_4 Media	100.0%	100.0%	100.0%	

N=609

In the given data on information of crisis by way of Media among the educated person is analysed. The data exposes that 69% respondents are not aware of crisis and 31% respondents are aware regarding crisis through Media. Among the Graduate, nearly 63% respondents are not aware regarding crisis and around 37 % respondents are aware of the crisis. Among the Post-Graduate, nearly 73% respondents are not aware regarding crisis and around 27 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness mass media being the consumers’ first source of information and education of the respondents

Ha - There is a significant relationship between awareness mass media being the consumers’ first source of information and education of the respondents

The table seeks the identity the relationship between the education of the customers’ and their perception of in the use of mass media as a first source of communication in an organization during crisis. Traditional mass media are extensively used by a company to inform public is substantial factor of PR in any organization. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness media being the consumers’ first source of information and education of the respondents and education of the respondents is not rejected. This reveals that the education of the customer is not associated in their perception of media being used as a first source of information to the consumers’ during crisis.

Education * Part_B_Q4_5 Seller

		Part_B_Q4_5 Seller		Total	
		No	Yes		
Education	Graduate	Count	208	28	236
		% within Education	88.1%	11.9%	100.0%
		% within Part_B_Q4_5 Seller	36.8%	63.6%	38.8%
	Post Graduate	Count	288	13	301
		% within Education	95.7%	4.3%	100.0%
		% within Part_B_Q4_5 Seller	51.0%	29.5%	49.4%
	Doctorate	Count	31	3	34
		% within Education	91.2%	8.8%	100.0%
		% within Part_B_Q4_5 Seller	5.5%	6.8%	5.6%
	Any other	Count	38	0	38
		% within Education	100.0%	0.0%	100.0%
		% within Part_B_Q4_5 Seller	6.7%	0.0%	6.2%

Total	Count	565	44	609
	% within Education	92.8%	7.2%	100.0%
	% within Part_B_Q4_5 Seller	100.0%	100.0%	100.0%

N=609

Information of crisis through Seller among the educated person, the data reveals that majority of 93% respondents are not aware of crisis and merely 7 respondents are awake regarding crisis by way of Seller. Among the Graduate, nearly 88% respondents are not aware regarding crisis and around 12 % respondents are aware of the crisis. Among the Post-Graduate, nearly 96% respondents are not aware regarding crisis and around 4 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness seller being the consumers’ first source of information and education of the respondents

Ha - There is a significant relationship between awareness seller being the consumers’ first source of information and education of the respondents

Sellers or retailers are the eyes and ears used to inform the public by the PR in any organization. The table finds the identity the relationship between the education of the customers’ and their perception of in the use of sellers and retailers as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness sellers and retailers being the consumers’ first source of information and education of the respondents is rejected. This shows that the education of the customer is associated in their perception of sellers and retailers being used as a first source of information to the consumers’ during crisis.

Q5. Please select the option which most accurately reflects your opinion about the following statements

Education * Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

		Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Education	Graduate	Count	25	50	54	73	31	233
		% within Education	10.6%	21.2%	22.9%	31.8%	13.6%	100.0%

		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	30.5%	33.6%	38.3%	44.6%	46.4%	38.8%
	Post Graduate	Count	44	84	72	72	29	301
		% within Education	14.6%	27.9%	23.9%	23.9%	9.6%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	53.7%	56.4%	51.1%	42.9%	42.0%	49.4%
	Doctorate	Count	7	7	7	11	2	34
		% within Education	20.6%	20.6%	20.6%	32.4%	5.9%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	8.5%	4.7%	5.0%	6.5%	2.9%	5.6%
	Any other	Count	6	8	8	10	6	38
		% within Education	15.8%	21.1%	21.1%	26.3%	15.8%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	7.3%	5.4%	5.7%	6.0%	8.7%	6.2%
Total		Count	82	149	141	168	69	609
		% within Education	13.5%	24.5%	23.2%	27.6%	11.3%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To question regarding trusted brand there is a change in your perception of the brand due to crisis event among the educated person. The analysis data exposed that about 13.5 per cent of respondents are not at all change due to crisis, 24.5 per cent respondents are not aware of crisis, 27.6 per cent respondents are change due to crisis, nearly 11 per cent respondents are highly changed due to crisis event and about 23 per cent of the respondents remain neutral. Among the Graduate, nearly 12 per cent of respondents are not at all changed due to crisis, 21.2 per cent respondents are not changed due to crisis,

around 32 per cent respondents are changed due to crisis, 14 per cent respondents are largely changed due to crisis event and about 23 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 15 per cent of respondents are not at all changed due to crisis, 28 per cent respondents are not changed due to crisis, around 24 per cent respondents are changed due to crisis, 10 per cent respondents are largely changed due to crisis

Ho – There is no significant relationship between change in perception due to crisis in the trusted brand and education of the respondents

Ha - There is a significant relationship between change in perception due to crisis in the trusted brand and education of the respondents

The question dealt with whether the customers change their perception due to crisis in the trust towards a brand. Brand trust is a significant factor in crisis management in a company. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis in the trusted brand and education of the respondents cannot be rejected. It can be inferred that education as variable does influence the customers’ perception about the brand during crisis. In other words, the perception about brand remains same irrespective of the education of the customer,

Education * Part_B_Q5_2 You empathize towards the brand during times of crisis:

			Part_B_Q5_2 You empathize towards the brand during times of crisis:					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	25	26	84	79	21	231
		% within Education	10.6%	11.0%	35.6%	33.5%	9.3%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	34.7%	27.4%	39.8%	44.1%	42.3%	38.8%
	Post Graduate	Count	41	51	100	79	24	30
		% within Education	13.6%	16.9%	35.2%	26.2%	8.0%	100.0%

		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	56.9%	53.7%	50.2%	44.1%	46.2%	49.4%
		Count	3	7	11	13	0	34
	Doctorate	% within Education	8.8%	20.6%	32.4%	38.2%	0.0%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	4.2%	7.4%	5.2%	7.3%	0.0%	5.6%
		Count	3	11	10	8	6	38
	Any other	% within Education	7.9%	28.9%	26.3%	21.1%	15.8%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	4.2%	11.6%	4.7%	4.5%	11.5%	6.2%
		Count	3	11	10	8	6	38
	Total	Count	72	95	211	179	52	609
		% within Education	11.8%	15.6%	34.6%	29.4%	8.5%	100.0%
% within Part_B_Q5_2 You empathize towards the brand during times of crisis:		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To question regarding empathize towards the brand during times of crisis among the educated person. The analysis data exposed that 12 per cent of respondents are not at all sympathize due to crisis, 15.6 per cent respondents are not sympathize of crisis, 29.4 per cent respondents are sympathize due to crisis, nearly 8.5 per cent respondents are highly sympathize due to crisis and a majority of 34.6 per cent of the respondents remain neutral. Among the Graduate, nearly 11 per cent of respondents are not at all changed due to crisis, 11 per cent respondents are not changed due to crisis, around 34 per cent respondents are changed due to crisis, 9.3 per cent respondents are largely changed due to crisis event and about 36 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 14 per cent of respondents are not at all changed due to crisis, 17 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, 8 per cent respondents are largely changed due

to crisis event and 35.2 per cent of the respondents remain neutral.

Ho – There is no significant relationship between public empathy and education of the respondents

Ha - There is a significant relationship between public empathy and education of the respondents

The question dealt with whether the customers change their perception due to crisis in the trust towards a brand and empathise. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis on public empathy towards a company and education of the respondents cannot be rejected. Public empathy is a crucial for a company during crisis. It can be inferred that education as variable does influence the customers' perception about the brand and empathy during crisis. In other words, the public empathy remains same irrespective of the education of the customer.

Education * Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand

			Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	16	17	49	84	70	235
		% within Education	6.8%	7.2%	20.8%	35.6%	29.7%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	47.1%	29.3%	31.4%	43.3%	41.9%	38.8%
	Post Graduate	Count	15	34	84	91	77	301
		% within Education	5.0%	11.3%	27.9%	30.2%	25.6%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	44.1%	58.6%	53.8%	46.9%	46.1%	49.4%
	Doctorate	Count	2	3	13	10	6	34
		% within Education	5.9%	8.8%	38.2%	29.4%	17.6%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	5.9%	5.2%	8.3%	5.2%	3.6%	5.6%

	Any other	Count	1	4	10	9	14	33
		% within Education	2.6%	10.5%	26.3%	23.7%	36.8%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	2.9%	6.9%	6.4%	4.6%	8.4%	6.2%
Total		Count	34	58	156	194	167	609
		% within Education	5.6%	9.5%	25.6%	31.9%	27.4%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

In the given above table on question regarding honest confession of the crisis is beneficial for the brand among the educated person. The analysis data displayed that about 5.6 per cent of respondents are not at all honest confession during crisis, 9.5 per cent respondents are not honest confession of crisis, about 32 per cent respondents are honest confession to crisis, nearly 27 per cent respondents are highly honest confession in the period of crisis and 25.6 per cent of the respondents remain neutral. Among the Graduate, nearly 7 per cent of respondents are not at all changed due to crisis, 7.2 per cent respondents are not changed due to crisis, around 36 per cent respondents are changed due to crisis, about 30 per cent respondents are largely changed due to crisis event and about 21 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 5 per cent of respondents are not at all changed due to crisis, 11.3 per cent respondents are not changed due to crisis, around 30 per cent respondents are changed due to crisis, 25.6 per cent respondents are largely changed due to crisis event and 27.9 per cent of the respondents remain neutral.

Ho – There is no significant relationship between honest confession by the company being beneficial and education of the respondents

Ha - There is a significant relationship between honest confession by the company being beneficial and education of the respondents

The question deal with the honest confession of the crisis is beneficial for the brand and whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between honest confession by the

company being beneficial and education of the respondents cannot be rejected. It can be inferred that education as variable does influence the customer when a company makes a honest confession about the crisis to its customers. In other words, the public perception remains same irrespective of the education of the customer.

Education * Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

			Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	9	6	59	68	94	236
		% within Education	3.8%	2.5%	25.0%	28.8%	39.8%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	60.0%	30.0%	37.3%	42.0%	37.0%	38.8%
	Post Graduate	Count	2	13	90	78	118	301
		% within Education	0.7%	4.3%	29.9%	25.9%	39.2%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	13.3%	65.0%	57.0%	48.1%	46.5%	49.4%
	Doctorate	Count	0	0	4	10	20	34
		% within Education	0.0%	0.0%	11.8%	29.4%	58.8%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	0.0%	0.0%	2.5%	6.2%	7.9%	5.6%
	Any other	Count	4	1	5	6	22	38
		% within Education	10.5%	2.6%	13.2%	15.8%	57.9%	100.0%

	% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	26.7%	5.0%	3.2%	3.7%	8.7%	6.2%
Total	Count	15	20	158	162	254	609
	% within Education	2.5%	3.3%	25.9%	26.6%	41.7%	100.0%
	% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

In the given table on extent to which your purchase decisions are impacted if the brand was facing a crisis situation among the educated person. The analysis data displayed that about 2.5 per cent of respondents are not at all impact decisions during crisis, 3.3 per cent respondents are not impact decisions of crisis, about 27 per cent respondents are impact decisions to crisis, nearly 42 per cent respondents are highly impact decisions in the period of crisis and a majority of 26 per cent of the respondents remain neutral. Among the Graduate, nearly 4 per cent of respondents are not at all changed due to crisis, 2.5 per cent respondents are not changed due to crisis, around 29 per cent respondents are changed due to crisis, about 40 per cent respondents are largely changed due to crisis event and about 25 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, 4.3 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, about 39 per cent respondents are largely changed due to crisis event and 30 per cent of the respondents remain neutral.

Ho – There is no significant relationship between the impact on purchase decisions during crisis situation and education of the respondents

Ha - There is a significant relationship between the impact on purchase decisions during crisis situation and education of the respondents

Purchase decisions of the customers are a vital for a company during crisis. The question dealt with whether the customers change their perception purchase decisions due to crisis in the trust towards a brand or company. As the calculated value of is far

more than the table critical value, the null hypothesis of there is no significant relationship between the impact on purchase decisions during crisis situation and education of the respondents, is rejected. It can be inferred that education as variable does influence the customers' purchase decision about the brand during crisis. In other words, the customers purchase choices does not remain same irrespective of the education of the customer, The alternate hypothesis of There is a significant relationship between the impact on purchase decisions during crisis situation and education of the respondents is accepted.

Education * Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis

			Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	4	4	53	65	110	236
		% within Education	1.7%	1.7%	22.5%	27.5%	46.6%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	22.2%	28.6%	28.8%	38.7%	48.9%	38.8%
	Post Graduate	Count	11	8	106	84	92	301
		% within Education	3.7%	2.7%	35.2%	27.9%	30.6%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	61.1%	57.1%	57.6%	50.0%	40.9%	49.4%
	Doctorate	Count	0	0	9	9	16	34
		% within Education	0.0%	0.0%	26.5%	26.5%	47.1%	100.0%

		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	0.0%	0.0%	4.9%	5.4%	7.1%	5.6%
	Any other	Count	3	2	16	10	7	38
		% within Education	7.9%	5.3%	42.1%	26.3%	18.4%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	16.7%	14.3%	8.7%	6.0%	3.1%	6.2%
Total		Count	18	14	184	168	225	609
		% within Education	3.0%	2.3%	30.2%	27.6%	36.9%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on importance to receive constant communication about latest developments with the brand during times of crisis among the educated person was analysed. The analysis data displayed that about 3 per cent of respondents are not at all constant communication during crisis, 2.3 per cent respondents are not constant communication in crisis, about 27.6 per cent respondents are constant communication in crisis, nearly 40 per cent respondents are highly constant communication in the period of crisis and a majority of 30.2 per cent of the respondents remain neutral. Among the Graduate, nearly 2 per cent of respondents are not at all changed due to crisis, 1.7 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, about 47 per cent respondents are largely changed due to crisis event and about 26 per cent of the respondents remain neutral.

Among the Post-Graduate, nearly 4 per cent of respondents are not at all changed due to crisis, 2.7 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, about 31 per cent respondents are largely changed due to crisis event and 35.2 per cent of the respondents remain neutral.

Ho – There is no significant relationship between customers receiving steady flow of information about latest developments on crisis and education of the respondents

Ha - There is a significant relationship between customers receiving steady flow of information about latest developments on crisis and education of the respondents

The question dealt with whether the customers change their perception in the absence of flow of information or not. During the crisis the customers await latest updates and a steady flow of information from the company during crisis. As the calculated value of is far more than the table critical value, the null hypothesis of there is no significant relationship between customers receiving steady flow of information about latest developments on crisis and education of the respondents not rejected. It can be assumed that education as variable does influence the customer perception when the information from the company is lacking during crisis. In other words, the customers purchase choices do not remain same irrespective of the education of the customer.

Education * Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand

			Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	4	7	56	64	105	236
		% within Education	1.7%	3.0%	23.7%	27.1%	44.5%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	36.4%	28.0%	33.7%	39.0%	43.2%	38.8%
	Post Graduate	Count	5	16	91	83	106	301
		% within Education	1.7%	5.3%	30.2%	27.6%	35.2%	100.0%

		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	45.5%	64.0%	54.8%	50.6%	43.6%	49.4%
	Doctorate	Count	0	0	9	9	16	34
		% within Education	0.0%	0.0%	26.5%	26.5%	47.1%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	0.0%	0.0%	5.4%	5.5%	6.6%	5.6%
	Any other	Count	2	2	10	8	16	38
		% within Education	5.3%	5.3%	26.3%	21.1%	42.1%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	18.2%	8.0%	6.0%	4.9%	6.6%	6.2%
Total		Count	11	25	166	164	243	609
		% within Education	1.8%	4.1%	27.3%	26.9%	39.9%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on extent to which advertisements strengthen consumer association with the brand among the educated person. The analysis data discovered that about 2 per cent of respondents are not at all consumer association with the brand, 4.1 per cent respondents are not consumer association with the brand, about 27 per cent respondents are consumer association with the brand, nearly 40 per cent respondents are highly consumer association with the brand and around 27.3 per cent of the respondents remain neutral. Among the Graduate, nearly 2 per cent of respondents are not at all changed

due to crisis, 3 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, about 45 per cent respondents are largely changed due to crisis event and about 24 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 2 per cent of respondents are not at all changed due to crisis, 5.3 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, about 35 per cent respondents are largely changed due to crisis event and 30.2 per cent of the respondents remain neutral.

Ho – There is no significant relationship between role of advertisements strengthening consumer association with the brand and education of the respondents

Ha - There is a significant relationship between role of advertisements strengthening consumer association with the brand and education of the respondents

During crisis many companies resort to advertisement campaign to inform the customers about the crisis the company is facing. The question is whether the advertisement campaign helps in mitigating the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of advertisements strengthening consumer association with the brand and education of the respondents is not rejected. In other words, it can be concluded that the education as a variable does influence the customers perception based on the advertisement campaign of the company during crisis.

Education * Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand

			Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	23	19	105	54	35	236
		% within Education	9.7%	8.1%	44.5%	22.9%	14.8%	100.0%
		% within Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand	28.8%	37.3%	37.9%	43.5%	45.5%	38.8%
	Post	Count	42	26	139	59	35	301

	Graduate	% within Education	14.0%	8.6%	46.2%	19.6%	11.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	52.5%	51.0%	50.2%	47.6%	45.5%	49.4%
	Doctorate	Count	8	0	14	6	6	34
		% within Education	23.5%	0.0%	41.2%	17.6%	17.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	10.0%	0.0%	5.1%	4.8%	7.8%	5.6%
	Any other	Count	7	6	19	5	1	38
		% within Education	18.4%	15.8%	50.0%	13.2%	2.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	8.8%	11.8%	6.9%	4.0%	1.3%	6.2%
	Total	Count	80	51	277	124	77	609
		% within Education	13.1%	8.4%	45.5%	20.4%	12.6%	100.0%
% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The data shows on extent to which PSA's strengthen consumer association with the brand among the educated person. The analysis data discovered that about 13 per cent of respondents are not at all PSA's consumer association with the brand, 8.4 per cent respondents are not PSA's consumer association with the brand, about 20 per cent respondents are PSA's consumer association with the brand, nearly 13 per cent respondents are highly PSA's consumer association with the brand and a majority of 45.5 per cent of the respondents remain neutral. Among the Graduate, nearly 10 per cent of respondents are not at all changed due to crisis, 8.1 per cent respondents are not changed due to crisis, around 23 per cent respondents are changed due to crisis, about

15 per cent respondents are largely changed due to crisis event and a majority of 44.5 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 14 per cent of respondents are not at all changed due to crisis, about 9 per cent respondents are not changed due to crisis, around 20 per cent respondents are changed due to crisis, about 12 per cent respondents are largely changed due to crisis event and a majority of 46 per cent of the respondents remain neutral.

Ho – There is no significant relationship between role of PSA in strengthening consumer association with the brand and education of the respondents

Ha - There is a significant relationship between role of PSA in strengthening consumer association with the brand and education of the respondents

The question is whether the PSA campaign helps in justifying the crisis and keeps the public well informed. At the time crisis many companies resort to public service advertisement campaign to inform the customers about the crisis the company is facing. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of public service advertisements strengthening consumer association with the brand and education of the respondents is not rejected. In other words, it can be concluded that the education as a variable does influence the customers perception based on the PSA campaign of the company during crisis.

Education * Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance

			Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	7	17	76	59	71	236
		% within Education	3.0%	7.2%	32.2%	25.0%	32.6%	100.0%
	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	30.4%	27.9%	39.6%	36.4%	45.0%	38.8%	
	Post	Count	14	32	93	86	71	300

	Graduate	% within Education	4.7%	10.6%	30.9%	28.6%	25.2%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	60.9%	52.5%	48.4%	53.1%	44.4%	49.4%
	Doctorate	Count	0	8	11	8	7	34
		% within Education	0.0%	23.5%	32.4%	23.5%	20.6%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	0.0%	13.1%	5.7%	4.9%	4.1%	5.6%
	Any other	Count	2	4	12	9	11	38
		% within Education	5.3%	10.5%	31.6%	23.7%	28.9%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	8.7%	6.6%	6.3%	5.6%	6.4%	6.2%
	Total	Count	23	61	192	162	171	609
		% within Education	3.8%	10.0%	31.5%	26.6%	28.1%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The data displays on change in your perception and reaction to the situation based on celebrity association and assurance among the educated person. The analysis data exposed that about 4 per cent of respondents are not at all celebrity association and assurance, 10 per cent respondents are not celebrity association and assurance, about

27 per cent respondents are celebrity association and assurance, nearly 28 per cent respondents are highly celebrity association and assurance and a majority of 31.5 per cent of the respondents remain neutral. Among the Graduate, nearly 3 per cent of respondents are not at all changed due to crisis, 7.2 per cent respondents are not changed due to crisis, around 25 per cent respondents are changed due to crisis, about 33 per cent respondents are largely changed due to crisis event and a majority of 32.2 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 5 per cent of respondents are not at all changed due to crisis, about 11 per cent respondents are not changed due to crisis, around 29 per cent respondents are changed due to crisis, about 25 per cent respondents are largely changed due to crisis event and a majority of 31 per cent of the respondents remain neutral.

Ho – There is no significant relationship between change in perception based on the celebrity association with the brand and education of the respondents

Ha - There is a significant relationship between change in perception based on the celebrity association with the brand and education of the respondents

At the time crisis many companies resort to celebrity endorsement campaign to inform the customers about the crisis the company is facing and gain credibility. The question is whether the celebrity endorsement campaign helps in justifying the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between change in perception based on the celebrity association with the brand and education of the respondents and education of the respondents is not rejected. In other words, it can be concluded that the education as a variable does not influence the customers perception based on the celebrity endorsement campaign of the company during crisis.

Education * Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis

			Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	2	2	6	6	10	23
		% within Education	0.8%	0.8%	29.2%	26.3%	42.8%	100.0%

		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	16.7%	40.6%	39.7%	38.4%	38.8%
	Post Graduate	Count	4	10	80	76	131	301
		% within Education	1.3%	3.3%	26.6%	25.2%	43.5%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	50.0%	83.3%	47.1%	48.7%	49.8%	49.4%
	Doctorate	Count	0	0	6	9	19	34
		% within Education	0.0%	0.0%	17.6%	26.5%	55.9%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	0.0%	3.5%	5.8%	7.2%	5.6%
	Any other	Count	2	0	15	9	12	38
		% within Education	5.3%	0.0%	39.5%	23.7%	31.6%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	0.0%	8.8%	5.8%	4.6%	6.2%
Total		Count	8	12	170	156	263	609
		% within Education	1.3%	2.0%	27.9%	25.6%	43.2%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on extent of negative feeling if the brand is not being

communicative during times of crisis among the educated person. The analysis data exposed that about 1 per cent of respondents are not at all extent of negative feeling during crisis, 2 per cent respondents are not extent of negative feeling during crisis, about 26 per cent respondents are extent of negative feeling during crisis, nearly 43 per cent respondents are highly extent of negative feeling during crisis and a majority of about 28 per cent of the respondents remain neutral. Among the Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, 0.8 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, about 43 per cent respondents are largely changed due to crisis event and 29.2 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, about 3 per cent respondents are not changed due to crisis, around 25 per cent respondents are changed due to crisis, about 44 per cent respondents are largely changed due to crisis event and 26.6 per cent of the respondents remain neutral.

Ho – There is no significant relationship between changes in negative perception due to lack of communication and education of the respondents

Ha - There is a significant relationship between change in negative perception due to lack of communication and education of the respondents

The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and education of the respondents is not rejected. In other words, it can be concluded that the education as a variable does not influence the customers negative perception and feeling when companies fail to inform them about the crisis.

**Education * Part_B_Q5_10 Consumer loyalty with the brand stays the same
when a brand faces crisis more than once in the recent past**

			Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	76	50	69	22	19	236
		% within Education	32.2%	21.2%	29.2%	9.3%	8.1%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	36.5%	42.7%	36.5%	40.0%	47.5%	38.8%
	Post Graduate	Count	110	49	98	28	16	301
		% within Education	36.5%	16.3%	32.6%	9.3%	5.3%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	52.9%	41.9%	51.9%	50.9%	40.0%	49.4%
	Doctorate	Count	12	5	13	1	3	34
		% within Education	35.3%	14.7%	38.2%	2.9%	8.8%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	5.8%	4.3%	6.9%	1.8%	7.5%	5.6%
Any other	Count	10	13	9	4	2	38	
	% within Education	26.3%	34.2%	23.7%	10.5%	5.3%	100.0%	

	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	4.8%	11.1%	4.8%	7.3%	5.0%	6.2%
Total	Count	208	117	189	55	40	609
	% within Education	34.2%	19.2%	31.0%	9.0%	6.6%	100.0%
	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed that regarding consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past among the educated person. The analysis data exposed that about 34 per cent of respondents are not at all consumer loyalty with the brand during crisis, 19.2 per cent respondents are not consumer loyalty with the brand during crisis, about 9 per cent respondents are consumer loyalty with the brand during crisis, nearly 6.6 per cent respondents are highly consumer loyalty with the brand during crisis and a majority of about 31 per cent of the respondents remain neutral. Among the Graduate, nearly 32 per cent of respondents are not at all changed due to crisis, 21 per cent respondents are not changed due to crisis, around 9 per cent respondents are changed due to crisis, about 8 per cent respondents are largely changed due to crisis event and 29.2 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 37 per cent of respondents are not at all changed due to crisis, about 16 per cent respondents are not changed due to crisis, around 9 per cent respondents are changed due to crisis, about 5 per cent respondents are largely changed due to crisis event and a majority of 33 per cent of the respondents remain neutral.

Ho – There is no significant relationship between retaining brand loyalty during crisis and education of the respondents

Ha - There is a significant relationship between retaining brand loyalty during crisis and education of the

respondent

As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and education of the respondents is not rejected. In other words, it can be concluded that the education as a variable does not influence the customers negative perception and feeling when companies fail to inform them about the crisis. Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed. The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis.

Education * Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

			Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	2	16	60	70	88	236
		% within Education	0.8%	6.8%	25.4%	29.7%	37.3%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	25.4%	35.7%	45.8%	39.5%	38.8%
	Post Graduate	Count	0	40	82	69	110	301
		% within Education	0.0%	13.3%	27.2%	22.9%	36.5%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	63.5%	48.8%	45.1%	49.3%	49.4%
	Doctorate	Count	0	1	8	10	15	34
		% within Education	0.0%	2.9%	23.5%	29.4%	44.1%	100.0%

		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	1.6%	4.8%	6.5%	6.7%	5.6%
		Count	0	6	18	4	10	38
	Any other	% within Education	0.0%	15.8%	47.4%	10.5%	26.3%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	9.5%	10.7%	2.6%	4.5%	6.2%
Total	Count	2	63	168	153	223	609	
	% within Education	0.3%	10.3%	27.6%	25.1%	36.6%	100.0%	
	% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on a question regarding clear and honest communication retains your trust, perception, loyalty and association towards the brand among the educated person. The analysis data revealed that about 0.3 per cent of respondents are not at all honest communication retains your trust during crisis, 10.3 per cent respondents are not honest communication retains your trust during crisis, about 25 per cent respondents are honest communication retains your trust during crisis, nearly 37 per cent respondents are highly honest communication retains your trust during crisis and a majority of about 28 per cent of the respondents remain neutral. Among the Graduate, nearly a per cent of respondents is not at all changed due to crisis, 6.8 per cent respondents are not changed due to crisis, around 30 per cent respondents are changed due to crisis, about 37 per cent respondents are largely changed due to crisis

event and 25.4 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 0.0 per cent of respondents are not at all changed due to crisis, about 13 per cent respondents are not changed due to crisis, around 23 per cent respondents are changed due to crisis, about 37 per cent respondents are largely changed due to crisis event and 27.2 per cent of the respondents remain neutral.

Ho – There is no significant relationship between retaining brand trust due to factual and clear communication during crisis and education of the respondents

Ha - There is a significant relationship between retaining brand trust due to factual and clear communication during crisis and education of the respondents

The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is above the table critical value, the null hypothesis there is no significant relationship between retaining brand trust due to factual and clear communication during crisis and education of the respondents is rejected. In other words, it can be concluded that the education as a variable does influence the customers' factual nature of communication and customer perception about the crisis. When in crisis the companies need to provide factual information to the customers and win their trust.

Education * Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis

			Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	3	21	63	78	71	230
		% within Education	1.3%	8.9%	26.7%	33.1%	30.1%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	50.0%	31.8%	35.0%	44.6%	39.0%	38.8%
	Post Graduate	Count	3	41	83	80	94	301
		% within Education	1.0%	13.6%	27.6%	26.6%	31.2%	100.0%

		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	50.0%	62.1%	46.1%	45.7%	51.6%	49.4%	
		Doctorate	Count	0	2	12	11	9	34
			% within Education	0.0%	5.9%	35.3%	32.4%	26.5%	100.0%
		Doctorate	% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	3.0%	6.7%	6.3%	4.9%	5.6%
			Count	0	2	22	6	8	38
		Any other	% within Education	0.0%	5.3%	57.9%	15.8%	21.1%	100.0%
			% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	3.0%	12.2%	3.4%	4.4%	6.2%
		Total	Count	6	66	180	175	182	609
			% within Education	1.0%	10.8%	29.6%	28.7%	29.9%	100.0%
			% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on a question regarding direct communication from top executives or head of the company helps build trust during time of crisis among the educated person. The analysis data revealed that 1 per cent of respondents are not at all, 10.8 per cent respondents are not, about 28.7 per cent respondents are and nearly 30 per

cent respondents are highly direct communication retains your trust during crisis and a majority of about 30 per cent of the respondents remain neutral. Among the Graduate, nearly a per cent of respondents are not at all changed due to crisis, 8.9 per cent respondents are not changed due to crisis, around 33 per cent respondents are changed due to crisis, about 30 per cent respondents are largely changed due to crisis event and about 27 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, about 14 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, about 31 per cent respondents are largely changed due to crisis event and about 28 per cent of the respondents remain neutral.

Ho – There is no significant relationship between building trust due to top company executives communicating with consumers during crisis and education of the respondents

Ha - There is a significant relationship between building trust due to top company executives communicating with consumers during crisis and education of the respondents

During crisis it is in general expected that the top executives would address the concerns of the customers. The data results have indicated that the calculated value is above the table critical value and the null hypothesis of there is no significant relationship between building trust due to top company executives communicating with consumers during crisis and education of the respondents is rejected. It can be inferred that the education as a variable is associated with the building of trust due to top company executives communicating with consumers during crisis.

Education * Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

		Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Education	Graduate	Count	5	33	62	65	69	233
		% within Education	2.1%	14.8%	26.3%	27.5%	29.2%	100.0%

		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	21.7%	32.1%	37.6%	41.1%	44.8%	38.8%
	Post Graduate	Count	17	55	82	78	69	30
		% within Education	5.6%	18.3%	27.2%	25.9%	22.9%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	73.9%	50.5%	49.7%	49.4%	44.8%	49.4%
	Doctorate	Count	0	11	10	6	7	34
		% within Education	0.0%	32.4%	29.4%	17.6%	20.6%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	0.0%	10.1%	6.1%	3.8%	4.5%	5.6%
	Any other	Count	1	8	11	9	9	38
		% within Education	2.6%	21.1%	28.9%	23.7%	23.7%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	4.3%	7.3%	6.7%	5.7%	5.8%	6.2%
Total		Count	21	109	165	158	154	609
		% within Education	3.8%	17.9%	27.1%	25.9%	25.3%	100.0%

	% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data revealed on important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis among the educated person. The data shows that about 4 per cent of respondents are not at all brand emerging from crisis, around 18 per cent respondents are not brand emerging from crisis, about 26 per cent respondents are brand emerging from crisis, nearly 25 per cent respondents are highly brand emerging from crisis and a majority of about 27 per cent of the respondents remain neutral. Among the Graduate, nearly 2 per cent of respondents are not at all changed due to crisis, 15 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, about 29 per cent respondents are largely changed due to crisis event and about 26 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 6 per cent of respondents are not at all changed due to crisis, about 18 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, about 23 per cent respondents are largely changed due to crisis event and about 27 per cent of the respondents remain neutral.

Ho – There is no significant relationship between consumer being associated with brand during crisis and beyond and education of the respondents

Ha - There is a significant relationship between consumer being associated with brand during crisis and beyond and education of the respondents

When a company is in crisis It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between consumer being associated with brand during crisis and beyond and education of the respondents is not rejected. Alternatively, there is no relationship between consumer being associated with brand during crisis and beyond and education of the respondents.

Education * Part_B_Q5_14 Mass media plays an important role during crisis

			Part_B_Q5_14 Mass media plays an important role during crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	2	13	43	77	101	236
		% within Education	0.8%	5.5%	18.2%	32.6%	42.8%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	18.2%	32.5%	36.1%	38.7%	42.1%	38.8%
	Post Graduate	Count	7	18	64	102	110	301
		% within Education	2.3%	6.0%	21.3%	33.9%	36.5%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	63.6%	45.0%	53.8%	51.3%	45.8%	49.4%
	Doctorate	Count	2	1	4	8	19	34
		% within Education	5.9%	2.9%	11.8%	23.5%	55.9%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	18.2%	2.5%	3.4%	4.0%	7.9%	5.6%
	Any other	Count	0	8	8	12	10	38
		% within Education	0.0%	21.1%	21.1%	31.6%	26.3%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	0.0%	20.0%	6.7%	6.0%	4.2%	6.2%
Total	Count	11	40	119	199	240	609	
	% within Education	1.8%	6.6%	19.5%	32.7%	39.4%	100.0%	
	% within Part_B_Q5_14 Mass media plays an important role during crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data discovered on Mass media plays an important role during crisis among the educated person. The data shows that 2 per cent of respondents are not at all

found any role of Mass Media during crisis, around 7 per cent respondents are not found any role of Mass Media during crisis, about 33 per cent respondents are found major role of Mass Media during crisis, nearly 39 per cent respondents are highly found role of Mass Media during crisis, and 19.5 per cent of the respondents remain neutral. Among the Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, 5.5 per cent respondents are not changed due to crisis, around 33 per cent respondents are changed due to crisis, about 43 per cent respondents are largely changed due to crisis event and about 18 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 2 per cent of respondents are not at all changed due to crisis, about 6 per cent respondents are not changed due to crisis, around 34 per cent respondents are changed due to crisis, about 37 per cent respondents are largely changed due to crisis event and about 21 per cent of the respondents remain neutral.

Ho – There is no significant relationship between perceived role of media during crisis and education of the respondents

Ha - There is a significant relationship between perceived role of media during crisis and education of the respondents

As the calculated value is more than the table critical value, the null hypothesis of there is no significant relationship between perceived role of media during crisis and education of the respondents is rejected, the alternate hypothesis of there is a significant relationship between perceived role of media during crisis and education of the respondents is accepted in this case. During crisis the perceived role of mass media is critical in informing the public about the true nature of crisis.

Education * Part_B_Q5_15 The portrayal of crisis by the media is generally believed

			Part_B_Q5_15 The portrayal of crisis by the media is generally believed					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	0	9	72	63	92	236
		% within Education	0.0%	3.8%	30.5%	26.7%	39.0%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	30.0%	41.9%	35.8%	40.4%	38.8%

	Post Graduate	Count	3	16	82	96	104	301
		% within Education	1.0%	5.3%	27.2%	31.9%	34.6%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	100.0%	53.3%	47.7%	54.5%	45.6%	49.4%
	Doctorate	Count	0	0	9	6	19	34
		% within Education	0.0%	0.0%	26.5%	17.6%	55.9%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	0.0%	5.2%	3.4%	8.3%	5.6%
	Any other	Count	0	5	9	1	13	38
		% within Education	0.0%	13.2%	23.7%	28.9%	34.2%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	16.7%	5.2%	6.3%	5.7%	6.2%
Total	Count	3	30	172	176	228	609	
	% within Education	0.5%	4.9%	28.2%	28.9%	37.4%	100.0%	
	% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To a question on the portrayal of crisis by the media is generally believed among the educated person. The data shows that about 0.5 per cent of respondents are not at all found portrayal of crisis by Media during crisis, around 5 per cent respondents are not found portrayal of crisis by Media during crisis, about 29 per cent respondents are found portrayal of crisis by Media during crisis, nearly 37 per cent respondents are highly found portrayal of crisis by Media during crisis and 28.2 per cent of the respondents remain neutral. Among the Graduate, nearly 0.0 per cent of respondents are not at all changed due to crisis, 3.8 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, 39 per cent respondents are largely changed due to crisis event and about 31 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 1 per cent of respondents are not at all changed due

to crisis, about 5 per cent respondents are not changed due to crisis, around 32 per cent respondents are changed due to crisis, about 35 per cent respondents are largely changed due to crisis event and about 27 per cent of the respondents remain neutral.

Ho – There is no significant relationship between portrayal of crisis by the media and education of the respondents

Ha - There is a significant relationship between portrayal of crisis by the media and education of the respondents

During crisis the portrayal of crisis by the media is generally believed and is critical in informing the public about the true nature of crisis. . As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between portrayal of crisis by the media and education of the respondents is not rejected, The alternate hypothesis of there is a significant relationship between perceived role of media during crisis and education of the respondents cannot be accepted in this case.

Education * Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

			Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	0	4	58	79	95	236
		% within Education	0.0%	1.7%	24.6%	33.5%	40.3%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	16.7%	38.2%	40.9%	39.9%	38.8%
	Post Graduate	Count	2	15	71	100	113	301
		% within Education	0.7%	5.0%	23.6%	33.2%	37.5%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	100.0%	62.5%	46.7%	51.8%	47.5%	49.4%

	Doctorate	Count	0	0	10	6	18	3
		% within Education	0.0%	0.0%	29.4%	17.6%	52.9%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	0.0%	6.6%	3.1%	7.6%	5.6%
	Any other	Count	0	5	11	8	12	3
		% within Education	0.0%	13.2%	34.2%	21.1%	31.6%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	20.8%	8.6%	4.1%	5.0%	6.2%
Total	Count	2	24	151	193	238	60	
	% within Education	0.3%	3.9%	25.0%	31.7%	39.1%	100.0%	
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To a question on the Media portrayal affects consumer perception, understanding and analyzing of the crisis situation among the educated person. The data shows that about 0.3 per cent of respondents are not at all shows Media portrayal affects consumer perception around 4 per cent respondents are not shows Media portrayal affects consumer perception, about 32 per cent respondents are found Media portrayal affects consumer perception, nearly 39 per cent respondents are highly found Media portrayal affects consumer perception and 25 per cent of the respondents remain neutral. Among the Graduate, nearly 0.0 per cent of respondents are not at all changed due to crisis, 1.7 per cent respondents are not changed due to crisis, around 34 per cent respondents are changed due to crisis, about 40 per cent respondents are largely changed due to crisis

event and about 25 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, about 5 per cent respondents are not changed due to crisis, around 33 per cent respondents are changed due to crisis, about 38 per cent respondents are largely changed due to crisis event and about 24 per cent of the respondents remain neutral.

Ho – There is no significant relationship between consumer perception of crisis as portrayed by media and education of the respondents

Ha - There is a significant relationship between consumer perception of crisis as portrayed by media and education of the respondents

The general belief during crisis the portrayal affects consumer perception, understanding and analyzing of the crisis situation. Hence media plays an important role in crisis information and creation of the image of the company. As the calculated value is more than the table critical value, the null hypothesis of there is no significant relationship between consumer perception of crisis as portrayed by media and education of the respondents is rejected, The alternate hypothesis of there is a significant relationship between consumer perception of crisis as portrayed by media and education of the respondents is accepted.

Education * Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable

			Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Education	Graduate	Count	1	16	75	72	72	236
		% within Education	0.4%	6.8%	31.8%	30.5%	30.5%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	20.0%	28.6%	40.5%	40.4%	38.9%	38.8%
	Post Graduate	Count	2	31	86	85	97	301
		% within Education	0.7%	10.3%	28.6%	28.2%	32.2%	100.0%

		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	40.0%	55.4%	46.5%	47.8%	52.4%	49.4%
	Doctorate	Count	0	4	10	13	7	3
		% within Education	0.0%	11.8%	29.4%	38.2%	20.6%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	7.1%	5.4%	7.3%	3.8%	5.6%
	Any other	Count	2	5	14	8	9	3
		% within Education	5.3%	13.2%	36.8%	21.1%	23.7%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	40.0%	8.9%	7.6%	4.5%	4.9%	6.2%
Total		Count	5	5	18	17	18	60
		% within Education	0.8%	9.2%	30.4%	29.2%	30.4%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysed data exhibited on social media availability and interaction of a brand during crisis more effective and reliable among the educated person. The data shows that about 1 per cent of respondents are not at all support social media availability and interaction during crisis, around 9 per cent respondents are not said social media availability and interaction during crisis, about 29 per cent respondents are agreed that social media availability and interaction during crisis, nearly 30 per cent respondents

are highly found social media availability and interaction during crisis and a majority of 30.4 per cent of the respondents remain neutral. Among the Graduate, 0.4 per cent of respondents are not at all changed due to crisis, nearly 7 per cent respondents are not changed due to crisis, around 31 per cent respondents are agreed due to crisis, about 31 per cent respondents are largely agreed due to crisis and about 32 per cent of the respondents remain neutral. Among the Post-Graduate, nearly 1 per cent of respondents are not at all changed due to crisis, about 10 per cent respondents are not changed due to crisis, around 28 per cent respondents are agreed due to crisis, about 32 per cent respondents are largely agreed due to crisis event and a majority of 29 per cent of the respondents remain neutral.

Ho – There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and education of the respondents

Ha - There is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and education of the respondents

The social media plays an important role in crisis information and creation of the image of the company. During crisis the role and effectiveness of social media is very effective and reliable. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and education of the respondents is not rejected, The alternate hypothesis of there is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and education of the respondents cannot be accepted. It can be inferred that the education of the respondent is associated with the effectiveness and reliability of social media when a brand is in crisis and education of the respondents

VARIABLE 4

OCCUPATION

Q2. Awareness about the following companies/products which suffered from crisis in recent times

Occupation * Part_B_Q2_1 Maggi

			Part_B_Q2_1 Maggi		Total
			No	Yes	
Occupation	Government service	Count	36	7	107
		% within Occupation	33.6%	66.4%	100.0%
		% within Part_B_Q2_1 Maggi	23.7%	15.5%	17.6%
	Private service	Count	19	9	110
		% within Occupation	17.3%	82.7%	100.0%
		% within Part_B_Q2_1 Maggi	12.5%	19.9%	18.1%
	Own business	Count	23	7	99
		% within Occupation	23.2%	76.8%	100.0%
		% within Part_B_Q2_1 Maggi	15.1%	16.6%	16.3%
	Student	Count	23	7	99
		% within Occupation	23.2%	76.8%	100.0%
		% within Part_B_Q2_1 Maggi	15.1%	16.6%	16.3%
	Housewife	Count	25	6	93
		% within Occupation	26.9%	73.1%	100.0%
		% within Part_B_Q2_1 Maggi	16.4%	14.9%	15.3%
Housewife	Count	26	7	101	
	% within Occupation	25.7%	74.3%	100.0%	
	% within Part_B_Q2_1 Maggi	17.1%	16.4%	16.6%	
Total	Count	152	45	609	
	% within Occupation	25.0%	75.0%	100.0%	
	% within Part_B_Q2_1 Maggi	100.0%	100.0%	100.0%	

N=609

The given data shows on aware of the Maggi crisis among professional. It exhibits that about 25% respondents are not having idea of crisis and 75% respondents are known to crisis of Maggi. Among the Government service, it shows that nearly 34% respondents are not aware of the crisis and around 66 % respondents are aware of Maggi crisis. Among the Private service, about 17% respondents are Not aware of crisis and 83% respondents are aware of the crisis. Among the Own business, it shows that 23% respondents are not aware of the crisis and about 77 % respondents are aware of crisis.

Among the House Maker, about 27% respondents are Not aware of crisis and 73% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Maggi product suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Maggi product suffering from crisis in recent times and occupation of the respondents

As the Chi square value is less than the table critical value for 5 degrees of freedom at 0.05 percent level of significance, the null hypothesis of there is no significant difference between awareness among the respondents that Maggi as a product suffered from crisis and the different occupation group of the respondents cannot be rejected. It can be inferred that occupation as a variable does not influence the respondent's awareness about the crisis of Maggi as a product. In other words, awareness of the crisis is independent different occupation groups. Maggi being one of the most popular brands manufactured and sold buy Nestle in India sans all occupation groups as a quick snack

Occupation * Part_B_Q2_2 Amul Ice cream

			Part_B_Q2_2 Amul Ice cream		Total
			No	Yes	
Occupation	Government service	Count	93	14	107
		% within Occupation	86.9%	13.1%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	18.3%	13.7%	17.6%
	Private service	Count	87	23	110
		% within Occupation	79.1%	20.9%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	17.2%	22.5%	18.1%
	Own business	Count	77	22	99
		% within Occupation	77.8%	22.2%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	15.2%	21.6%	16.3%
	Student	Count	84	15	99
		% within Occupation	84.8%	15.2%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	16.6%	14.7%	16.3%
	Housewife	Count	85	8	93
		% within Occupation	91.4%	8.6%	100.0%

		% within Part_B_Q2_2 Amul Ice cream	16.8%	7.8%	15.3%
	Housewife	Count	81	20	101
		% within Occupation	80.2%	19.8%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	16.0%	19.6%	16.6%
Total		Count	507	102	609
		% within Occupation	83.3%	16.7%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	100.0%	100.0%	100.0%

N=609

The given data shows on awareness of the crisis about Amul Ice-cream among professional. It displays that about 83 % respondents are not aware of crisis and 16 % respondents are aware Amul Ice-cream crisis. Among the Government service, it shows that nearly 87% respondents are not aware of the crisis and around 13 % respondents are aware of the crisis. Among the Private service, about 79% respondents are Not aware of crisis and 21% respondents are aware of the crisis. Among the Own business, it shows that 78% respondents are not aware of the crisis and about 22 % respondents are aware of crisis. Among the House Maker, about 91% respondents are Not aware of crisis and 9% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and occupation of the respondents

The question was related to weather the respondents were aware of the crisis suffered by Amul ice cream. Amul ice cream is manufactured and sold by Anand Milk Union Limited went into crisis with regard to the use of animal fat in its product. The chi-square test has revealed that the null hypothesis of there is no significant difference between audience awareness about Amul crisis and the different occupation groups is not rejected as the calculated Chi square value is less than the table critical value for 4 degrees of freedom. It can be inferred that occupation as a variable does not influence the respondent's awareness of the crisis in Amul ice cream Amway product.

Occupation * Part_B_Q2_3 Aashirvaad Atta

			Part_B_Q2_3 Aashirvaad Atta		Total
			No	Yes	
Occupation	Government service	Count	96	11	107
		% within Occupation	89.7%	10.3%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	17.2%	22.0%	17.6%
	Private service	Count	92	18	110
		% within Occupation	83.6%	16.4%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	16.5%	36.0%	18.1%
	Own business	Count	89	10	99
		% within Occupation	89.9%	10.1%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	15.9%	20.0%	16.3%
	Student	Count	97	2	99
		% within Occupation	98.0%	2.0%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	17.4%	4.0%	16.3%
	Housewife	Count	92	1	93
		% within Occupation	98.9%	1.1%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	16.5%	2.0%	15.3%
	Housewife	Count	93	8	101
		% within Occupation	92.1%	7.9%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	16.6%	16.0%	16.6%
Total	Count	559	50	609	
	% within Occupation	91.8%	8.2%	100.0%	
	% within Part_B_Q2_3 Aashirvaad Atta	100.0%	100.0%	100.0%	

N=609

The analysis data displayed on awareness of the Aashirvaad Atta crisis among professional. It exhibits that a majority of 92% respondents are not aware of crisis and only 8% respondents are aware regarding Aashirvaad Atta crisis. Among the Government service, it shows that nearly 90% respondents are not aware of the crisis and around 10 % respondents are aware of crisis. Among the Private service, about 84% respondents are Not aware of crisis and 16% respondents are aware of the crisis. Among

the Own business, it shows that 90% respondents are not aware of the crisis and about 10 % respondents are aware of crisis. Among the House Maker, about 99% respondents are Not aware of crisis and 1% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and occupation of the respondents

Aashirwad Aata also suffered from crisis with the accusation that it contains plastic material which is not good for human consumption. As the calculated Chi square value is more than the table critical value, the null hypothesis of there is no significant difference between awareness of the Aashirvaad Atta crisis and different occupation groups is rejected. It can be inferred that occupation as a variable does influence the awareness Aashirvaad Atta crisis among the respondents. The alternate hypothesis of there is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and occupation of the respondents is accepted

Occupation * Part_B_Q2_4 KFC

			Part_B_Q2_4 KFC		Total
			No	Yes	
Occupation	Government service	Count	44	61	107
		% within Occupation	41.1%	58.9%	100.0%
		% within Part_B_Q2_4 KFC	14.8%	20.3%	17.6%
	Private service	Count	56	54	110
		% within Occupation	50.9%	49.1%	100.0%
		% within Part_B_Q2_4 KFC	18.8%	17.4%	18.1%
	Own business	Count	57	41	99
		% within Occupation	57.6%	42.4%	100.0%
		% within Part_B_Q2_4 KFC	19.1%	13.5%	16.3%
	Student	Count	43	56	99
		% within Occupation	43.4%	56.6%	100.0%
		% within Part_B_Q2_4 KFC	14.4%	18.0%	16.3%
	Housewife	Count	48	41	99
		% within Occupation	51.6%	48.4%	100.0%
		% within Part_B_Q2_4 KFC	16.1%	14.5%	15.3%
	Housewife	Count	50	5	10
		% within Occupation	49.5%	50.5%	100.0%
		% within Part_B_Q2_4 KFC	16.8%	16.4%	16.6%

Total	Count	298	311	609
	% within Occupation	48.9%	51.1%	100.0%
	% within Part_B_Q2_4 KFC	100.0%	100.0%	100.0%

N=609

The analysis data revealed on awareness of KFC crisis among professional. It shows that about 49% respondents are no having idea of crisis and 51% respondents are concerned crisis of KFC. Among the Government service, it shows that nearly 41% respondents are not aware of the crisis and around 59 % respondents are aware of crisis. Among the Private service, about 51% respondents are Not aware of crisis and 49% respondents are aware of the crisis. Among the Own business, it shows that 58% respondents are not aware of the crisis and about 42 % respondents are aware of crisis. Among the House Maker, about 52% respondents are Not aware of crisis and 48% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of KFC Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of KFC Company suffering from crisis in recent times and occupation of the respondents

KFC was accused of not adhering to the norms of raising chickens according to the standards given under Indian law. Kentucky Fried Chicken (KFC) suffered from crisis in India where in it was accused of frying chicken in fatty oil made out of pork. This question was asked to find out the awareness among the respondents regarding KFC crisis. As per the chi-square analysis, the null hypothesis of no significant relationship or difference between the awareness about KFC crisis and different occupation groups of the respondents is not rejected. Non rejection of null hypothesis goes on to prove that there is no influence of independent variable like occupation on the awareness of the crisis faced by KFC in India stop

Occupation * Part_B_Q2_5 Mc. Donald's

		Part_B_Q2_5 Mc. Donald's		Total	
		No	Yes		
Occupation	Government service	Count	65	42	107
		% within Occupation	60.7%	39.3%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	16.6%	19.3%	17.6%
	Private service	Count	74	36	110

		% within Occupation	67.3%	32.7%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	18.9%	16.5%	18.1%
		Count	61	38	99
	Own business	% within Occupation	61.6%	38.4%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	15.6%	17.4%	16.3%
		Count	59	40	99
	Student	% within Occupation	59.6%	40.4%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	15.1%	18.3%	16.3%
		Count	67	26	93
	Housewife	% within Occupation	72.0%	28.0%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	17.1%	11.9%	15.3%
		Count	65	36	101
	Housewife	% within Occupation	64.4%	35.6%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	16.6%	16.5%	16.6%
		Count	39	21	60
Total	% within Occupation	64.2%	35.8%	100.0%	
	% within Part_B_Q2_5 Mc. Donald's	100.0%	100.0%	100.0%	
	Count	391	218	609	

N=609

In the given table on aware of Mc. Donald's crisis among professional. It shows that about 64% respondents are not aware of crisis and nearly 36% respondents are aware of Mc. Donald's crisis. Among the Government service, it shows that nearly 61% respondents are not aware of the crisis and about 39 % respondents are aware of crisis. Among the Private service, about 67% respondents are Not aware of crisis and 33% respondents are aware of the crisis. Among the Own business, it shows that 62% respondents are not aware of the crisis and about 38 % respondents are aware of crisis. Among the House Maker, about 72% respondents are Not aware of crisis and 28% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and occupation of the respondents

The respondents for asked about, whether they were aware of such a crisis in McDonald's. The word Halal in India is more related to the Muslim method of cutting

meat. McDonald's American fast-food chain also suffered from crisis when it told its customers that Halal Meat is served in its restaurants. The chi-square data has revealed that the calculated value is much lower than the table critical value for 4 degrees of freedom hence the null hypothesis of no significant difference cannot be rejected. This indicates that occupation as a variable does not influence the awareness about McDonald crisis among the respondents.

Occupation * Part_B_Q2_6 Café Coffee Day (CCD)

			Part_B_Q2_6 Café Coffee Day (CCD)		Total
			No	Yes	
Occupation	Government service	Count	48	59	107
		% within Occupation	44.9%	55.1%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	14.5%	21.1%	17.6%
	Private service	Count	51	59	110
		% within Occupation	46.4%	53.6%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	15.5%	21.1%	18.1%
	Own business	Count	51	48	99
		% within Occupation	51.5%	48.5%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	15.5%	17.2%	16.3%
	Student	Count	66	31	97
		% within Occupation	66.7%	33.3%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	20.0%	11.8%	16.3%
	Housewife	Count	57	36	93
		% within Occupation	61.3%	38.7%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	17.3%	12.9%	15.3%
Housewife	Count	57	44	101	
	% within Occupation	56.4%	43.6%	100.0%	
	% within Part_B_Q2_6 Café Coffee Day (CCD)	17.3%	15.8%	16.6%	
Total	Count	330	279	609	
	% within Occupation	54.2%	45.8%	100.0%	
	% within Part_B_Q2_6 Café Coffee Day (CCD)	100.0%	100.0%	100.0%	

N=609

The analysed data shows that on aware of the Cafe Coffee Day crisis among professional. It displays that about 54% respondents having no idea of crisis and nearly 46% respondents are concerned about crisis of Cafe Coffee Day. Among the Government service, it shows that nearly 45% respondents are not aware of the crisis and about 55 % respondents are aware of crisis. Among the Private service, about 46% respondents are Not aware of crisis and 54% respondents are aware of the crisis. Among the Own business, it shows that 52% respondents are not aware of the crisis and about 48 % respondents are aware of crisis. Among the House Maker, about 61% respondents are Not aware of crisis and 39% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and occupation of the respondents

Cafe Coffee Day crisis was a very curious case of a successful business but not very profitable according to its owner. Chi square test was applied to find out the significance of difference between the awareness among the respondents of the. As the calculated Chi square value is more than the calculated Chi square value, the null hypothesis of there is no significant relationship between awareness of the crisis and the occupation of the respondents is rejected. It can be inferred that different occupation groups have different understanding about the crisis. It means that there is a significant difference between the occupation group of respondents and the awareness among them about the Coffee Cafe Day crisis. The alternate hypothesis there is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and occupation of the respondents is accepted.

Occupation * Part_B_Q2_7 Swiggy

			Part_B_Q2_7 Swiggy		Total
			No	Yes	
Occupation	Government service	Count	62	45	107
		% within Occupation	57.9%	42.1%	100.0%
		% within Part_B_Q2_7 Swiggy	14.5%	25.0%	17.6%
	Private service	Count	80	30	110
		% within Occupation	72.7%	27.3%	100.0%
		% within Part_B_Q2_7 Swiggy	18.6%	16.7%	18.1%
	Own business	Count	75	24	99

		% within Occupation	75.8%	24.2%	100.0%
		% within Part_B_Q2_7 Swiggy	17.5%	13.3%	16.3%
	Student	Count	60	39	99
		% within Occupation	60.6%	39.4%	100.0%
		% within Part_B_Q2_7 Swiggy	14.0%	21.7%	16.3%
	Housewife	Count	76	17	93
		% within Occupation	81.7%	18.3%	100.0%
		% within Part_B_Q2_7 Swiggy	17.7%	9.4%	15.3%
	Housewife	Count	76	25	101
		% within Occupation	75.2%	24.8%	100.0%
		% within Part_B_Q2_7 Swiggy	17.7%	13.9%	16.6%
	Total	Count	429	180	609
% within Occupation		70.4%	29.6%	100.0%	
% within Part_B_Q2_7 Swiggy		100.0%	100.0%	100.0%	

N=609

The analysed data revealed that on aware of the crisis about Swiggy among professional. It exhibits that about 70% respondents are not aware of crisis and 30% respondents are conscious regarding crisis of Swiggy. Among the Government service, it shows that nearly 58% respondents are not aware of the crisis and about 42 % respondents are aware of crisis. Among the Private service, about 73% respondents are Not aware of crisis and 27% respondents are aware of the crisis. Among the Own business, it shows that 76% respondents are not aware of the crisis and about 24 % respondents are aware of crisis. Among the House Maker, about 82% respondents are Not aware of crisis and 18% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Swiggy Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Swiggy Company suffering from crisis in recent times and occupation of the respondents

Swiggy as a food product and grocery supply chain in India suffered from crisis in 2020. The crisis was related to layoff of employees due to loss of business during the pandemic. Chi square data has revealed that it as the calculated Chi square value is more than the table critical value for 5 degrees of freedom, the null hypothesis of there is no significant difference/relationship between awareness among the respondents about Swiggy as a company suffering from crisis is rejected. It goes on to suggest that occupation as a variable does influence the awareness about the crisis suffered by Swiggy in 2020. The alternate hypothesis there is a significant

relationship between awareness of Swiggy Company suffering from crisis in recent times and occupation of the respondents is accepted.

Occupation * Part_B_Q2_8 Zomato

			Part_B_Q2_8 Zomato		Total
			No	Yes	
Occupation	Government service	Count	57	50	107
		% within Occupation	53.3%	46.7%	100.0%
		% within Part_B_Q2_8 Zomato	16.2%	19.5%	17.6%
	Private service	Count	63	47	110
		% within Occupation	57.3%	42.7%	100.0%
		% within Part_B_Q2_8 Zomato	17.9%	18.3%	18.1%
	Own business	Count	62	37	99
		% within Occupation	62.6%	37.4%	100.0%
		% within Part_B_Q2_8 Zomato	17.6%	14.4%	16.3%
	Student	Count	50	49	99
		% within Occupation	50.5%	49.5%	100.0%
		% within Part_B_Q2_8 Zomato	14.2%	19.1%	16.3%
	Housewife	Count	68	25	93
		% within Occupation	73.1%	26.9%	100.0%
		% within Part_B_Q2_8 Zomato	19.3%	9.7%	15.3%
Housewife	Count	52	49	101	
	% within Occupation	51.5%	48.5%	100.0%	
	% within Part_B_Q2_8 Zomato	14.8%	19.1%	16.6%	
Total	Count	352	257	609	
	% within Occupation	57.8%	42.2%	100.0%	
	% within Part_B_Q2_8 Zomato	100.0%	100.0%	100.0%	

N=609

The analysed data revealed on aware of the Zomato crisis among professional. It exhibits that about 58% respondents are not aware of crisis and 42% respondents are aware regarding Zomato crisis. Among the Government service, it shows that nearly 53% respondents are not aware of the crisis and about 47 % respondents are aware of crisis. Among the Private service, about 57% respondents are Not aware of crisis and 43% respondents are aware of the crisis. Among the Own business, it shows that 63% respondents are not aware of the crisis and about 37 % respondents are aware of crisis. Among the House Maker, about 73% respondents are Not aware of crisis and 27% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Zomato Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Zomato Company suffering from crisis in recent times and occupation of the respondents

The question was related to the awareness among the respondents about the crisis. Zomato is one of the largest food supply chains in India. Recently it suffered from crisis when a video showing one of its supply boys eating the food that is to be given to the customers went viral on social media platforms. This event had a very wide coverage not only on social media but traditional mass media as well. The data analysis revealed that the calculated Chi square value is higher than the table critical value at 5 degrees of freedom. Hence the null hypothesis of there is no significant relationship between the Awareness of Zomato company crisis and respondents is rejected. It can be inferred that occupation as a variable does influence the respondents' awareness Zomato crisis. The alternate hypothesis of there is a significant relationship between awareness of Zomato Company suffering from crisis in recent times and occupation of the respondents is accepted.

Occupation * Part_B_Q2_9 Ola

			Part_B_Q2_9 Ola		Total
			No	Yes	
Occupation	Government service	Count	67	40	107
		% within Occupation	62.6%	37.4%	100.0%
		% within Part_B_Q2_9 Ola	15.9%	21.3%	17.6%
	Private service	Count	64	46	110
		% within Occupation	58.2%	41.8%	100.0%
		% within Part_B_Q2_9 Ola	15.2%	24.5%	18.1%
	Own business	Count	65	34	99
		% within Occupation	65.7%	34.3%	100.0%
		% within Part_B_Q2_9 Ola	15.4%	18.1%	16.3%
	Student	Count	76	21	97
		% within Occupation	76.8%	23.2%	100.0%
		% within Part_B_Q2_9 Ola	18.1%	12.2%	16.3%
	Housewife	Count	86	7	93
		% within Occupation	92.5%	7.5%	100.0%
		% within Part_B_Q2_9 Ola	20.4%	3.7%	15.3%
	Housewife	Count	63	38	101
% within Occupation		62.4%	37.6%	100.0%	

		% within Part_B_Q2_9 Ola	15.0%	20.2%	16.6%
Total	Count		421	188	609
	% within Occupation		69.1%	30.9%	100.0%
	% within Part_B_Q2_9 Ola		100.0%	100.0%	100.0%

N=609

The analysed data revealed on aware of the Ola crisis among professional. It exhibits that about 69% respondents are not aware of crisis and 31% respondents are aware regarding Ola crisis. Among the Government service, it shows that nearly 63% respondents are not aware of the crisis and about 37 % respondents are aware of crisis. Among the Private service, about 58% respondents are Not aware of crisis and 42% respondents are aware of the crisis. Among the Own business, it shows that 66% respondents are not aware of the crisis and about 34 % respondents are aware of crisis. Among the House Maker, about 92% respondents are Not aware of crisis and 8% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Ola Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Ola Company suffering from crisis in recent times and occupation of the respondents

As the pandemic hit it the revenues of Ola a Transport Company had to lay off more than 1500 drivers and other employees. This created a massive crisis in Ola Company. A question was asked regarding the Awareness of the crisis. The analysed data reveals that, the Chi square value is above table critical value for 5 degrees of freedom. Hence the null hypothesis of, there is no significant relationship between awareness of Ola companies suffering from crisis in recent times and the occupation of the respondents is rejected. It can be inferred that occupation as an independent variable does not affect awareness of the crisis company and the different occupation groups of the respondent.

Occupation * Part_B_Q2_10 Jet Airways

			Part_B_Q2_10 Jet Airways		Total
			No	Yes	
Occupation	Government service	Count	55	52	107
		% within Occupation	51.4%	48.6%	100.0%
		% within Part_B_Q2_10 Jet Airways	15.6%	20.3%	17.6%
	Private service	Count	62	48	110

		% within Occupation	56.4%	43.6%	100.0%
		% within Part_B_Q2_10 Jet Airways	17.6%	18.8%	18.1%
	Own business	Count	46	53	99
		% within Occupation	46.5%	53.5%	100.0%
		% within Part_B_Q2_10 Jet Airways	13.0%	20.7%	16.3%
	Student	Count	69	30	99
		% within Occupation	69.7%	30.3%	100.0%
		% within Part_B_Q2_10 Jet Airways	19.5%	11.7%	16.3%
	Housewife	Count	78	15	93
		% within Occupation	83.9%	16.1%	100.0%
		% within Part_B_Q2_10 Jet Airways	22.1%	5.9%	15.3%
	Housewife	Count	43	58	101
		% within Occupation	42.6%	57.4%	100.0%
		% within Part_B_Q2_10 Jet Airways	12.2%	22.7%	16.6%
	Total	Count	353	256	609
% within Occupation		58.0%	42.0%	100.0%	
% within Part_B_Q2_10 Jet Airways		100.0%	100.0%	100.0%	

N=609

The analysed data revealed on aware of the Jet Airways crisis among professional. It exhibits that about 58% respondents are not aware of crisis and 42% respondents are aware regarding Jet Airways crisis. Among the Government service, it shows that nearly 51% respondents are not aware of the crisis and about 49 % respondents are aware of crisis. Among the Private service, about 56% respondents are Not aware of crisis and 44% respondents are aware of the crisis. Among the Own business, it shows that 46% respondents are not aware of the crisis and about 54 % respondents are aware of crisis. Among the House Maker, about 84% respondents are Not aware of crisis and 16% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and occupation of the respondents

Jet Airways one of the careers in India suffered from financial crisis and went into debt trap of millions of dollars. Till date it is struggling to come out of the crisis

which happened around 2006 when it purchased Sahara Airlines. As a major crisis hit it the airlines company, a question was asked to the respondents about whether they are aware of the crisis or not. Chi-square analysis revealed that the calculated Chi square value is more than the table critical value. Hence the null hypothesis of, no significant relationship between awareness of Jet Airways company suffering from crisis in recent times and the occupation of the respondent cannot be rejected. The alternate hypothesis of there is a significant relationship between Jet Airways Company suffering from crisis in recent times and the occupation of respondents is accepted. It can be inferred that occupation as a variable does influence Awareness of the companies and the occupation of the respondents.

Occupation * Part_B_Q2_11 Go Air

			Part_B_Q2_11 Go Air		Total
			No	Yes	
Occupation	Government service	Count	74	33	107
		% within Occupation	69.2%	30.8%	100.0%
		% within Part_B_Q2_11 Go Air	15.4%	25.6%	17.6%
	Private service	Count	77	33	110
		% within Occupation	70.0%	30.0%	100.0%
		% within Part_B_Q2_11 Go Air	16.0%	25.6%	18.1%
	Own business	Count	72	27	99
		% within Occupation	72.7%	27.3%	100.0%
		% within Part_B_Q2_11 Go Air	15.0%	20.9%	16.3%
	Student	Count	92	7	99
		% within Occupation	92.9%	7.1%	100.0%
		% within Part_B_Q2_11 Go Air	19.2%	5.4%	16.3%
	Housewife	Count	87	6	93
		% within Occupation	93.5%	6.5%	100.0%
		% within Part_B_Q2_11 Go Air	18.1%	4.7%	15.3%
	Housewife	Count	78	23	101
		% within Occupation	77.2%	22.8%	100.0%
		% within Part_B_Q2_11 Go Air	16.3%	17.8%	16.6%
Total	Count	480	129	609	
	% within Occupation	78.8%	21.2%	100.0%	
	% within Part_B_Q2_11 Go Air	100.0%	100.0%	100.0%	

N=609

In the above given data on aware of the Go Air crisis among professional. It exhibits

that about 79% respondents are not aware of crisis and 21% respondents are aware regarding Go Air crisis. Among the Government service, it shows that nearly 69% respondents are not aware of the crisis and about 31 % respondents are aware of crisis. Among the Private service, about 70% respondents are Not aware of crisis and 30% respondents are aware of the crisis. Among the Own business, it shows that 73% respondents are not aware of the crisis and about 27 % respondents are aware of crisis. Among the House Maker, about 93% respondents are Not aware of crisis and 7% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Go Air Company suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Go Air Company suffering from crisis in recent times and occupation of the respondents

GoAir is another Indian domestic airline company to suffer from financial losses due to pandemic crisis created by Corona virus. Being a budget airline, it was unable to pay salaries to its employees and maintained regular domestic schedule. Like many Airlines around the world GoAir also suffered from crisis which is purely related to its financial structure. The respondents were asked to talk about their awareness about the crisis. Chi square data analysis has shown that it the calculated Chi square value is greater than the table critical value for 5 degrees of freedom. The null hypothesis of no significant difference or relationship between awareness among the respondents about the crisis faced by Go Air and the different occupation group is rejected. It can be inferred that occupation plays an important role in understanding of the crisis and its awareness among the respondents.

Occupation * Part_B_Q2_12 Spicejet

			Part_B_Q2_12 Spicejet		Total
			No	Yes	
Occupation	Government service	Count	77	30	107
		% within Occupation	72.0%	28.0%	100.0%
		% within Part_B_Q2_12 Spicejet	16.2%	22.4%	17.6%
	Private service	Count	86	24	110
		% within Occupation	78.2%	21.8%	100.0%
		% within Part_B_Q2_12 Spicejet	18.1%	17.9%	18.1%

	Own business	Count	80	19	99
		% within Occupation	80.8%	19.2%	100.0%
		% within Part_B_Q2_12 Spicejet	16.8%	14.2%	16.3%
	Student	Count	81	18	99
		% within Occupation	81.8%	18.2%	100.0%
		% within Part_B_Q2_12 Spicejet	17.1%	13.4%	16.3%
	Housewife	Count	74	19	93
		% within Occupation	79.6%	20.4%	100.0%
		% within Part_B_Q2_12 Spicejet	15.6%	14.2%	15.3%
	Housewife	Count	77	24	101
		% within Occupation	76.2%	23.8%	100.0%
		% within Part_B_Q2_12 Spicejet	16.2%	17.9%	16.6%
Total	Count	475	134	609	
	% within Occupation	78.0%	22.0%	100.0%	
	% within Part_B_Q2_12 Spicejet	100.0%	100.0%	100.0%	

N=609

The analysed data revealed on aware of the Spicejet crisis among professional. It exhibits that about 78% respondents are not aware of crisis and 22% respondents are aware regarding Spicejet crisis. Among the Government service, it shows that nearly 72% respondents are not aware of the crisis and about 28 % respondents are aware of crisis. Among the Private service, about 78% respondents are Not aware of crisis and 22% respondents are aware of the crisis. Among the Own business, it shows that 80% respondents are not aware of the crisis and about 19 % respondents are aware of crisis. Among the House Maker, about 80% respondents are Not aware of crisis and 20% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Spice Jet suffering from crisis in recent times and occupation of the respondents

Ha - There is a significant relationship between awareness of Spice Jet Company suffering from crisis in recent times and occupation of the respondents

SpiceJet another budget airline in India operates both on domestic and international flights. Like many other Airlines SpiceJet, also suffered from financial crisis due to probably mismanagement and improper scheduling. The respondents were asked to report about their Awareness of the financial crisis faced by SpiceJet airlines. Chi

square data analysis has revealed that the calculated Chi square value is much lower than the table critical value. The null hypothesis of no significant relationship or difference between the respondents' awareness about the SpiceJet crisis and occupation groups is not rejected. It can be inferred that occupation as an independent variable does not influence awareness or not among the respondents and their occupation groups.

Q3. The extent of effect of crisis on the company.

Occupation * Part_B_Q3_1 Image

			Part_B_Q3_2 Image					Total	
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Occupation	Government service	Count	2	3	7	3	2	10	
		% within Occupation	1.9%	36.4%	6.5%	35.5%	19.6%	100.0%	
		% within Part_B_Q3_2 Image	10.0%	26.0%	7.7%	16.9%	17.1%	17.6%	
	Private service	Count	6	1	1	3	2	11	
		% within Occupation	5.5%	16.4%	17.3%	34.5%	26.4%	100.0%	
		% within Part_B_Q3_2 Image	30.0%	12.0%	20.9%	16.9%	23.6%	18.1%	
	Own business	Count	2	2	2	3	2	9	
		% within Occupation	2.0%	24.2%	21.2%	30.3%	22.2%	100.0%	
		% within Part_B_Q3_2 Image	10.0%	16.0%	23.1%	13.3%	17.9%	16.3%	
	Student	Count	2	2	1	4	1	9	
		% within Occupation	2.0%	23.2%	17.2%	43.4%	14.1%	100.0%	
		% within Part_B_Q3_2 Image	10.0%	15.3%	18.7%	19.1%	11.4%	16.3%	
	Housewife	Count	0	2	1	3	1	9	
		% within Occupation	0.0%	24.7%	14.0%	40.9%	20.4%	100.0%	
		% within Part_B_Q3_2 Image	0.0%	15.3%	14.3%	16.9%	15.4%	15.3%	
	Housewife	Count	8	2	1	3	1	10	
		% within Occupation	7.9%	22.8%	13.9%	37.6%	17.8%	100.0%	
		% within Part_B_Q3_2 Image	40.0%	15.3%	15.4%	16.9%	14.6%	16.6%	
	Total		Count	20	15	9	22	12	60
			% within Occupation	3.3%	24.6%	14.9%	36.9%	20.2%	100.0%

	% within Part_B_Q3_2 Image	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data shows effect to Image of the company due to crisis among the professional. The data exhibits that about 3 per cent of respondents are not at all idea of crisis, 24.6 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 15 per cent of the respondents remain neutral on the crisis matter. Among the Government service, nearly 2 per cent of respondents are not at all idea of crisis, about 36 per cent respondents are no aware of crisis, 35.5 per cent respondents are aware of crisis, nearly 20 per cent respondents are largely interested in crisis of the company and around 6.5 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly 6 per cent of respondents are not at all idea of crisis, about 16 per cent respondents are no aware of crisis, 35 per cent respondents are aware of crisis, nearly 26 per cent respondents are largely interested in crisis of the company and around 17 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the image and occupation being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the image occupation being affected by crisis and occupation of the respondents

The table seeks the identity the relationship between the occupation of the customers and their perception of image occupation of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the image occupation being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of image occupation of the company during crisis. Corporate reputation, image occupation and identity are the three most revered aspects of PR in any organization. The alternate hypothesis of there is a significant relationship between public opinion on the image occupation being affected by crisis and occupation of the respondents is accepted.

Occupation * Part_B_Q3_2 Identity

			Part_B_Q3_3 Identity					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	5	22	17	37	26	107
		% within Occupation	4.7%	20.6%	15.9%	34.6%	24.3%	100.0%
		% within Part_B_Q3_3 Identity	15.2%	17.5%	16.0%	16.5%	21.7%	17.6%
	Private service	Count	3	19	23	50	15	110
		% within Occupation	2.7%	17.3%	20.9%	45.5%	13.6%	100.0%
		% within Part_B_Q3_3 Identity	9.1%	15.1%	21.7%	22.3%	12.5%	18.1%
	Own business	Count	10	26	17	26	20	99
		% within Occupation	10.1%	26.3%	17.2%	26.3%	20.2%	100.0%
		% within Part_B_Q3_3 Identity	30.3%	20.6%	16.0%	11.6%	16.7%	16.3%
	Student	Count	6	10	23	40	20	99
		% within Occupation	6.1%	10.1%	23.2%	40.4%	20.2%	100.0%
		% within Part_B_Q3_3 Identity	18.2%	7.9%	21.7%	17.9%	16.7%	16.3%
	Housewife	Count	2	19	14	41	17	93
		% within Occupation	2.2%	20.4%	15.1%	44.1%	18.3%	100.0%
		% within Part_B_Q3_3 Identity	6.1%	15.1%	13.2%	18.3%	14.2%	15.3%
Housewife	Count	7	30	12	30	22	101	
	% within Occupation	6.9%	29.7%	11.9%	29.7%	21.8%	100.0%	
	% within Part_B_Q3_3 Identity	21.2%	23.8%	11.3%	13.4%	18.3%	16.6%	
Total	Count	33	126	106	224	120	609	
	% within Occupation	5.4%	20.7%	17.4%	36.8%	19.7%	100.0%	
	% within Part_B_Q3_3 Identity	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data shows effect to Identity of the company due to crisis among the

professional. The data exhibits that about 5 per cent of respondents are not at all idea of crisis, around 21 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 17.4 per cent of the respondents remain neutral on the crisis matter. Among the Government service, nearly 5 per cent of respondents are not at all idea of crisis, about 21 per cent respondents are no aware of crisis, 35 per cent respondents are aware of crisis, nearly 24 per cent respondents are largely interested in crisis of the company and around 16 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly 3 per cent of respondents are not at all idea of crisis, about 17 per cent respondents are no aware of crisis, 45.5 per cent respondents are aware of crisis, nearly 14 per cent respondents are largely interested in crisis of the company and around 21 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the identity being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the identity being affected by crisis and occupation of the respondents

Corporate identity is another most revered aspect of PR in any organization. The table seeks the identity the relationship between the age of the customers’ and their perception of image of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the identity being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of identity of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the identity being affected by crisis and occupation of the respondents is accepted.

Occupation * Part_B_Q3_3 Empathy

			Part_B_Q3_4 Empathy					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	13	35	24	28	7	107
		% within Occupation	12.1%	32.7%	22.4%	26.2%	6.5%	100.0%
		% within Part_B_Q3_4 Empathy	18.1%	21.0%	18.0%	16.5%	10.4%	17.6%

Private service	Count	14	29	29	30	8	110
	% within Occupation	12.7%	26.4%	26.4%	27.3%	7.3%	100.0%
	% within Part_B_Q3_4 Empathy	19.4%	17.4%	21.8%	17.6%	11.9%	18.1%
Own business	Count	11	23	22	30	13	99
	% within Occupation	11.1%	23.2%	22.2%	30.3%	13.1%	100.0%
	% within Part_B_Q3_4 Empathy	15.3%	13.8%	16.5%	17.6%	19.4%	16.3%
Student	Count	12	25	22	27	13	99
	% within Occupation	12.1%	25.3%	22.2%	27.3%	13.1%	100.0%
	% within Part_B_Q3_4 Empathy	16.7%	15.0%	16.5%	15.9%	19.4%	16.3%
Housewife	Count	10	34	16	23	10	93
	% within Occupation	10.8%	36.6%	17.2%	24.7%	10.8%	100.0%
	% within Part_B_Q3_4 Empathy	13.9%	20.4%	12.0%	13.5%	14.9%	15.3%
Housewife	Count	12	21	20	32	16	101
	% within Occupation	11.9%	20.8%	19.8%	31.7%	15.8%	100.0%
	% within Part_B_Q3_4 Empathy	16.7%	12.6%	15.0%	18.8%	23.9%	16.6%
Total	Count	72	167	133	170	67	609
	% within Occupation	11.8%	27.4%	21.8%	27.9%	11.0%	100.0%
	% within Part_B_Q3_4 Empathy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

In the given table on effect to Empathy of the company due to crisis among the professional. The data exhibits that about 12 per cent of respondents are not at all idea of crisis, around 27 per cent respondents are no aware of crisis, around 28 per cent respondents are aware of crisis, nearly 11 per cent respondents are highly interested in crisis of the company and about 22 per cent of the respondents remain neutral on the crisis matter. Among the Government service, nearly 12 per cent of respondents are not at all idea of crisis, about 33 per cent respondents are no aware of crisis, 26 per cent respondents are aware of crisis, nearly 7 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the

crisis. Among the Private service, nearly 13 per cent of respondents are not at all idea of crisis, about 26 per cent respondents are no aware of crisis, 27 per cent respondents are aware of crisis, nearly 7 per cent respondents are largely interested in crisis of the company and around 26 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the empathy being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the empathy being affected by crisis and occupation of the respondents

The table seeks the identity the relationship between the occupation of the customers’ and their perception of image of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the empathy factor being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of empathy factor of the company during crisis. Any Corporate would look for public empathy during crisis and it is a most valued aspect of PR in any organization.

Occupation * Part_B_Q3_4 Sales

			Part_B_Q3_5 Sales					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	1	14	17	43	32	107
		% within Occupation	0.9%	13.1%	15.9%	40.2%	29.9%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	25.9%	19.5%	17.9%	14.3%	17.6%
	Private service	Count	1	6	13	48	42	110
		% within Occupation	0.9%	5.5%	11.8%	43.6%	38.2%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	11.1%	14.9%	20.0%	18.8%	18.1%
	Own business	Count	0	4	12	38	45	99
		% within Occupation	0.0%	4.0%	12.1%	38.4%	45.5%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	7.4%	13.8%	15.8%	20.1%	16.3%
	Student	Count	0	9	20	39	31	99
		% within Occupation	0.0%	9.1%	20.2%	39.4%	31.3%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	16.7%	23.0%	16.3%	13.8%	16.3%
	Housewife	Count	0	17	15	32	29	93

		% within Occupation	0.0%	18.3%	16.1%	34.4%	31.2%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	31.5%	17.2%	13.3%	12.9%	15.3%
	Housewife	Count	2	4	10	40	45	101
		% within Occupation	2.0%	4.0%	9.9%	39.6%	44.6%	100.0%
		% within Part_B_Q3_5 Sales	50.0%	7.4%	11.5%	16.7%	20.1%	16.6%
	Total	Count	4	54	87	240	224	609
% within Occupation		0.7%	8.9%	14.3%	39.4%	36.8%	100.0%	
% within Part_B_Q3_5 Sales		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given table on effect to Sales of the company due to crisis among the professional. The data exhibits that about 1 per cent of respondents are not at all idea of crisis, around 9 per cent respondents are no aware of crisis, around 39 per cent respondents are aware of crisis, nearly 37 per cent respondents are highly interested in crisis of the company and about 14 per cent of the respondents remain neutral on the crisis matter. Among the Government service, nearly 1 per cent of respondents are not at all idea of crisis, about 13 per cent respondents are no aware of crisis, 40 per cent respondents are aware of crisis, nearly 30 per cent respondents are largely interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly a per cent of respondents are not at all idea of crisis, about 6 per cent respondents are no aware of crisis, 44 per cent respondents are aware of crisis, nearly 38 per cent respondents are largely interested in crisis of the company and around 12 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the sales being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the sales being affected by crisis and occupation of the respondents

In the event of a crisis in the company the most affected aspect is the sales and marketing of the product or services in any organization. The table seeks the identity the relationship between the occupation of the customers' and their perception of impact on sales of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public

opinion on the sales being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is not associated in their perception of effect on sales of the company during crisis.

Occupation * Part_B_Q3_5 Goodwill

		Part_B_Q3_6 Goodwill					Total		
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent			
Occupation	Government service	Count	5	10	21	43	28	107	
		% within Occupation	4.7%	9.3%	19.6%	40.2%	26.2%	100.0%	
		% within Part_B_Q3_6 Goodwill	38.5%	21.7%	18.8%	15.4%	17.7%	17.6%	
	Private service	Count	1	8	26	49	26	110	
		% within Occupation	0.9%	7.3%	23.6%	44.5%	23.6%	100.0%	
		% within Part_B_Q3_6 Goodwill	7.7%	17.4%	23.2%	17.5%	16.5%	18.1%	
	Own business	Count	3	8	25	35	28	99	
		% within Occupation	3.0%	8.1%	25.3%	35.4%	28.3%	100.0%	
		% within Part_B_Q3_6 Goodwill	23.1%	17.4%	22.3%	12.5%	17.7%	16.3%	
	Student	Count	1	9	15	52	22	99	
		% within Occupation	1.0%	9.1%	15.2%	52.5%	22.2%	100.0%	
		% within Part_B_Q3_6 Goodwill	7.7%	19.6%	13.4%	18.6%	13.9%	16.3%	
	Housewife	Count	0	3	11	56	23	93	
		% within Occupation	0.0%	3.2%	11.8%	60.2%	24.7%	100.0%	
		% within Part_B_Q3_6 Goodwill	0.0%	6.5%	9.8%	20.0%	14.6%	15.3%	
	Housewife	Count	3	8	14	45	31	101	
		% within Occupation	3.0%	7.9%	13.9%	44.6%	30.7%	100.0%	
		% within Part_B_Q3_6 Goodwill	23.1%	17.4%	12.5%	16.1%	19.6%	16.6%	
	Total		Count	13	46	112	280	158	609
			% within Occupation	2.1%	7.6%	18.4%	46.0%	25.9%	100.0%

	% within Part_B_Q3_6 Goodwill	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data shows effect on the Goodwill of the company due to crisis among the professional. The analysis data displayed that about 2 per cent of respondents are not at all knowledge of crisis, 7.6 per cent respondents are not aware of crisis, 46 per cent respondents are aware of crisis, nearly 26 per cent respondents are highly interested in crisis of the company and about 18 per cent of the respondents remain neutral on the crisis. Among the Government service, nearly 5 per cent of respondents are not at all idea of crisis, about 9 per cent respondents are no aware of crisis, 40 per cent respondents are aware of crisis, nearly 26 per cent respondents are largely interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly a per cent of respondents are not at all idea of crisis, about 7 per cent respondents are no aware of crisis, 44.5 per cent respondents are aware of crisis, nearly 24 per cent respondents are largely interested in crisis of the company and around 24 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the goodwill being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the goodwill being affected by crisis and occupation of the respondents

Goodwill in addition to corporate reputation, image and identity are the most esteemed aspects of PR in any organization. The table seeks to identify the relationship between the occupation of the customers' and their perception of goodwill of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the goodwill being affected by crisis and occupation of the respondents is not rejected. This reveals that the occupation of the customer is not associated in their perception of goodwill of the company during crisis.

Occupation * Part_B_Q3_6 Finances

			Part_B_Q3_7 Finances					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupati on	Government service	Count	0	2	23	47	35	107
		% within Occupation	0.0%	1.9%	21.5%	43.9%	32.7%	100.0%

		% within Part_B_Q3_7 Finances	0.0%	4.9%	22.3%	17.7%	17.6%	17.6%
	Private service	Count	0	3	16	52	39	110
		% within Occupation	0.0%	2.7%	14.5%	47.3%	35.5%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	7.3%	15.5%	19.6%	19.6%	18.1%
	Own business	Count	0	7	6	49	37	99
		% within Occupation	0.0%	7.1%	6.1%	49.5%	37.4%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	17.1%	5.8%	18.5%	18.6%	16.3%
	Student	Count	0	13	25	42	19	99
		% within Occupation	0.0%	13.1%	25.3%	42.4%	19.2%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	31.7%	24.3%	15.8%	9.5%	16.3%
	Housewife	Count	0	9	21	36	27	93
		% within Occupation	0.0%	9.7%	22.6%	38.7%	29.0%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	22.0%	20.4%	13.6%	13.6%	15.3%
	Housewife	Count	1	7	12	39	42	101
		% within Occupation	1.0%	6.9%	11.9%	38.6%	41.6%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	17.1%	11.7%	14.7%	21.1%	16.6%
Total		Count	1	41	103	265	199	609
		% within Occupation	0.2%	6.7%	16.9%	43.5%	32.7%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed that the effect to Finances of the company due to crisis among the professional. The data exposed that 0.2 per cent of respondents are not at all knowledge of crisis, 6.7 per cent respondents are not aware of crisis, 43.5 per cent respondents are aware of crisis, nearly 33 per cent respondents are highly interested in crisis of the company and about 17 per cent of the respondents remain neutral on the crisis. Among the Government service, 0.0 per cent of respondents are not at all idea of crisis, about 2 per cent respondents are no aware of crisis, 44 per cent respondents are

aware of crisis, nearly 33 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis. Among the Private service, 0.0 per cent of respondents are not at all idea of crisis, about 2.7 per cent respondents are no aware of crisis, 47 per cent respondents are aware of crisis, nearly 36 per cent respondents are largely interested in crisis of the company and around 15 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the finances being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the finances being affected by crisis and occupation of the respondents

The table pursues to find the relationship between the occupation of the customers' and their perception of financial health of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the finances being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is not associated in their perception of finances of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the finances being affected by crisis and occupation of the respondents is accepted.

Occupation * Part_B_Q3_7 Personal life of the owner

			Part_B_Q3_8 Personal life of the owner					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	2	17	18	49	21	107
		% within Occupation	1.9%	15.9%	16.8%	45.8%	19.6%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	12.5%	23.9%	14.9%	18.8%	14.9%	17.6%
	Private service	Count	2	8	21	50	29	110
		% within Occupation	1.8%	7.3%	19.1%	45.5%	26.4%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	12.5%	11.3%	17.4%	19.2%	20.6%	18.1%
	Own business	Count	1	6	11	50	21	99
		% within Occupation	1.0%	6.1%	11.1%	56.6%	25.3%	100.0%

		% within Part_B_Q3_8 Personal life of the owner	6.3%	8.5%	9.1%	21.5%	17.7%	16.3%
	Student	Count	9	11	27	32	20	93
		% within Occupation	9.1%	11.1%	27.3%	32.3%	20.2%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	56.3%	15.5%	22.3%	12.3%	14.2%	16.3%
	Housewife	Count	1	18	20	41	13	93
		% within Occupation	1.1%	19.4%	21.5%	44.1%	14.0%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	6.3%	25.4%	16.5%	15.8%	9.2%	15.3%
	Housewife	Count	1	11	24	32	33	10
		% within Occupation	1.0%	10.9%	23.8%	31.7%	32.7%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	6.3%	15.5%	19.8%	12.3%	23.4%	16.6%
	Total	Count	16	71	121	260	141	609
		% within Occupation	2.6%	11.7%	19.9%	42.7%	23.2%	100.0%
% within Part_B_Q3_8 Personal life of the owner		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given above table on the effect to Personal life of the owner of the company due to crisis among the professional. The analysis data revealed that nearly 3 per cent of respondents are not at all knowledge of crisis, 11.7 per cent respondents are not aware of crisis, about 43 per cent respondents are aware of crisis, nearly 23 per cent respondents are highly interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis. Among the Government service, nearly 2 per cent of respondents are not at all idea of crisis, about 16 per cent respondents are no aware of crisis, 46 per cent respondents are aware of crisis, nearly 20 per cent respondents are largely interested in crisis of the company and around 17 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly 2 per cent of respondents are not at all idea of crisis, about 7 per cent respondents are no

aware of crisis, 45.5 per cent respondents are aware of crisis, nearly 26 per cent respondents are largely interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the personal life of the owner being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the personal life of the owner being affected by crisis and occupation of the respondents

The table tracks to find the relationship between the occupation of the customers' and their perception of personal health of the owner of a company during crisis. During any crisis the personal wellbeing of the owner of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is strongly associated in their perception of personal health of the owner of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the personal wellbeing of the owner of the company is affected by crisis and occupation of the respondents is accepted

Occupation * Part_B_Q3_8 Media relations

			Part_B_Q3_9 Media relations					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	11	11	22	40	23	107
		% within Occupation	10.3%	10.3%	20.6%	37.4%	21.5%	100.0%
		% within Part_B_Q3_9 Media relations	19.6%	16.2%	18.8%	16.5%	18.3%	17.6%
	Private service	Count	9	14	17	52	18	110
		% within Occupation	8.2%	12.7%	15.5%	47.3%	16.4%	100.0%
		% within Part_B_Q3_9 Media relations	16.1%	20.6%	14.5%	21.5%	14.3%	18.1%
	Own business	Count	15	18	13	31	22	99
		% within Occupation	15.2%	18.2%	13.1%	31.3%	22.2%	100.0%

		% within Part_B_Q3_9 Media relations	26.8%	26.5%	11.1%	12.8%	17.5%	16.3%
	Student	Count	8	9	29	34	19	99
		% within Occupation	8.1%	9.1%	29.3%	34.3%	19.2%	100.0%
		% within Part_B_Q3_9 Media relations	14.3%	13.2%	24.8%	14.0%	15.1%	16.3%
	Housewife	Count	4	8	19	42	20	93
		% within Occupation	4.3%	8.6%	20.4%	45.2%	21.5%	100.0%
		% within Part_B_Q3_9 Media relations	7.1%	11.8%	16.2%	17.4%	15.9%	15.3%
	Housewife	Count	9	8	17	43	24	101
		% within Occupation	8.9%	7.9%	16.8%	42.6%	23.8%	100.0%
		% within Part_B_Q3_9 Media relations	16.1%	11.8%	14.5%	17.8%	19.0%	16.6%
Total		Count	50	68	117	242	126	609
		% within Occupation	9.2%	11.2%	19.2%	39.7%	20.7%	100.0%
		% within Part_B_Q3_9 Media relations	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed that on the effect to Media relations of the company due to crisis among the professional. The data exposed that nearly 9 per cent of respondents are not at all knowledge of crisis, 11.2 per cent respondents are not aware of crisis, about 40 per cent respondents are aware of crisis, nearly 21 per cent respondents are highly interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis. Among the Government service, nearly 10 per cent of respondents are not at all idea of crisis, about 10 per cent respondents are no aware of crisis, 37 per cent respondents are aware of crisis, nearly 22 per cent respondents are largely interested in crisis of the company and around 21 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly 8 per cent of respondents are not at all idea of crisis, about 13 per cent respondents are no aware of crisis, 47 per cent respondents are aware of crisis, nearly 16 per cent respondents are largely interested in crisis of the company and around 16 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the media relations being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the media relations being affected by crisis and occupation of the respondents

The table tracks to find the relationship between the occupation of the customers' and their perception of media relations of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is strongly associated in their perception of the importance of media relations of the of the company during crisis. It can be said that media relations is critical for PR during crisis. During any crisis media relations of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The alternate hypothesis of there is a significant relationship between public opinion on the need for media relations being affected by crisis and occupation of the respondents is accepted

Occupation * Part_B_Q3_9 Consumer Loyalty

			Part_B_Q3_10 Consumer Loyalty					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	6	9	30	35	20	107
		% within Occupation	5.6%	8.4%	33.6%	32.7%	19.6%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	22.2%	15.8%	22.0%	16.1%	14.6%	17.6%
	Private service	Count	6	6	31	37	30	110
		% within Occupation	5.5%	5.5%	28.2%	33.6%	27.3%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	22.2%	10.5%	18.9%	17.1%	20.8%	18.1%
	Own business	Count	7	6	30	40	16	99
		% within Occupation	7.1%	6.1%	30.3%	40.4%	16.2%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	25.9%	10.5%	18.3%	18.4%	11.1%	16.3%
	Student	Count	4	20	27	36	12	99
		% within Occupation	4.0%	20.2%	27.3%	36.4%	12.1%	100.0%

		% within Part_B_Q3_10 Consumer Loyalty	14.8%	35.1%	16.5%	16.6%	8.3%	16.3%
Housewife		Count	0	8	19	37	29	93
		% within Occupation	0.0%	8.6%	20.4%	39.8%	31.2%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	0.0%	14.0%	11.6%	17.1%	20.1%	15.3%
Housewife		Count	4	8	21	32	36	101
		% within Occupation	4.0%	7.9%	20.8%	31.7%	35.6%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	14.8%	14.0%	12.8%	14.7%	25.0%	16.6%
Total		Count	27	57	164	217	144	609
		% within Occupation	4.4%	9.4%	26.9%	35.6%	23.6%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed that table on the effect to Consumer Loyalty of the company due to crisis among the professional. The data exhibited that nearly 4 per cent of respondents are not at all knowledge of crisis, 9.4 per cent respondents are not aware of crisis, about 35.6 per cent respondents are aware of crisis, nearly 24 per cent respondents are highly interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among the Government service, nearly 6 per cent of respondents are not at all idea of crisis, about 8 per cent respondents are no aware of crisis, 33 per cent respondents are aware of crisis, nearly 20 per cent respondents are largely interested in crisis of the company and around 34 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly 6 per cent of respondents are not at all idea of crisis, about 5 per cent respondents are no aware of crisis, 34 per cent respondents are aware of crisis, nearly 27 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the consumer loyalty being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the consumer loyalty being affected by crisis and occupation of the respondents

The table tracks to find the relationship between the occupation of the customers' and

their perception of personal health of the owner of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the customer loyalty being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is strongly associated in their perception of customer loyalty of the company during crisis. During any crisis the customer loyalty to the company is affected and is the most significant and valued aspects of PR communication in any organization or company. The alternate hypothesis of there is a significant relationship between public opinion on the consumer loyalty being affected by crisis and occupation of the respondents is accepted.

Occupation * Part_B_Q3_10 Employees

			Part_B_Q3_11 Employees					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	6	10	29	38	24	107
		% within Occupation	5.6%	9.3%	27.1%	35.5%	22.4%	100.0%
		% within Part_B_Q3_11 Employees	22.2%	13.9%	17.8%	20.8%	14.6%	17.6%
	Private service	Count	2	6	32	37	33	110
		% within Occupation	1.8%	5.5%	29.1%	33.6%	30.0%	100.0%
		% within Part_B_Q3_11 Employees	7.4%	8.3%	19.6%	20.2%	20.1%	18.1%
	Own business	Count	4	10	22	35	28	99
		% within Occupation	4.0%	10.1%	22.2%	35.4%	28.3%	100.0%
		% within Part_B_Q3_11 Employees	14.8%	13.9%	13.5%	19.1%	17.1%	16.3%
	Student	Count	3	24	27	26	19	99
		% within Occupation	3.0%	24.2%	27.3%	26.3%	19.2%	100.0%
		% within Part_B_Q3_11 Employees	11.1%	33.3%	16.6%	14.2%	11.6%	16.3%

	Housewife	Count	5	19	25	17	27	93
		% within Occupation	5.4%	20.4%	26.9%	18.3%	29.0%	100.0%
		% within Part_B_Q3_11 Employees	18.5%	26.4%	15.3%	9.3%	16.5%	15.3%
	Housewife	Count	7	3	28	30	33	101
		% within Occupation	6.9%	3.0%	27.7%	29.7%	32.7%	100.0%
		% within Part_B_Q3_11 Employees	25.9%	4.2%	17.2%	16.4%	20.1%	16.6%
Total	Count	27	72	163	183	164	609	
	% within Occupation	4.4%	11.8%	26.8%	30.0%	26.9%	100.0%	
	% within Part_B_Q3_11 Employees	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data exposed on the effect to Employees of the company due to crisis among the professional. The data shown that nearly 4 per cent of respondents are not at all knowledge of crisis, about 12 per cent respondents are not aware of crisis, 30 per cent respondents are aware of crisis, around 27 per cent respondents are highly interested in crisis of the company and nearly 27 per cent of the respondents remain neutral on the crisis. Among the Government service, nearly 6 per cent of respondents are not at all idea of crisis, about 9 per cent respondents are no aware of crisis, 35.5 per cent respondents are aware of crisis, nearly 22 per cent respondents are largely interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly 2 per cent of respondents are not at all idea of crisis, about 6 per cent respondents are no aware of crisis, 34 per cent respondents are aware of crisis, nearly 30 per cent respondents are largely interested in crisis of the company and around 29 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the employee factor being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the employee factor being affected by crisis and occupation of the respondents

Employees are an asset to any company or organization and during any crisis the

employee welfare of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table seeks to find the relationship between the occupation of the customers' and their perception of employee welfare of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the employee welfare affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of employee welfare of the company during crisis.

Occupation * Part_B_Q3_11 Stock Market

			Part_B_Q3_12 Stock Market				Total
			No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	6	9	48	44	107
		% within Occupation	5.6%	8.4%	44.9%	41.1%	100.0%
		% within Part_B_Q3_12 Stock Market	14.6%	12.2%	18.0%	19.4%	17.6%
	Private service	Count	7	14	55	34	110
		% within Occupation	6.4%	12.7%	50.0%	30.9%	100.0%
		% within Part_B_Q3_12 Stock Market	17.1%	18.9%	20.6%	15.0%	18.1%
	Own business	Count	2	4	50	43	99
		% within Occupation	2.0%	4.0%	50.5%	43.4%	100.0%
		% within Part_B_Q3_12 Stock Market	4.9%	5.4%	18.7%	18.9%	16.3%
	Student	Count	15	20	33	31	99
		% within Occupation	15.2%	20.2%	33.3%	31.3%	100.0%
		% within Part_B_Q3_12 Stock Market	36.6%	27.0%	12.4%	13.7%	16.3%
	Housewife	Count	6	20	40	27	93
		% within Occupation	6.5%	21.5%	43.0%	29.0%	100.0%
		% within Part_B_Q3_12 Stock Market	14.6%	27.0%	15.0%	11.9%	15.3%
	Housewife	Count	5	7	41	48	101
		% within Occupation	5.0%	6.9%	40.6%	47.5%	100.0%

	% within Part_B_Q3_12 Stock Market	12.2%	9.5%	15.4%	21.1%	16.6%
Total	Count	41	74	267	227	609
	% within Occupation	6.7%	12.2%	43.8%	37.3%	100.0%
	% within Part_B_Q3_12 Stock Market	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on the effect of the Stock Market on the company due to crisis among the professional. The analysed data revealed that nearly 7 per cent of respondents are not aware of the crisis, about 44 per cent respondents are aware of crisis, around 37 per cent respondents are highly interested in crisis of the company and nearly 12 per cent of the respondents remain neutral on the crisis. Among the Government service, about 6 per cent respondents are no aware of crisis, 45 per cent respondents are aware of crisis, nearly 41 per cent respondents are largely interested in crisis of the company and around 8 per cent of the respondents remain neutral on the crisis. Among the Private service, about 6 per cent respondents are no aware of crisis, 50 per cent respondents are aware of crisis, nearly 31 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the stock market being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the stock market being affected by crisis and occupation of the respondents

Stock market, sales and finances are the three most valued aspects of PR in any organization. The table seeks the identity the relationship between the occupation of the customers' and their perception of stock market of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the stock market being affected by crisis and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of effect on stock market of the company during crisis.

Occupation * Part_B_Q3_12 Community

			Part_B_Q3_13 Community					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	0	15	15	56	21	107
		% within Occupation	0.0%	14.0%	14.0%	52.3%	19.6%	100.0%
		% within Part_B_Q3_13 Community	0.0%	19.2%	13.4%	19.4%	16.4%	17.6%
	Private service	Count	1	10	21	57	21	110
		% within Occupation	0.9%	9.1%	19.1%	51.8%	19.1%	100.0%
		% within Part_B_Q3_13 Community	50.0%	12.8%	18.8%	19.7%	16.4%	18.1%
	Own business	Count	0	5	26	47	21	99
		% within Occupation	0.0%	5.1%	26.3%	47.5%	21.2%	100.0%
		% within Part_B_Q3_13 Community	0.0%	6.4%	23.2%	16.3%	16.4%	16.3%
	Student	Count	0	23	19	41	16	99
		% within Occupation	0.0%	23.2%	19.2%	41.4%	16.2%	100.0%
		% within Part_B_Q3_13 Community	0.0%	29.5%	17.0%	14.2%	12.5%	16.3%
	Housewife	Count	1	9	16	42	25	93
		% within Occupation	1.1%	9.7%	17.2%	45.2%	26.9%	100.0%
		% within Part_B_Q3_13 Community	50.0%	11.5%	14.3%	14.5%	19.5%	15.3%
	Housewife	Count	0	16	15	46	24	101
		% within Occupation	0.0%	15.8%	14.9%	45.5%	23.8%	100.0%
		% within Part_B_Q3_13 Community	0.0%	20.5%	13.4%	15.9%	18.8%	16.6%
	Total	Count	2	78	112	289	128	609
		% within Occupation	0.3%	12.8%	18.4%	47.5%	21.0%	100.0%
		% within Part_B_Q3_13 Community	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data exposed on the effect to Community of the company due to crisis among the professional. The data shown that around 0.3 per cent of respondents are not

at all interested in crisis, about 13 per cent respondents are not aware of crisis, 47.5 per cent respondents are aware of crisis, 21 per cent respondents are highly interested in crisis of the company and nearly 18 per cent of the respondents remain neutral on the crisis. Among the Government service, 0.0 per cent of respondents are not at all idea of crisis, about 14 per cent respondents are no aware of crisis, 52 per cent respondents are aware of crisis, nearly 20 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis. Among the Private service, nearly a per cent of respondents are not at all idea of crisis, about 9 per cent respondents are no aware of crisis, 52 per cent respondents are aware of crisis, nearly 19 per cent respondents are largely interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the community perception being affected by crisis and occupation of the respondents

Ha - There is a significant relationship between public opinion on the community perception being affected by crisis and occupation of the respondents

Community as an external public and stake holder is highly valued aspects of PR in any organization. The table seeks the identity the relationship between the occupation of the customers' and their perception of community as external public of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the role of community being affected by crisis and occupation of the respondents is not rejected. This reveals that the occupation of the customer is not associated in their perception of effect community on the company during crisis.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

Occupation * Part_B_Q4_1 Brand/ Company

			Part_B_Q4_1 Brand/ Company		Total
			No	Yes	
Occupation	Government service	Count	92	15	107
		% within Occupation	86.0%	14.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	17.4%	19.0%	17.6%
	Private service	Count	93	17	110
		% within Occupation	84.5%	15.5%	100.0%

	Own business	% within Part_B_Q4_1 Brand/ Company	17.5%	21.5%	18.1%
		Count	84	15	99
		% within Occupation	84.8%	15.2%	100.0%
	Student	% within Part_B_Q4_1 Brand/ Company	15.8%	19.0%	16.3%
		Count	88	11	99
		% within Occupation	88.9%	11.1%	100.0%
	Housewife	% within Part_B_Q4_1 Brand/ Company	16.6%	13.9%	16.3%
		Count	86	7	93
		% within Occupation	92.5%	7.5%	100.0%
	Housewife	% within Part_B_Q4_1 Brand/ Company	16.2%	8.9%	15.3%
		Count	87	14	101
		% within Occupation	86.1%	13.9%	100.0%
	Total	% within Part_B_Q4_1 Brand/ Company	16.4%	17.7%	16.6%
		Count	530	79	609
		% within Occupation	87.0%	13.0%	100.0%

N=609

The analysis data revealed that information of crisis about Brand/Company among the professional. The data displays that about 87% respondents are having no idea of crisis and 13% respondents are concerned about crisis of the company. Among the Government service, nearly 86% respondents are not aware regarding crisis and around 14 % respondents are aware of the crisis. Among the Private Service, nearly 85% respondents are not aware regarding crisis and around 15 % respondents are aware of the crisis. Among the Business person, nearly 85% respondents are not aware regarding crisis and around 15 % respondents are aware of the crisis. Among the House Maker, nearly 93% respondents are not aware regarding crisis and around 7 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness brand or company being the consumers' first source of information and occupation of the respondents

Ha - There is a significant relationship between awareness brand or company being the consumers' first source of information and occupation of the respondents

The table seeks the identity the relationship between the occupation of the customers' and their perception of brand or company as a first source of communication in an

organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness brand or company being the consumers' first source of information and occupation of the respondents cannot be rejected. This reveals that the occupation of the customer is not associated in their perception of brand or company being the consumers' first source of information during crisis.

Occupation * Part_B_Q4_2 Social Media

		Part_B_Q4_2 Social Media		Total	
		No	Yes		
Occupation	Government service	Count	92	15	107
		% within Occupation	86.0%	14.0%	100.0%
		% within Part_B_Q4_2 Social Media	18.9%	12.4%	17.6%
	Private service	Count	91	19	110
		% within Occupation	82.7%	17.3%	100.0%
		% within Part_B_Q4_2 Social Media	18.6%	15.7%	18.1%
	Own business	Count	86	13	99
		% within Occupation	86.9%	13.1%	100.0%
		% within Part_B_Q4_2 Social Media	17.6%	10.7%	16.3%
	Student	Count	54	45	99
		% within Occupation	54.5%	45.5%	100.0%
		% within Part_B_Q4_2 Social Media	11.1%	37.2%	16.3%
	Housewife	Count	78	15	93
		% within Occupation	83.9%	16.1%	100.0%
		% within Part_B_Q4_2 Social Media	16.0%	12.4%	15.3%
Housewife	Count	87	14	101	
	% within Occupation	86.1%	13.9%	100.0%	
	% within Part_B_Q4_2 Social Media	17.8%	11.6%	16.6%	
Total	Count	488	121	609	
	% within Occupation	80.1%	19.9%	100.0%	
	% within Part_B_Q4_2 Social Media	100.0%	100.0%	100.0%	

N=609

To a question on information of crisis about social media among the professional. The

analysis data revealed that about 80% respondents are having no idea of crisis and 20% respondents are concerned about crisis of the company. Among the Government service, nearly 86% respondents are not aware regarding crisis and around 14 % respondents are aware of the crisis. Among the Private service, nearly 83% respondents are not aware regarding crisis and around 17 % respondents are aware of the crisis. Among the Business person, nearly 87% respondents are not aware regarding crisis and around 13 % respondents are aware of the crisis. Among the House Maker, nearly 84% respondents are not aware regarding crisis and around 16 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness social media being the consumers’ first source of information and occupation of the respondents

Ha - There is a significant relationship between awareness social media being the consumers’ first source of information and occupation of the respondents

The table seeks the identity the relationship between the occupation of the customers’ and their perception of in the use of social media as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness social media being the consumers’ first source of information and occupation of the respondents and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of social media being used as a first source of information to the consumers’ during crisis. In an era of digital media, use of social media by a company to inform public is substantial factor of PR in any organization.

Occupation * Part_B_Q4_3 Public

			Part_B_Q4_3 Public		Total
			No	Yes	
Occupation	Government service	Count	97	10	107
		% within Occupation	90.7%	9.3%	100.0%
		% within Part_B_Q4_3 Public	17.5%	18.2%	17.6%
	Private service	Count	102	8	110
		% within Occupation	92.7%	7.3%	100.0%
		% within Part_B_Q4_3 Public	18.4%	14.5%	18.1%
	Own business	Count	90	9	99
		% within Occupation	90.9%	9.1%	100.0%

	Student	% within Part_B_Q4_3 Public	16.2%	16.4%	16.3%
		Count	96	3	99
		% within Occupation	97.0%	3.0%	100.0%
	Housewife	% within Part_B_Q4_3 Public	17.3%	5.5%	16.3%
		Count	75	18	93
		% within Occupation	80.6%	19.4%	100.0%
	Housewife	% within Part_B_Q4_3 Public	13.5%	32.7%	15.3%
		Count	94	7	101
		% within Occupation	93.1%	6.9%	100.0%
Total	% within Part_B_Q4_3 Public	17.0%	12.7%	16.6%	
	Count	554	55	609	
	% within Occupation	91.0%	9.0%	100.0%	
		% within Part_B_Q4_3 Public	100.0%	100.0%	100.0%

N=609

To a question on information crisis by way of Public among the professional. The analysis data revealed that about 91% respondents are having no idea of crisis and 9% respondents are concerned about crisis of the company. Among the Government service, nearly 91% respondents are not aware regarding crisis and around 9 % respondents are aware of the crisis. Among the Private service, nearly 93% respondents are not aware regarding crisis and around 7 % respondents are aware of the crisis. Among the Business person, nearly 91% respondents are not aware regarding crisis and around 9 % respondents are aware of the crisis. Among the House Maker, nearly 81% respondents are not aware regarding crisis and around 19 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness external public being the consumers’ first source of information and occupation of the respondents

Ha - There is a significant relationship between awareness external public being the consumers’ first source of information and occupation of the respondents

The PR department values public support during crisis in order to offset and rumours. The table seeks the identity the relationship between the occupation of the customers’ and their perception ‘public’ as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness external public being the consumers’ first source of information and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of public being used as a first source of information to the consumers’

during crisis.

Occupation * Part_B_Q4_4 Media

			Part_B_Q4_4 Media		Total
			No	Yes	
Occupation	Government service	Count	80	27	107
		% within Occupation	74.8%	25.2%	100.0%
		% within Part_B_Q4_4 Media	19.0%	14.3%	17.6%
	Private service	Count	85	25	110
		% within Occupation	77.3%	22.7%	100.0%
		% within Part_B_Q4_4 Media	20.2%	13.2%	18.1%
	Own business	Count	70	29	99
		% within Occupation	70.7%	29.3%	100.0%
		% within Part_B_Q4_4 Media	16.7%	15.3%	16.3%
	Student	Count	59	40	99
		% within Occupation	59.6%	40.4%	100.0%
		% within Part_B_Q4_4 Media	14.0%	21.2%	16.3%
	Housewife	Count	54	39	93
		% within Occupation	58.1%	41.9%	100.0%
		% within Part_B_Q4_4 Media	12.9%	20.6%	15.3%
	Housewife	Count	72	29	101
		% within Occupation	71.3%	28.7%	100.0%
		% within Part_B_Q4_4 Media	17.1%	15.3%	16.6%
Total	Count	420	189	609	
	% within Occupation	69.0%	31.0%	100.0%	
	% within Part_B_Q4_4 Media	100.0%	100.0%	100.0%	

N=609

In the given data on information of crisis by way of Media among the professional. The analysis data revealed that about 69% respondents are having no idea of crisis and 31% respondents are concerned about crisis of the company. Among the Government service, nearly 75% respondents are not aware regarding crisis and around 25 % respondents are aware of the crisis. Among the Private service, nearly 77% respondents are not aware regarding crisis and around 23 % respondents are aware of the crisis. Among the Business person, nearly 71% respondents are not aware regarding crisis and around 29 % respondents are aware of the crisis. Among the House Maker, nearly 58% respondents are not aware regarding crisis and around 42 % respondents are aware of

the crisis.

Ho – There is no significant relationship between awareness mass media being the consumers’ first source of information and occupation of the respondents

Ha - There is a significant relationship between awareness mass media being the consumers’ first source of information and occupation of the respondents

Traditional mass media are extensively used by a company to inform public is substantial factor of PR in any organization. The table seeks the identity the relationship between the occupation of the customers’ and their perception of in the use of mass media as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness media being the consumers’ first source of information and occupation of the respondents and occupation of the respondents is rejected. This reveals that the occupation of the customer is associated in their perception of media being used as a first source of information to the consumers’ during crisis. The alternate hypothesis of there is a significant relationship between awareness mass media being the consumers’ first source of information and occupation of the respondents is accepted.

Occupation * Part_B_Q4_5 Seller

			Part_B_Q4_5 Seller		Total
			No	Yes	
Occupation	Government service	Count	95	8	103
		% within Occupation	92.5%	7.5%	100.0%
		% within Part_B_Q4_5 Seller	17.5%	18.2%	17.6%
	Private service	Count	101	9	110
		% within Occupation	91.8%	8.2%	100.0%
		% within Part_B_Q4_5 Seller	17.9%	20.5%	18.1%
	Own business	Count	93	6	99
		% within Occupation	93.9%	6.1%	100.0%
		% within Part_B_Q4_5 Seller	16.5%	13.6%	16.3%
	Student	Count	99	0	99
		% within Occupation	100.0%	0.0%	100.0%
		% within Part_B_Q4_5 Seller	17.5%	0.0%	16.3%
	Housewife	Count	79	14	93
		% within Occupation	84.9%	15.1%	100.0%
		% within Part_B_Q4_5 Seller	14.0%	31.8%	15.3%
Housewife	Count	94	7	101	

		% within Occupation	93.1%	6.9%	100.0%
		% within Part_B_Q4_5 Seller	16.6%	15.9%	16.6%
Total		Count	565	44	609
		% within Occupation	92.8%	7.2%	100.0%
		% within Part_B_Q4_5 Seller	100.0%	100.0%	100.0%

N=609

Information of crisis through Seller among the professional, the data reveals that majority of 93% respondents are not aware of crisis and merely 7 respondents are aware regarding crisis by way of Seller. Among the Government service, nearly 93% respondents are not aware regarding crisis and around 7 % respondents are aware of the crisis. Among the Private service, nearly 92% respondents are not aware regarding crisis and around 8 % respondents are aware of the crisis. Among the Business person, nearly 94% respondents are not aware regarding crisis and around 6 % respondents are aware of the crisis. Among the House Maker, nearly 85% respondents are not aware regarding crisis and around 15 % respondents are aware of the crisis.

Ho – There is no significant relationship between awareness seller being the consumers' first source of information and occupation of the respondents

Ha - There is a significant relationship between awareness seller being the consumers' first source of information and occupation of the respondents

Sellers or retailers are the eyes and ears used to inform the public by the PR in any organization. The table seeks the identity the relationship between the occupation of the customers' and their perception of in the use of sellers and retailers as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness sellers and retailers being the consumers' first source of information and occupation of the respondents is rejected. This shows that the occupation of the customer is associated in their perception of sellers and retailers being used as a first source of information to the consumers' during crisis.

Q5. Please select the option which most accurately reflects your opinion about the following statements

Occupation * Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

			Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	15	26	19	34	13	107
		% within Occupation	14.0%	24.3%	17.8%	31.8%	12.1%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	18.3%	17.4%	13.5%	20.2%	18.8%	17.6%
	Private service	Count	14	28	26	29	13	110
		% within Occupation	12.7%	25.5%	23.6%	26.4%	11.8%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	17.1%	18.8%	18.4%	17.3%	18.8%	18.1%
	Own business	Count	12	37	17	29	4	99
		% within Occupation	12.1%	37.4%	17.2%	29.3%	4.0%	100.0%

		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	14.6%	24.8%	12.1%	17.3%	5.8%	16.3%
	Student	Count	17	19	27	24	12	99
		% within Occupation	17.2%	19.2%	27.3%	24.2%	12.1%	100.0 %
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	20.7%	12.8%	19.1%	14.3%	17.4%	16.3%
	Housewife	Count	10	16	24	23	20	93
		% within Occupation	10.8%	17.2%	25.8%	24.7%	21.5%	100.0 %
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	12.2%	10.7%	17.0%	13.7%	29.0%	15.3%
	Housewife	Count	14	23	28	29	7	101
		% within Occupation	13.9%	22.8%	27.7%	28.7%	6.9%	100.0 %
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	17.1%	15.4%	19.9%	17.3%	10.1%	16.6%
Total		Count	82	149	141	168	69	609
		% within Occupation	13.5%	24.5%	23.2%	27.6%	11.3%	100.0 %

	% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	100.0%	100.0%	100.0%	100.0%	100.0%	100.0 %
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N=609

To question regarding trusted brand there is a change in your perception of the brand due to crisis event among the professional. The analysis data exposed that about 13.5 per cent of respondents are not at all change due to crisis, 24.5 per cent respondents are not aware of crisis, 27.6 per cent respondents are change due to crisis, nearly 11 per cent respondents are highly changed due to crisis event and about 23 per cent of the respondents remain neutral. Among the Government service, nearly 14 per cent of respondents are not at all changed due to crisis, 24.3 per cent respondents are not changed due to crisis, around 32 per cent respondents are changed due to crisis, 12 per cent respondents are largely changed due to crisis event and about 18 per cent of the respondents remain neutral. Among the Private service, nearly 13 per cent of respondents are not at all changed due to crisis, 25.5 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, 12 per cent respondents are largely changed due to crisis event and about 24 per cent of the respondents remain neutral.

Ho – There is no significant relationship between change in perception due to crisis in the trusted brand and occupation of the respondents

Ha - There is a significant relationship between change in perception due to crisis in the trusted brand and occupation of the respondents

As the calculated value of is far more than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis in the trusted brand and occupation of the respondent is rejected. Brand trust is a significant factor in crisis management in a company. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand. It can be inferred that occupation as variable does influence the customers' perception about the brand during crisis. In other words, the perception about brand remains same irrespective of the occupation of the customer,

Occupation * Part_B_Q5_2 You empathize towards the brand during times of crisis

			Part_B_Q5_2 You empathize towards the brand during times of crisis:					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	13	25	34	27	7	107
		% within Occupation	12.1%	23.4%	31.8%	26.2%	6.5%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	18.1%	26.3%	16.1%	15.6%	13.5%	17.6%
	Private service	Count	10	14	37	40	9	110
		% within Occupation	9.1%	12.7%	33.6%	36.4%	8.2%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	13.9%	14.7%	17.5%	22.3%	17.3%	18.1%
	Own business	Count	9	9	35	40	6	99
		% within Occupation	9.1%	9.1%	35.4%	40.4%	6.1%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	12.5%	9.5%	16.6%	22.3%	11.5%	16.3%
	Student	Count	12	22	39	15	7	95
		% within Occupation	12.1%	22.2%	39.4%	19.2%	7.1%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	16.7%	23.2%	18.5%	10.6%	13.5%	16.3%
Housewife	Count	14	17	32	21	8	92	
	% within Occupation	15.1%	18.3%	34.4%	23.7%	8.6%	100.0%	

		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	19.4%	17.9%	15.2%	12.3%	15.4%	15.3%
		Count	14	8	34	30	11	10
		% within Occupation	13.9%	7.9%	33.7%	29.7%	14.9%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	19.4%	8.4%	16.1%	16.8%	28.8%	16.6%
Total		Count	72	95	211	179	51	60
		% within Occupation	11.8%	15.6%	34.6%	29.4%	8.5%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

In the given table regarding empathize towards the brand during times of crisis among the professional. The analysis data exposed that 12 per cent of respondents are not at all sympathize due to crisis, 15.6 per cent respondents are not sympathize of crisis, 29.4 per cent respondents are sympathize due to crisis, nearly 8.5 per cent respondents are highly sympathize due to crisis and a majority of 34.6 per cent of the respondents remain neutral. Among the Government service, nearly 12 per cent of respondents are not at all changed due to crisis, 23.4 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, 6.5 per cent respondents are largely changed due to crisis event and about 32 per cent of the respondents remain neutral. Among the Private service, nearly 9 per cent of respondents are not at all changed due to crisis, 12.7 per cent respondents are not changed due to crisis, around 36 per cent respondents are changed due to crisis, 8.2 per cent respondents are largely changed due to crisis event and a majority of 34 per cent of the respondents remain neutral.

Ho – There is no significant relationship between public empathy and occupation of the respondents

Ha - There is a significant relationship between public empathy and occupation of the respondents

In the above table the calculated value of is more than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis on public empathy towards a company and occupation of the respondents is rejected. Public empathy is a crucial for a company during crisis. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand and empathise. As it can be inferred that occupation as variable does influence the customers’ perception about the brand and empathy during crisis. In other words, the public empathy does not remain same irrespective of the occupation of the customer.

Occupation * Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand

			Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	9	9	26	39	24	107
		% within Occupation	8.4%	8.4%	24.3%	36.4%	22.4%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	26.5%	15.5%	16.7%	20.1%	14.4%	17.6%
	Private service	Count	7	4	28	42	29	110
		% within Occupation	6.4%	3.6%	25.5%	38.2%	26.4%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	20.6%	6.9%	17.9%	21.6%	17.4%	18.1%
	Own business	Count	2	15	20	37	25	99
		% within Occupation	2.0%	15.2%	20.2%	37.4%	25.3%	100.0%

		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	5.9%	25.9%	12.8%	19.1%	15.0%	16.3%
	Student	Count	5	12	27	23	31	94
		% within Occupation	5.1%	12.1%	27.3%	23.2%	32.3%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	14.7%	20.7%	17.3%	11.9%	19.2%	16.3%
	Housewife	Count	7	11	20	23	32	93
		% within Occupation	7.5%	11.8%	21.5%	24.7%	34.4%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	20.6%	19.0%	12.8%	11.9%	19.2%	15.3%
	Housewife	Count	4	7	35	30	25	103
		% within Occupation	4.0%	6.9%	34.7%	29.7%	24.8%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	11.8%	12.1%	22.4%	15.5%	15.0%	16.6%
Total		Count	34	58	156	194	167	609
		% within Occupation	5.6%	9.5%	25.6%	31.9%	27.4%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question regarding honest confession of the crisis is beneficial for the brand among

the professional. The analysis data revealed that 5.6 per cent of respondents are not at all honest confession during crisis, 9.5 per cent respondents are not honest confession of crisis, about 32 per cent respondents are honest confession to crisis, nearly 27 per cent respondents are highly honest confession in the period of crisis and 25.6 per cent of the respondents remain neutral. Among the Government service, nearly 8 per cent of respondents are not at all changed due to crisis, 8.4 per cent respondents are not changed due to crisis, around 36 per cent respondents are changed due to crisis, 22.4 per cent respondents are largely changed due to crisis event and about 24 per cent of the respondents remain neutral. Among the Private service, nearly 6 per cent of respondents are not at all changed due to crisis, 3.6 per cent respondents are not changed due to crisis, around 38 per cent respondents are changed due to crisis, 26.4 per cent respondents are largely changed due to crisis event and 25.5 per cent of the respondents remain neutral.

Ho – There is no significant relationship between honest confession by the company being beneficial and occupation of the respondents

Ha - There is a significant relationship between honest confession by the company being beneficial and occupation of the respondents

The question deals with the honest confession of the crisis that is beneficial for the brand and whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is less than the table critical value, the null hypothesis of there is no significant relationship between honest confession by the company being beneficial and occupation of the respondents cannot be rejected. It can be inferred that occupation as variable does influence the customer when a company makes a honest confession about the crisis to its customers. In other words, the public perception remains same irrespective of the occupation of the customer.

Occupation * Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

			Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupati	Government	Count	5	4	28	30	40	107

on	service	% within Occupation	4.7%	3.7%	26.2%	28.0%	37.4%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	33.3%	20.0%	17.7%	18.5%	15.7%	17.6%
	Private service	Count	1	4	26	42	37	110
		% within Occupation	0.9%	3.6%	23.6%	38.2%	33.6%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	6.7%	20.0%	16.5%	25.9%	14.6%	18.1%
	Own business	Count	2	3	21	26	47	99
		% within Occupation	2.0%	3.0%	21.2%	26.3%	47.5%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	13.3%	15.0%	13.3%	16.0%	18.5%	16.3%
	Student	Count	2	4	33	19	41	99
		% within Occupation	2.0%	4.0%	33.3%	19.2%	41.4%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	13.3%	20.0%	20.9%	11.7%	16.1%	16.3%
	Housewife	Count	3	2	22	20	46	93
		% within Occupation	3.2%	2.2%	23.7%	21.5%	49.5%	100.0%

		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	20.0%	10.0%	13.9%	12.3%	18.1%	15.3%
	Housewife	Count	2	3	28	25	43	10
		% within Occupation	2.0%	3.0%	27.7%	24.8%	42.6%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	13.3%	15.0%	17.7%	15.4%	16.9%	16.6%
Total		Count	15	20	158	162	254	60
		% within Occupation	2.5%	3.3%	25.9%	26.6%	41.7%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

In the given above table on extent to which your purchase decisions are impacted if the brand was facing a crisis situation among the professional. The analysis data displayed that about 2.5 per cent of respondents are not at all impact decisions during crisis, 3.3 per cent respondents are not impact decisions of crisis, about 27 per cent respondents are impact decisions to crisis, nearly 42 per cent respondents are highly impact decisions in the period of crisis and a majority of 26 per cent of the respondents remain neutral. Among the Government service, nearly 5 per cent of respondents are not at all changed due to crisis, about 4 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, 37.4 per cent respondents are largely changed due to crisis event and about 26 per cent of the respondents remain neutral.

Among the Private service, nearly 1 per cent of respondents are not at all changed due to crisis, 3.6 per cent respondents are not changed due to crisis, around 38 per cent respondents are changed due to crisis, 33.6 per cent respondents are largely changed due to crisis event and about 24 per cent of the respondents remain neutral.

Ho – There is no significant relationship between the impact on purchase decisions during crisis situation and occupation of the respondents

Ha - There is a significant relationship between the impact on purchase decisions during crisis situation and occupation of the respondents

The question dealt with whether the customers change their perception purchase decisions due to crisis in the trust towards a brand or company. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between the impact on purchase decisions during crisis situation and occupation of the respondents, cannot be rejected. It can be inferred that occupation as variable does influence the customers’ purchase decision about the brand during crisis. In other words, the customers purchase choices remains same irrespective of the occupation of the customer.

Occupation * Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis

			Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	4	0	33	32	38	107
		% within Occupation	3.7%	0.0%	30.8%	29.9%	35.5%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	22.2%	0.0%	17.9%	19.0%	16.9%	17.6%

	Private service	Count	1	1	30	27	51	110
		% within Occupation	0.9%	0.9%	27.3%	24.5%	46.4%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	5.6%	7.1%	16.3%	16.1%	22.7%	18.1%
	Own business	Count	0	1	29	31	38	99
		% within Occupation	0.0%	1.0%	29.3%	31.3%	38.4%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	0.0%	7.1%	15.8%	18.5%	16.9%	16.3%
	Student	Count	6	5	34	24	30	99
		% within Occupation	6.1%	5.1%	34.3%	24.2%	30.3%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	33.3%	35.7%	18.5%	14.3%	13.3%	16.3%
	Housewife	Count	4	4	27	27	31	99
		% within Occupation	4.3%	4.3%	29.0%	29.0%	33.3%	100.0%

		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	22.2%	28.6%	14.7%	16.1%	13.8%	15.3%
	Housewife	Count	3	3	31	27	37	10
		% within Occupation	3.0%	3.0%	30.7%	26.7%	36.6%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	16.7%	21.4%	16.8%	16.1%	16.4%	16.6%
Total		Count	18	14	184	168	225	60
		% within Occupation	3.0%	2.3%	30.2%	27.6%	36.9%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on important to receive constant communication about latest developments with the brand during times of crisis among the professional. The analysis data displayed that about 3 per cent of respondents are not at all constant communication during crisis, 2.3 per cent respondents are not constant communication in crisis, about 27.6 per cent respondents are constant communication in crisis, nearly 40 per cent respondents are highly constant communication in the period of crisis and a majority of 30.2 per cent of the respondents remain neutral. Among the Government service, nearly 4 per cent of respondents are not at all changed due to crisis, 0.0 per cent

respondents are not changed due to crisis, around 30 per cent respondents are changed due to crisis, 35.5 per cent respondents are largely changed due to crisis event and about 31 per cent of the respondents remain neutral. Among the Private service, nearly 1 per cent of respondents are not at all changed due to crisis, 0.9 per cent respondents are not changed due to crisis, around 25 per cent respondents are changed due to crisis, 46.4 per cent respondents are largely changed due to crisis event and about 27 per cent of the respondents remain neutral.

Ho – There is no significant relationship between customers receiving steady flow of information about latest developments on crisis and occupation of the respondents

Ha - There is a significant relationship between customers receiving steady flow of information about latest developments on crisis and occupation of the respondents

The question dealt with whether the customers change their perception in the absence of flow of information or not. As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between customers receiving steady flow of information about latest developments on crisis and occupation of the respondents cannot be rejected. It can be assumed that occupation as variable does influence the customer perception when the information from the company is lacking during crisis. In other words, the customers purchase choices remains same irrespective of the occupation of the customer. During the crisis the customers await latest updates and a steady flow of information from the company during crisis is very important to public.

Occupation * Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand

			Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	5	4	26	28	4	107
		% within Occupation	4.7%	3.7%	24.3%	26.2%	41.1%	100.0%

		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	45.5%	16.0%	15.7%	17.1%	18.1%	17.6%
	Private service	Count	0	6	22	34	48	110
		% within Occupation	0.0%	5.5%	20.0%	30.9%	43.6%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	0.0%	24.0%	13.3%	20.7%	19.8%	18.1%
	Own business	Count	2	2	27	30	38	99
		% within Occupation	2.0%	2.0%	27.3%	30.3%	38.4%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	18.2%	8.0%	16.3%	18.3%	15.6%	16.3%
	Student	Count	1	7	33	18	40	99
		% within Occupation	1.0%	7.1%	33.3%	18.2%	40.4%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	9.1%	28.0%	19.9%	11.0%	16.5%	16.3%
	Housewife	Count	3	1	26	24	39	93
		% within Occupation	3.2%	1.1%	28.0%	25.8%	41.9%	100.0%

		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	27.3%	4.0%	15.7%	14.6%	16.0%	15.3%
	Housewife	Count	0	5	32	30	34	101
		% within Occupation	0.0%	5.0%	31.7%	29.7%	33.7%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	0.0%	20.0%	19.3%	18.3%	14.0%	16.6%
Total		Count	1	25	166	164	243	609
		% within Occupation	1.8%	4.1%	27.3%	26.9%	39.9%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data discovered on extent to which advertisements strengthen consumer association with the brand among the professional. The data shown that about 2 per cent of respondents are not at all consumer association with the brand, 4.1 per cent respondents are not consumer association with the brand, about 27 per cent respondents are consumer association with the brand, nearly 40 per cent respondents are highly consumer association with the brand and around 27.3 per cent of the respondents remain neutral. Among the Government service, nearly 5 per cent of respondents are not at all changed due to crisis, 3.7 per cent respondents are not changed due to crisis, around 26 per cent respondents are changed due to crisis, 41 per cent respondents are largely changed due to crisis event and about 24 per cent of the respondents remain neutral.

Among the Private service, 0.0 per cent of respondents are not at all changed due to crisis, nearly 6 per cent respondents are not changed due to crisis, around 31 per cent respondents are changed due to crisis, about 44 per cent respondents are largely changed due to crisis event and 20 per cent of the respondents remain neutral.

Ho – There is no significant relationship between role of advertisements strengthening consumer association with the brand and occupation of the respondents

Ha - There is a significant relationship between role of advertisements strengthening consumer association with the brand and occupation of the respondents

The question is whether the advertisement campaign helps in mitigating the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of advertisements strengthening consumer association with the brand and occupation of the respondents is not rejected. During crisis many companies resort to advertisement campaign to inform the customers about the crisis the company is facing. In other words, it can be concluded that the occupation as a variable does influence the customers perception based on the advertisement campaign of the company during crisis.

Occupation * Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand

		Part_B_Q5_7 The extent to which PSA’s strengthen consumer association with the brand					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Occupation	Government service	Count	12	7	49	23	16	107
		% within Occupation	11.2%	6.5%	45.8%	21.5%	15.0%	100.0%
	Private service	Count	12	15	37	30	16	110
		% within Occupation	10.9%	13.6%	33.6%	27.3%	14.5%	100.0%

		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	15.0%	29.4%	13.4%	24.2%	20.8%	18.1%
Own business		Count	8	6	44	22	19	99
		% within Occupation	8.1%	6.1%	44.4%	22.2%	19.2%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	10.0%	11.8%	15.9%	17.7%	24.7%	16.3%
Student		Count	18	8	49	17	7	99
		% within Occupation	18.2%	8.1%	49.5%	17.2%	7.1%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	22.5%	15.7%	17.7%	13.7%	9.1%	16.3%
Housewife		Count	14	7	51	13	8	93
		% within Occupation	15.1%	7.5%	54.8%	14.0%	8.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	17.5%	13.7%	18.4%	10.5%	10.4%	15.3%
Housewife		Count	16	8	47	19	11	101
		% within Occupation	15.8%	7.9%	46.5%	18.8%	10.9%	100.0%

		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	20.0%	15.7%	17.0%	15.3%	14.3%	16.6%
Total		Count	80	51	277	124	77	609
		% within Occupation	13.1%	8.4%	45.5%	20.4%	12.6%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data discovered on extent to which PSA's strengthen consumer association with the brand among the professional. The data shown that about 13 per cent of respondents are not at all PSA's consumer association with the brand, 8.4 per cent respondents are not PSA's consumer association with the brand, about 20 per cent respondents are PSA's consumer association with the brand, nearly 13 per cent respondents are highly PSA's consumer association with the brand and a majority of 45.5 per cent of the respondents remain neutral. Among the Government service, nearly 11 per cent of respondents are not at all changed due to crisis, 6.5 per cent respondents are not changed due to crisis, around 22 per cent respondents are changed due to crisis, 15 per cent respondents are largely changed due to crisis event and a majority of 46 per cent of the respondents remain neutral. Among the Private service, about 11 per cent of respondents are not at all changed due to crisis, nearly 14 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, 14.5 per cent respondents are largely changed due to crisis event and a majority of 34 per cent of the respondents remain neutral.

Ho – There is no significant relationship between role of PSA in strengthening consumer association with the brand and occupation of the respondents

Ha - There is a significant relationship between role of PSA in strengthening consumer association with the brand and occupation of the respondents

At the time crisis many companies resort to public service advertisement campaign to

inform the customers about the crisis the company is facing. The question is whether the PSA campaign helps in justifying the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of public service advertisements strengthening consumer association with the brand and occupation of the respondents is not rejected. In other words, it can be concluded that the occupation as a variable does influence the customers perception based on the PSA campaign of the company during crisis.

Occupation * Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance

			Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	3	14	32	29	29	107
		% within Occupation	2.8%	13.1%	29.9%	27.1%	27.1%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	13.0%	23.0%	16.7%	17.9%	17.0%	17.6%
	Private service	Count	6	6	35	31	31	110
		% within Occupation	5.5%	5.5%	31.8%	28.2%	29.1%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	26.1%	9.8%	18.2%	19.1%	18.7%	18.1%
	Own business	Count	4	11	37	25	21	99
		% within Occupation	4.0%	11.1%	37.4%	25.3%	22.2%	100.0%

		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	17.4%	18.0%	19.3%	15.4%	12.9%	16.3%
	Student	Count	4	13	27	26	29	99
		% within Occupation	4.0%	13.1%	27.3%	26.3%	29.3%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	17.4%	21.3%	14.1%	16.0%	17.0%	16.3%
	Housewife	Count	4	5	31	21	30	93
		% within Occupation	4.3%	5.4%	33.3%	24.7%	32.3%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	17.4%	8.2%	16.1%	14.2%	17.5%	15.3%
	Housewife	Count	2	12	30	23	29	101
		% within Occupation	2.0%	11.9%	29.7%	27.7%	28.7%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	8.7%	19.7%	15.6%	17.3%	17.0%	16.6%
Total		Count	22	61	192	162	171	609
		% within Occupation	3.8%	10.0%	31.5%	26.6%	28.1%	100.0%

	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The data shown on change in your perception and reaction to the situation based on celebrity association and assurance among the professional. The analysis data exposed that about 4 per cent of respondents are not at all celebrity association and assurance, 10 per cent respondents are not celebrity association and assurance, about 27 per cent respondents are celebrity association and assurance, nearly 28 per cent respondents are highly celebrity association and assurance and a majority of 31.5 per cent of the respondents remain neutral. Among the Government service, nearly 3 per cent of respondents are not at all changed due to crisis, 13 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, 27.1 per cent respondents are largely changed due to crisis event and a majority of 30 per cent of the respondents remain neutral. Among the Private service, about 6 per cent of respondents are not at all changed due to crisis, nearly 6 per cent respondents are not changed due to crisis, around 28 per cent respondents are changed due to crisis, 29 per cent respondents are largely changed due to crisis event and a majority of 32 per cent of the respondents remain neutral.

Ho – There is no significant relationship between change in perception based on the celebrity association with the brand and occupation of the respondents

Ha - There is a significant relationship between change in perception based on the celebrity association with the brand and occupation of the respondents

At the time crisis many companies resort to celebrity endorsement campaign to inform the customers about the crisis the company is facing and gain credibility. The question is whether the celebrity endorsement campaign helps in justifying the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between change in perception based on the celebrity association with the brand and occupation of the respondents and occupation of the respondents is not rejected. In other words, it can

be concluded that the occupation as a variable does not influence the customers perception based on the celebrity endorsement campaign of the company during crisis.

Occupation * Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis

			Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	2	3	27	29	4	107
		% within Occupation	1.9%	2.8%	25.2%	27.1%	43.0%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	25.0%	15.9%	18.6%	17.5%	17.6%
	Private service	Count	0	1	31	34	4	110
		% within Occupation	0.0%	0.9%	28.2%	30.9%	40.0%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	8.3%	18.2%	21.8%	16.7%	18.1%
	Own business	Count	0	2	25	24	4	99
		% within Occupation	0.0%	2.0%	25.3%	24.2%	48.5%	100.0%

		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	16.7%	14.7%	15.4%	18.3%	16.3%
	Student	Count	2	4	25	19	49	99
		% within Occupation	2.0%	4.0%	25.3%	19.2%	49.5%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	33.3%	14.7%	12.2%	18.6%	16.3%
	Housewife	Count	2	1	29	23	38	93
		% within Occupation	2.2%	1.1%	31.2%	24.7%	40.9%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	8.3%	17.1%	14.7%	14.4%	15.3%
	Housewife	Count	2	1	33	27	38	101
		% within Occupation	2.0%	1.0%	32.7%	26.7%	37.6%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	25.0%	8.3%	19.4%	17.3%	14.4%	16.6%
Total		Count	8	12	170	156	263	609
		% within Occupation	1.3%	2.0%	27.9%	25.6%	43.2%	100.0%

	% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data revealed on extent of negative feeling if the brand is not being communicative during times of crisis among the professional. The analysis data exposed that about 1 per cent of respondents are not at all extent of negative feeling during crisis, 2 per cent respondents are not extent of negative feeling during crisis, about 26 per cent respondents are extent of negative feeling during crisis, nearly 43 per cent respondents are highly extent of negative feeling during crisis and a majority of about 28 per cent of the respondents remain neutral. Among the Government service, nearly 2 per cent of respondents are not at all changed due to crisis, 2.8 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, 43 per cent respondents are largely changed due to crisis event and 25 per cent of the respondents remain neutral. Among the Private service, 0.0 per cent of respondents are not at all changed due to crisis, nearly 1 per cent respondents are not changed due to crisis, around 31 per cent respondents are changed due to crisis, 40 per cent respondents are largely changed due to crisis event and 28 per cent of the respondents remain neutral.

Ho – There is no significant relationship between changes in negative perception due to lack of communication and occupation of the respondents

Ha - There is a significant relationship between change in negative perception due to lack of communication and occupation of the respondents

The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and occupation of the respondents is not rejected. In other words, it can be concluded that the occupation as a variable does not influence the customers' negative perception and feeling when companies fail to inform them about the crisis.

Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed.

Occupation * Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

			Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	38	15	31	11	10	107
		% within Occupation	35.5%	14.0%	29.0%	12.1%	9.3%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	18.3%	12.8%	16.4%	23.6%	25.0%	17.6%
	Private service	Count	37	26	31	11	5	110
		% within Occupation	33.6%	23.6%	28.2%	10.0%	4.5%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	17.8%	22.2%	16.4%	20.0%	12.5%	18.1%
	Own business	Count	34	21	29	10	5	99
		% within Occupation	34.3%	21.2%	29.3%	10.1%	5.1%	100.0%

		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	16.3%	17.9%	15.3%	18.2%	12.5%	16.3%
	Student	Count	34	18	33	9	5	99
		% within Occupation	34.3%	18.2%	33.3%	9.1%	5.1%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	16.3%	15.4%	17.5%	16.4%	12.5%	16.3%
	Housewife	Count	27	22	31	6	7	93
		% within Occupation	29.0%	23.7%	33.3%	6.5%	7.5%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	13.0%	18.8%	16.4%	10.9%	17.5%	15.3%
	Housewife	Count	38	15	34	6	8	101
		% within Occupation	37.6%	14.9%	33.7%	5.9%	7.9%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	18.3%	12.8%	18.0%	10.9%	20.0%	16.6%
Total		Count	208	117	189	55	40	609
		% within Occupation	34.2%	19.2%	31.0%	9.0%	6.6%	100.0%

	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

To a question on consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past among the professional. The analysis data exposed that about 34 per cent of respondents are not at all consumer loyalty with the brand during crisis, 19.2 per cent respondents are not consumer loyalty with the brand during crisis, about 9 per cent respondents are consumer loyalty with the brand during crisis, nearly 6.6 per cent respondents are highly consumer loyalty with the brand during crisis and a majority of about 31 per cent of the respondents remain neutral. Among the Government service, nearly 36 per cent of respondents are not at all changed due to crisis, 14 per cent respondents are not changed due to crisis, around 12 per cent respondents are changed due to crisis, 9.3 per cent respondents are largely changed due to crisis event and 29 per cent of the respondents remain neutral. Among the Private service, about 6 per cent of respondents are not at all changed due to crisis, nearly 34 per cent respondents are not changed due to crisis, around 24 per cent respondents are changed due to crisis, 10 per cent respondents are largely changed due to crisis event and 28 per cent of the respondents remain neutral.

Ho – There is no significant relationship between retaining brand loyalty during crisis and occupation of the respondents

Ha - There is a significant relationship between retaining brand loyalty during crisis and occupation of the respondent

The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and occupation of the respondents is not rejected. In other words, it can be concluded that the occupation as a variable does not influence the customers' negative perception and feeling when companies fail to inform them about the crisis.

Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed.

Occupation * Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

			Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	0	10	24	23	50	107
		% within Occupation	0.0%	9.3%	22.4%	21.5%	46.7%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	15.9%	14.3%	15.0%	22.4%	17.6%
	Private service	Count	0	14	36	32	28	110
		% within Occupation	0.0%	12.7%	32.7%	29.1%	25.5%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	22.2%	21.4%	20.9%	12.6%	18.1%
	Own business	Count	1	8	25	25	40	99
		% within Occupation	1.0%	8.1%	25.3%	25.3%	40.4%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	50.0%	12.7%	14.9%	16.3%	17.9%	16.3%

	Student	Count	0	12	29	16	42	99
		% within Occupation	0.0%	12.1%	29.3%	16.2%	42.4%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	19.0%	17.3%	10.5%	18.8%	16.3%
	Housewife	Count	0	9	27	23	34	93
		% within Occupation	0.0%	9.7%	29.0%	24.7%	36.6%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	14.3%	16.1%	15.0%	15.2%	15.3%
Housewife	Count	1	10	27	34	29	101	
	% within Occupation	1.0%	9.9%	26.7%	33.7%	28.7%	100.0%	
	% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	50.0%	15.9%	16.1%	22.2%	13.0%	16.6%	
Total	Count	2	63	168	153	223	609	
	% within Occupation	0.3%	10.3%	27.6%	25.1%	36.6%	100.0%	
	% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed regarding clear and honest communication retains your trust, perception, loyalty and association towards the brand among the professional. The analysis data revealed that about 0.3 per cent of respondents are not at all honest communication retains your trust during crisis, 10.3 per cent respondents are not honest communication retains your trust during crisis, about 25 per cent respondents are honest communication retains your trust during crisis, nearly 37 per cent respondents are highly honest communication retains your trust during crisis and a majority of about 28 per cent of the respondents remain neutral. Among the Government service, 0.0 per cent of respondents are not at all changed due to crisis, 9 per cent respondents are not changed due to crisis, around 22 per cent respondents are changed due to crisis, 46.7 per cent respondents are largely changed due to crisis event and 22.4 per cent of the respondents remain neutral. Among the Private service, 0.0 per cent of respondents are not at all changed due to crisis, nearly 13 per cent respondents are not changed due to crisis, around 29 per cent respondents are changed due to crisis, 25.5 per cent respondents are largely changed due to crisis event and a majority of 33 per cent of the respondents remain neutral.

Ho – There is no significant relationship between retaining brand trust due to factual and clear communication during crisis and occupation of the respondents

Ha - There is a significant relationship between retaining brand trust due to factual and clear communication during crisis and occupation of the respondents

When in crisis the companies need to provide factual information to the customers and win their trust. . The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis there is no significant relationship between retaining brand trust due to factual and clear communication during crisis and occupation of the respondents is rejected. In other words it can be concluded that the occupation as a variable does influence the customers' factual nature of communication and customer perception about the crisis.

Occupation * Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis

			Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	1	14	31	31	28	105
		% within Occupation	0.9%	13.1%	29.0%	30.8%	26.2%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	16.7%	21.2%	17.2%	18.9%	15.4%	17.6%
	Private service	Count	1	9	32	35	29	116
		% within Occupation	0.9%	8.2%	29.1%	35.5%	26.4%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	16.7%	13.6%	17.8%	22.3%	15.9%	18.1%
	Own business	Count	2	4	26	27	40	99
		% within Occupation	2.0%	4.0%	26.3%	27.3%	40.4%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	33.3%	6.1%	14.4%	15.4%	22.0%	16.3%
	Student	Count	0	18	27	24	23	92

		% within Occupation	0.0%	18.2%	27.3%	29.3%	25.3%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	27.3%	15.0%	16.6%	13.7%	16.3%
	Housewife	Count	2	9	36	24	22	93
		% within Occupation	2.2%	9.7%	38.7%	25.8%	23.7%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	33.3%	13.6%	20.0%	13.7%	12.1%	15.3%
	Housewife	Count	0	12	28	23	38	101
		% within Occupation	0.0%	11.9%	27.7%	22.8%	37.6%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	18.2%	15.6%	13.1%	20.9%	16.6%
Total		Count	6	66	180	175	182	609
		% within Occupation	1.0%	10.8%	29.6%	28.7%	29.9%	100.0%

	% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data revealed that direct communication from top executives or head of the company helps build trust during time of crisis among the professional. The data exposed that 1 per cent of respondents are not at all, 10.8 per cent respondents are not, about 28.7 per cent respondents are and nearly 30 per cent respondents are highly direct communication retains your trust during crisis and a majority of about 30 per cent of the respondents remain neutral. Among the Government service, nearly 1 per cent of respondents are not at all changed due to crisis, 13 per cent respondents are not changed due to crisis, around 31 per cent respondents are changed due to crisis, 26 per cent respondents are largely changed due to crisis event and a majority of 29 per cent of the respondents remain neutral. Among the Private service, about 1 per cent of respondents are not at all changed due to crisis, nearly 8 per cent respondents are not changed due to crisis, around 36 per cent respondents are changed due to crisis, 26 per cent respondents are largely changed due to crisis event and 29 per cent of the respondents remain neutral.

Ho – There is no significant relationship between building trust due to top company executives communicating with consumers during crisis and occupation of the respondents

Ha - There is a significant relationship between building trust due to top company executives communicating with consumers during crisis and occupation of the respondents

The data results have indicated that the calculated value is below the table critical value and the null hypothesis of there is no significant relationship between building trust due to top company executives communicating with consumers during crisis and occupation of the respondents cannot be rejected. During crisis it is in general expected that the top executives would address the concerns of the customers. It can be inferred that the occupation as a variable is not associated with the building of trust due to top company executives communicating with consumers during crisis.

Occupation * Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

			Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	2	16	31	29	29	107
		% within Occupation	1.9%	15.0%	29.0%	27.1%	27.1%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	8.7%	14.7%	18.8%	18.4%	18.8%	17.6%
	Private service	Count	5	17	27	33	28	110
		% within Occupation	4.5%	15.5%	24.5%	30.0%	25.5%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	21.7%	15.6%	16.4%	20.9%	18.2%	18.1%
	Own business	Count	4	18	22	23	32	99
		% within Occupation	4.0%	18.2%	22.2%	23.2%	32.3%	100.0%

		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	17.4%	16.5%	13.3%	14.6%	20.8%	16.3%
	Student	Count	4	18	30	26	2	99
		% within Occupation	4.0%	18.2%	30.3%	26.3%	21.2%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	17.4%	16.5%	18.2%	16.5%	13.6%	16.3%
	Housewife	Count	3	20	29	18	23	93
		% within Occupation	3.2%	21.5%	31.2%	19.4%	24.7%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	13.0%	18.3%	17.6%	11.4%	14.9%	15.3%
	Housewife	Count	5	20	26	29	2	101
		% within Occupation	5.0%	19.8%	25.7%	28.7%	20.8%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	21.7%	18.3%	15.8%	18.4%	13.6%	16.6%
Total		Count	23	109	165	158	154	609

	% within Occupation	3.8%	17.9%	27.1%	25.9%	25.3%	100.0%
	% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis among the professional. The data shows that about 4 per cent of respondents are not at all brand emerging from crisis, around 18 per cent respondents are not brand emerging from crisis, about 26 per cent respondents are brand emerging from crisis, nearly 25 per cent respondents are highly brand emerging from crisis and a majority of about 27 per cent of the respondents remain neutral. Among the Government service, nearly 2 per cent of respondents are not at all changed due to crisis, 15 per cent respondents are not changed due to crisis, around 27 per cent respondents are changed due to crisis, 27.1 per cent respondents are largely changed due to crisis event and a majority of 29 per cent of the respondents remain neutral. Among the Private service, about 5 per cent of respondents are not at all changed due to crisis, nearly 16 per cent respondents are not changed due to crisis, around 30 per cent respondents are changed due to crisis, 25.5 per cent respondents are largely changed due to crisis event and 24.5 per cent of the respondents remain neutral.

Ho – There is no significant relationship between consumer being associated with brand during crisis and beyond and occupation of the respondents

Ha - There is a significant relationship between consumer being associated with brand during crisis and beyond and occupation of the respondents

As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer being associated with brand during crisis and beyond and occupation of the respondents is not rejected.

Alternatively, there is no relationship between consumer being associated with brand during crisis and beyond and occupation of the respondents. When a company is in crisis it is important for the consumer to stay connected and track the progress of the

situation of the brand emerging from crisis.

Occupation * Part_B_Q5_14 Mass media plays an important role during crisis

			Part_B_Q5_14 Mass media plays an important role during crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	3	10	17	31	46	107
		% within Occupation	2.8%	9.3%	15.9%	29.0%	43.0%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	27.3%	25.0%	14.3%	15.6%	19.2%	17.6%
	Private service	Count	2	4	26	39	39	110
		% within Occupation	1.8%	3.6%	23.6%	35.5%	35.5%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	18.2%	10.0%	21.8%	19.6%	16.3%	18.1%
	Own business	Count	2	5	11	35	46	99
		% within Occupation	2.0%	5.1%	11.1%	35.4%	46.5%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	18.2%	12.5%	9.2%	17.6%	19.2%	16.3%
	Student	Count	0	6	21	37	35	99
		% within Occupation	0.0%	6.1%	21.2%	37.4%	35.4%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	0.0%	15.0%	17.6%	18.6%	14.6%	16.3%
	Housewife	Count	1	9	27	25	31	93
		% within Occupation	1.1%	9.7%	29.0%	26.9%	33.3%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	9.1%	22.5%	22.7%	12.6%	12.9%	15.3%

	Housewife	Count	3	6	17	32	43	101
		% within Occupation	3.0%	5.9%	16.8%	31.7%	42.6%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	27.3%	15.0%	14.3%	16.1%	17.9%	16.6%
Total		Count	11	40	119	199	240	609
		% within Occupation	1.8%	6.6%	19.5%	32.7%	39.4%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on Mass media plays an important role during crisis among the professional. The data shows that 2 per cent of respondents are not at all found any role of Mass Media during crisis, around 7 per cent respondents are not found any role of Mass Media during crisis, about 33 per cent respondents are found major role of Mass Media during crisis, nearly 39 per cent respondents are highly found role of Mass Media during crisis, and 19.5 per cent of the respondents remain neutral. Among the Government service, nearly 3 per cent of respondents are not at all changed due to crisis, 9 per cent respondents are not changed due to crisis, around 29 per cent respondents are changed due to crisis, 43 per cent respondents are largely changed due to crisis event and 16 per cent of the respondents remain neutral. Among the Private service, about 2 per cent of respondents are not at all changed due to crisis, nearly 4 per cent respondents are not changed due to crisis, around 36 per cent respondents are changed due to crisis, 35.5 per cent respondents are largely changed due to crisis event and 23.6 per cent of the respondents remain neutral.

Ho – There is no significant relationship between perceived role of media during crisis and occupation of the respondents

Ha - There is a significant relationship between perceived role of media during crisis and occupation of the respondents

During crisis the perceived role of mass media is critical in informing the public about the true nature of crisis. . As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between perceived role of media during crisis and occupation of the respondents is not rejected, the alternate

hypothesis of there is a significant relationship between perceived role of media during crisis and occupation of the respondents is not accepted in this case.

Occupation * Part_B_Q5_15 The portrayal of crisis by the media is generally believed

			Part_B_Q5_15 The portrayal of crisis by the media is generally believed					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupati on	Government service	Count	0	5	26	32	44	107
		% within Occupation	0.0%	4.7%	24.3%	29.9%	41.1%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	16.7%	15.1%	18.2%	19.3%	17.6%
	Private service	Count	0	3	36	38	33	110
		% within Occupation	0.0%	2.7%	32.7%	34.5%	30.0%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	10.0%	20.9%	21.6%	14.5%	18.1%
	Own business	Count	0	5	21	32	41	99
		% within Occupation	0.0%	5.1%	21.2%	32.3%	41.4%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	16.7%	12.2%	18.2%	18.0%	16.3%
	Student	Count	2	7	25	30	35	99
		% within Occupation	2.0%	7.1%	25.3%	30.3%	35.4%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	66.7%	23.3%	14.5%	17.0%	15.4%	16.3%
Housewife	Count	0	5	27	25	36	93	

		% within Occupation	0.0%	5.4%	29.0%	26.9%	38.7%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	16.7%	15.7%	14.2%	15.8%	15.3%
	Housewife	Count	1	5	37	19	3	10
		% within Occupation	1.0%	5.0%	36.6%	18.8%	38.6%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	33.3%	16.7%	21.5%	10.8%	17.1%	16.6%
	Total	Count	3	30	172	174	22	60
% within Occupation		0.5%	4.9%	28.2%	28.9%	37.4%	100.0%	
% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given table on a question on the portrayal of crisis by the media is generally believed among the professional. The data shows that about 0.5 per cent of respondents are not at all found portrayal of crisis by Media during crisis, around 5 per cent respondents are not found portrayal of crisis by Media during crisis, about 29 per cent respondents are found portrayal of crisis by Media during crisis, nearly 37 per cent respondents are highly found portrayal of crisis by Media during crisis and 28.2 per cent of the respondents remain neutral. Among the Government service, nearly 0.0 per cent of respondents are not at all changed due to crisis, 4.7 per cent respondents are not changed due to crisis, around 30 per cent respondents are changed due to crisis, 41 per cent respondents are largely changed due to crisis event and 24 per cent of the respondents remain neutral. Among the Private service, about 0.0 per cent of respondents are not at all changed due to crisis, nearly 3 per cent respondents are not changed due to crisis, around 35 per cent respondents are changed due to crisis, 30 per cent respondents are largely changed due to crisis event and a majority of 32 per cent of the respondents remain neutral.

Ho – There is no significant relationship between portrayal of crisis by the media and occupation of the respondents

Ha - There is a significant relationship between portrayal of crisis by the media and occupation of the respondents
 During crisis the portrayal of crisis by the media is generally believed and is critical in informing the public about the true nature of crisis. . As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between portrayal of crisis by the media and occupation of the respondents is not rejected, the alternate hypothesis of there is a significant relationship between perceived role of media during crisis and occupation of the respondents cannot be accepted in this case.

Occupation * Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analysing of the crisis situation

			Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analysing of the crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	1	4	28	35	39	107
		% within Occupation	0.9%	3.7%	26.2%	32.7%	36.4%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analysing of the crisis situation	50.0%	16.7%	18.4%	18.1%	16.4%	17.6%
	Private service	Count	0	5	31	42	32	110
		% within Occupation	0.0%	4.5%	28.2%	38.2%	29.1%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analysing of the crisis situation						

		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	20.8%	20.4%	21.8%	13.4%	18.1%
	Own business	Count	0	1	22	34	42	9
		% within Occupation	0.0%	1.0%	22.2%	34.3%	42.4%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	4.2%	14.5%	17.6%	17.6%	16.3%
	Student	Count	1	7	20	28	43	9
		% within Occupation	1.0%	7.1%	20.2%	28.3%	43.4%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	29.2%	13.2%	14.5%	18.1%	16.3%
	Housewife	Count	0	2	29	25	37	9
		% within Occupation	0.0%	2.2%	31.2%	26.9%	39.8%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	8.3%	19.1%	13.0%	15.5%	15.3%
	Housewife	Count	0	5	27	29	45	10
		% within Occupation	0.0%	5.0%	21.8%	28.7%	44.6%	100.0%

	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	20.8%	14.5%	15.0%	18.9%	16.6%
Total	Count	2	24	152	193	238	60
	% within Occupation	0.3%	3.9%	25.0%	31.7%	39.1%	100.0%
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on the Media portrayal affects consumer perception, understanding and analysing of the crisis situation among the professional. The data shows that about 0.3 per cent of respondents are not at all shows Media portrayal affects consumer perception around 4 per cent respondents are not shows Media portrayal affects consumer perception, about 32 per cent respondents are found Media portrayal affects consumer perception, nearly 39 per cent respondents are highly found Media portrayal affects consumer perception and 25 per cent of the respondents remain neutral. Among the Government service, nearly 1 per cent of respondents are not at all changed due to crisis, 3.7 per cent respondents are not changed due to crisis, around 33 per cent respondents are changed due to crisis, 36.4 per cent respondents are largely changed due to crisis event and 26 per cent of the respondents remain neutral. Among the Private service, 0.0 per cent of respondents are not at all changed due to crisis, nearly 5 per cent respondents are not changed due to crisis, around 38 per cent respondents are changed due to crisis, 29 per cent respondents are largely changed due to crisis event and 28 per cent of the respondents remain neutral.

Ho – There is no significant relationship between consumer perception of crisis as portrayed by media and occupation of the respondents

Ha - There is a significant relationship between consumer perception of crisis as portrayed by media and occupation of the respondents

As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between consumer perception of crisis as portrayed by media and occupation of the respondents is not rejected, the alternate hypothesis of There is a significant relationship between consumer perception of crisis as portrayed by media and occupation of the respondents cannot be accepted. The general belief during crisis the portrayal affects consumer perception, understanding and analysing of the crisis situation. Hence media plays an important role in crisis information and creation of the image of the company.

Occupation * Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable

			Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Occupation	Government service	Count	0	18	31	23	3	100
		% within Occupation	0.0%	16.8%	29.9%	23.4%	29.9%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	32.1%	17.3%	14.0%	17.3%	17.6%
	Private service	Count	0	4	21	39	4	110
		% within Occupation	0.0%	3.6%	24.5%	35.5%	36.4%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	7.1%	14.6%	21.9%	21.6%	18.1%
Own business	Count	0	6	31	29	3	90	

		% within Occupation	0.0%	6.1%	32.3%	29.3%	32.3%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	10.7%	17.3%	16.3%	17.3%	16.3%
	Student	Count	2	3	3	3	2	9
		% within Occupation	2.0%	3.0%	33.3%	37.4%	24.2%	100.0%
	Student	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	40.0%	5.4%	17.8%	20.8%	13.0%	16.3%
		Count	2	18	24	21	23	93
	Housewife	% within Occupation	2.2%	19.4%	31.2%	22.6%	24.7%	100.0%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	40.0%	32.1%	15.7%	11.8%	12.4%	15.3%
	Housewife	Count	1	7	3	2	3	10
		% within Occupation	1.0%	6.9%	31.7%	26.7%	33.7%	100.0%
	Housewife	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	20.0%	12.5%	17.3%	15.2%	18.4%	16.6%
		Count	5	5	18	17	18	60
Total	% within Occupation	0.8%	9.2%	30.4%	29.2%	30.4%	100.0%	

	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysed data exhibited on social media availability and interaction of a brand during crisis more effective and reliable among the professional. The data shows that about 1 per cent of respondents are not at all support social media availability and interaction during crisis, around 9 per cent respondents are not said social media availability and interaction during crisis, about 29 per cent respondents are agreed that social media availability and interaction during crisis, nearly 30 per cent respondents are highly found social media availability and interaction during crisis and a majority of 30.4 per cent of the respondents remain neutral. Among the Government service, nearly 0.0 per cent of respondents are not at all changed due to crisis, about 17 per cent respondents are not changed due to crisis, around 23 per cent respondents are changed due to crisis, 30 per cent respondents are largely changed due to crisis event and a majority of 30 per cent of the respondents remain neutral. Among the Private service, 0.0 per cent of respondents are not at all changed due to crisis, nearly 4 per cent respondents are not changed due to crisis, around 36 per cent respondents are changed due to crisis, 36 per cent respondents are largely changed due to crisis event and 25 per cent of the respondents remain neutral.

Ho – There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and occupation of the respondents

Ha - There is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and occupation of the respondents

During crisis the role and effectiveness of social media is very effective and reliable. Hence social media plays an important role in crisis information and creation of the image of the company. As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and occupation of the respondents is rejected, The alternate hypothesis of there is a significant relationship between

effectiveness and reliability of social media when a brand is in crisis and occupation of the respondents is accepted. It can be inferred that the occupation of the respondent is associated with the effectiveness and reliability of social media when a brand is in crisis and occupation of the respondents.

VARIABLE 5

INCOME

Q2. Awareness about the following companies/products which suffered from crisis in recent times

Income * Part_B_Q2_1 Maggi

			Part_B_Q2_1 Maggi		Total
			No	Yes	
Income	No Income	Count	48	14	19
		% within Income	25.1%	74.9%	100.0%
		% within Part_B_Q2_1 Maggi	31.6%	31.3%	31.4%
	Less than 25000/-	Count	0	7	7
		% within Income	0.0%	100.0%	100.0%
		% within Part_B_Q2_1 Maggi	0.0%	1.5%	1.1%
	Rs.25001-50000/-	Count	32	9	13
		% within Income	24.4%	75.6%	100.0%
		% within Part_B_Q2_1 Maggi	21.1%	21.7%	21.5%
	Rs,50001-100000/-	Count	36	10	13
		% within Income	25.9%	74.1%	100.0%
		% within Part_B_Q2_1 Maggi	23.7%	22.5%	22.8%
	Above one lakh	Count	36	10	14
		% within Income	25.5%	74.5%	100.0%
		% within Part_B_Q2_1 Maggi	23.7%	23.0%	23.2%
Total	Count	152	45	60	
	% within Income	25.0%	75.0%	100.0%	
	% within Part_B_Q2_1 Maggi	100.0%	100.0%	100.0%	

N=609

The given data displays on aware of the Maggi crisis among the different Income groups. It exhibits that about 25% respondents are not having idea of crisis and 75% respondents are known to crisis of Maggi. Among less than 25000 Income group, it shows that 0.0% respondents are not aware of the crisis and 100 % respondents are aware of Maggi crisis. Between 25001 to 50000 Income group, about 24% respondents

are Not aware of crisis and around 76% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 26% respondents are not aware of the crisis and about 74 % respondents are aware of crisis. Among above one lakh, about 26% respondents are Not aware of crisis and 74% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Maggi product suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Maggi product suffering from crisis in recent times and income of the respondents

As the Chi square value is less than the table critical value for 4 degrees of freedom at 0.05 percent level of significance, the null hypothesis of there is no significant difference between awareness among the respondents that Maggi as a product suffered from crisis and the different income group of the respondents cannot be rejected. It can be inferred that income as a variable does not influence the respondent's awareness about the crisis of Maggi as a product. In other words, awareness of the crisis is independent different income groups. Maggi being one of the most popular brands manufactured and sold buy Nestle in India sans all income groups as a quick snack

Income * Part_B_Q2_2 Amul Ice cream

			Part_B_Q2_2 Amul Ice cream		Total
			No	Yes	
Income	No Income	Count	168	23	191
		% within Income	88.0%	12.0%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	33.1%	22.5%	31.4%
	Less than 25000/-	Count	6	1	7
		% within Income	85.7%	14.3%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	1.2%	1.0%	1.1%
	Rs.25001-50000/-	Count	109	21	130
		% within Income	83.2%	16.8%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	21.5%	21.6%	21.5%
	Rs.50001-100000/-	Count	110	29	139
		% within Income	79.1%	20.9%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	21.7%	28.4%	22.8%

	Above one lakh	Count	114	27	14
		% within Income	80.9%	19.1%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	22.5%	26.5%	23.2%
Total		Count	507	102	60
		% within Income	83.3%	16.7%	100.0%
		% within Part_B_Q2_2 Amul Ice cream	100.0%	100.0%	100.0%

N=609

To a question on awareness of the crisis about Amul Ice-cream among the different Income groups. The analysis data shows that about 83 % respondents are not aware of crisis and 16 % respondents are aware Amul Ice-cream crisis. Among less than 25000 Income group, it shows that nearly 86% respondents are not aware of the crisis and 14.3 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 83% respondents are Not aware of crisis and around 17% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 79% respondents are not aware of the crisis and about 21 % respondents are aware of crisis. Among above one lakh, about 81% respondents are Not aware of crisis and 19% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Amul Ice cream product suffering from crisis in recent times and income of the respondents

The question was related to weather the respondents were aware of the crisis suffered by Amul ice cream. Amul ice cream is manufactured and sold by Anand Milk Union Limited went into crisis with regard to the use of animal fat in its product. The chi-square test has revealed that the null hypothesis of there is no significant difference between audience awareness about Amul crisis and the different income groups is not rejected as the calculated Chi square value is less than the table critical value for 4 degrees of freedom. It can be inferred that income as a variable does not influence the respondent's awareness of the crisis in Amul ice cream Amway product.

Income * Part_B_Q2_3 Aashirvaad Atta

		Part_B_Q2_3 Aashirvaad Atta		Total	
		No	Yes		
Income	No Income	Count	188	3	191
		% within Income	98.4%	1.6%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	33.6%	6.0%	31.4%
	Less than 25000/-	Count	5	2	7
		% within Income	71.4%	28.6%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	0.9%	4.0%	1.1%
	Rs.25001-50000/-	Count	123	8	131
		% within Income	93.9%	6.1%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	22.0%	16.0%	21.5%
	Rs,50001-100000/-	Count	121	18	139
		% within Income	87.1%	12.9%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	21.6%	36.0%	22.8%
	Above one lakh	Count	122	19	141
		% within Income	86.5%	13.5%	100.0%
		% within Part_B_Q2_3 Aashirvaad Atta	21.8%	38.0%	23.2%
Total	Count	559	50	609	
	% within Income	91.8%	8.2%	100.0%	
	% within Part_B_Q2_3 Aashirvaad Atta	100.0%	100.0%	100.0%	

N=609

To a question on awareness of the crisis about Aashirvaad Atta among different Income groups. The analysis data shows that about 92 % respondents are not aware of crisis and 8 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 71% respondents are not aware of the crisis and 29 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 94% respondents are Not aware of crisis and around 6% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 87% respondents are not aware of the crisis and about 13 % respondents are aware of crisis. Among above one lakh, about 86% respondents are Not aware of crisis and 14% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Aashirvaad Atta product suffering from crisis in

recent times and income of the respondents

Ha - There is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and income of the respondents

Aashirwad Aata also suffered from crisis with the accusation that it contains plastic material which is not good for human consumption. Chi-square as a test of independence was applied to understand the significance of difference between income and the awareness about the crisis. As the calculated Chi square value is more than the table critical value, the null hypothesis of there is no significant difference between awareness of the Aashirvaad Atta crisis and different income groups is rejected. It can be inferred that income as a variable does influence the awareness Aashirvaad Atta crisis among the respondents. The alternate hypothesis of there is a significant relationship between awareness of Aashirvaad Atta product suffering from crisis in recent times and income of the respondents is accepted

Income * Part_B_Q2_4 KFC

			Part_B_Q2_4 KFC		Total
			No	Yes	
Income	No Income	Count	91	100	191
		% within Income	47.6%	52.4%	100.0%
		% within Part_B_Q2_4 KFC	30.5%	32.2%	31.4%
	Less than 25000/-	Count	6	1	7
		% within Income	85.7%	14.3%	100.0%
		% within Part_B_Q2_4 KFC	2.0%	0.3%	1.1%
	Rs.25001-50000/-	Count	63	68	131
		% within Income	48.1%	51.9%	100.0%
		% within Part_B_Q2_4 KFC	21.1%	21.9%	21.5%
	Rs,50001-100000/-	Count	70	69	139
		% within Income	50.4%	49.6%	100.0%
		% within Part_B_Q2_4 KFC	23.5%	22.2%	22.8%
	Above one lakh	Count	68	73	141
		% within Income	48.2%	51.8%	100.0%
		% within Part_B_Q2_4 KFC	22.8%	23.5%	23.2%
Total	Count	298	311	609	
	% within Income	48.9%	51.1%	100.0%	
	% within Part_B_Q2_4 KFC	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on awareness of KFC crisis among the different Income

groups. The data shows that about 49 % respondents are not aware of crisis and 51 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 86% respondents are not aware of the crisis and 14.3 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 48% respondents are Not aware of crisis and around 52% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 50% respondents are not aware of the crisis and about 50 % respondents are aware of crisis. Among above one lakh, about 48% respondents are Not aware of crisis and 52% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of KFC Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of KFC Company suffering from crisis in recent times and income of the respondents

KFC was accused of not adhering to the norms of raising chickens according to the standards given under Indian law. Kentucky Fried Chicken (KFC) suffered from crisis in India where in it was accused of frying chicken in fatty oil made out of pork. This question was asked to find out the awareness among the respondents regarding KFC crisis. As per the chi-square analysis, the null hypothesis of no significant relationship or difference between the awareness about KFC crisis and different income groups of the respondents is not rejected. Non rejection of null hypothesis goes on to prove that there is no influence of independent variable like income on the awareness of the crisis faced by KFC in India stop

Income * Part_B_Q2_5 Mc. Donald's

		Part_B_Q2_5 Mc. Donald's		Total	
		No	Yes		
Income	No Income	Count	125	66	191
		% within Income	65.4%	34.6%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	32.0%	30.3%	31.4%
	Less than 25000/-	Count	4	3	7
		% within Income	57.1%	42.9%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	1.0%	1.4%	1.1%
	Rs.25001-50000/-	Count	86	45	131
		% within Income	65.6%	34.4%	100.0%

		% within Part_B_Q2_5 Mc. Donald's	22.0%	20.6%	21.5%
	Rs,50001-100000/-	Count	88	51	139
		% within Income	63.3%	36.7%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	22.5%	23.4%	22.8%
	Above one lakh	Count	88	51	141
		% within Income	62.4%	37.6%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	22.5%	24.3%	23.2%
Total		Count	391	218	609
		% within Income	64.2%	35.8%	100.0%
		% within Part_B_Q2_5 Mc. Donald's	100.0%	100.0%	100.0%

N=609

The analysis data discovered on awareness of Mc. Donald's crisis among the different Income groups. The data displays that about 64 % respondents are not aware of crisis and 36 % respondents are aware of crisis. Among less than 25000 Income group, nearly 57% respondents are not aware of the crisis and 43 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 66% respondents are Not aware of crisis and around 34% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 63% respondents are not aware of the crisis and about 37 % respondents are aware of crisis. Among above one lakh, about 62% respondents are Not aware of crisis and 38% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Mc. Donald's Company suffering from crisis in recent times and income of the respondents

The respondents for asked about, whether they were aware of such a crisis in McDonald's. The word Halal in India is more related to the Muslim method of cutting meat. McDonald's American fast-food chain also suffered from crisis when it told its customers that Halal Meat is served in its restaurants. The chi-square data has revealed that the calculated value is much lower than the table critical value for 4 degrees of freedom hence the null hypothesis of no significant difference cannot be rejected. This indicates that income as a variable does not influence the awareness

about McDonald crisis among the respondents.

Income * Part_B_Q2_6 Café Coffee Day (CCD)

			Part_B_Q2_6 Café Coffee Day (CCD)		Total
			No	Yes	
Income	No Income	Count	123	68	191
		% within Income	64.4%	35.6%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	37.3%	24.4%	31.4%
	Less than 25000/-	Count	2	5	7
		% within Income	28.6%	71.4%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	0.6%	1.8%	1.1%
	Rs.25001-50000/-	Count	65	66	131
		% within Income	49.6%	50.4%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	19.7%	23.7%	21.5%
	Rs,50001-100000/-	Count	74	65	139
		% within Income	53.2%	46.8%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	22.4%	23.3%	22.8%
	Above one lakh	Count	66	75	141
		% within Income	46.8%	53.2%	100.0%
		% within Part_B_Q2_6 Café Coffee Day (CCD)	20.0%	26.9%	23.2%
Total	Count	330	279	609	
	% within Income	54.2%	45.8%	100.0%	
	% within Part_B_Q2_6 Café Coffee Day (CCD)	100.0%	100.0%	100.0%	

N=609

The data discovered on awareness of Cafe Coffee Day crisis among the different Income groups. The analysis data shows that about 54 % respondents are not aware of crisis and 46 % respondents are aware of crisis. Among less than 25000 Income group, nearly 29% respondents are not aware of the crisis and 71 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 50% respondents are Not aware of crisis and around 50% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 53% respondents are not aware of the crisis and about 47 % respondents are aware of crisis. Among above one lakh, about 47% respondents are

Not aware of crisis and 53% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and income of the respondents

Cafe Coffee Day crisis was a very curious case of a successful business but not very profitable according to its owner. Chi square test was applied to find out the significance of difference between the awareness among the respondents of the. As the calculated Chi square value is more than the calculated Chi square value, the null hypothesis of there is no significant relationship between awareness of the crisis and the income of the respondents is rejected. It can be inferred that different income groups have different understanding about the crisis. It means that there is a significant difference between the income group of respondents and the awareness among them about the Coffee Cafe Day crisis. The alternate hypothesis there is a significant relationship between awareness of Café Coffee Day Company suffering from crisis in recent times and income of the respondents is accepted.

Income * Part_B_Q2_7 Swiggy

			Part_B_Q2_7 Swiggy		Total
			No	Yes	
Income	No Income	Count	135	56	191
		% within Income	70.7%	29.3%	100.0%
		% within Part_B_Q2_7 Swiggy	31.5%	31.1%	31.4%
	Less than 25000/-	Count	4	3	7
		% within Income	57.1%	42.9%	100.0%
		% within Part_B_Q2_7 Swiggy	0.9%	1.7%	1.1%
	Rs.25001-50000/-	Count	96	35	131
		% within Income	73.3%	26.7%	100.0%
		% within Part_B_Q2_7 Swiggy	22.4%	19.4%	21.5%
	Rs,50001-100000/-	Count	98	41	139
		% within Income	70.5%	29.5%	100.0%
		% within Part_B_Q2_7 Swiggy	22.8%	22.8%	22.8%
Above one lakh	Count	96	45	141	
	% within Income	68.1%	31.9%	100.0%	
	% within Part_B_Q2_7 Swiggy	22.4%	25.0%	23.2%	
Total		Count	429	180	609
		% within Income	70.4%	29.6%	100.0%

	% within Part_B_Q2_7 Swiggy	100.0%	100.0%	100.0%
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N=609

To a question on awareness of Swiggy crisis among the different Income groups. The analysis data shows that about 70 % respondents are not aware of crisis and 30 % respondents are aware of crisis. Among less than 25000 Income group, nearly 57% respondents are not aware of the crisis and 43 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 73% respondents are Not aware of crisis and around 27% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 70% respondents are not aware of the crisis and about 30 % respondents are aware of crisis. Among above one lakh, about 68% respondents are Not aware of crisis and 32% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Swiggy Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Swiggy Company suffering from crisis in recent times and income of the respondents

Swiggy as a food product and grocery supply chain in India suffered from crisis in 2020. The crisis was related to layoff of employees due to loss of business during the pandemic. Chi square data has revealed that it as the calculated Chi square value is more than the table critical value for 5 degrees of freedom, the null hypothesis of there is no significant difference/relationship between awareness among the respondents about Swiggy as a company suffering from crisis is not rejected. It goes on to suggest that income as a variable does not influence the awareness about the crisis suffered by Swiggy in 2020.

Income * Part_B_Q2_8 Zomato

			Part_B_Q2_8 Zomato		Total
			No	Yes	
Income	No Income	Count	118	73	191
		% within Income	61.8%	38.2%	100.0%
		% within Part_B_Q2_8 Zomato	33.5%	28.4%	31.4%
	Less than 25000/-	Count	5	2	7
		% within Income	71.4%	28.6%	100.0%
		% within Part_B_Q2_8 Zomato	1.4%	0.8%	1.1%
	Rs.25001-50000/-	Count	76	55	131
		% within Income	58.0%	42.0%	100.0%

		% within Part_B_Q2_8 Zomato	21.6%	21.4%	21.5%
	Rs,50001-100000/-	Count	76	63	139
		% within Income	54.7%	45.3%	100.0%
		% within Part_B_Q2_8 Zomato	21.6%	24.5%	22.8%
	Above one lakh	Count	77	64	141
		% within Income	54.6%	45.4%	100.0%
		% within Part_B_Q2_8 Zomato	21.9%	24.9%	23.2%
Total		Count	352	257	609
		% within Income	57.8%	42.2%	100.0%
		% within Part_B_Q2_8 Zomato	100.0%	100.0%	100.0%

N=609

To a question on awareness of Zomato crisis among the different Income groups. The analysis data displays that about 58 % respondents are not aware of crisis and 42 % respondents are aware of crisis. Among less than 25000 Income group, nearly 71% respondents are not aware of the crisis and 29 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 58% respondents are Not aware of crisis and around 42% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 55% respondents are not aware of the crisis and about 45 % respondents are aware of crisis. Among above one lakh, about 55% respondents are Not aware of crisis and 45% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Zomato Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Zomato Company suffering from crisis in recent times and income of the respondents

The question was related to the awareness among the respondents about the crisis.

Zomato is one of the largest food supply chains in India. Recently it suffered from crisis when a video showing one of its supply boys eating the food that is to be given to the customers went viral on social media platforms. This event had a very wide coverage not only on social media but traditional mass media as well. The data analysis revealed that the calculated Chi square value is lower than the table critical value at 4 degrees of freedom. Hence the null hypothesis of there is no significant relationship between the Awareness of Zomato company crisis and respondents is not rejected. It can be inferred that income as a variable does not influence the respondents' awareness Zomato crisis.

Income * Part_B_Q2_9 Ola

			Part_B_Q2_9 Ola		Total
			No	Yes	
Income	No Income	Count	162	29	191
		% within Income	84.8%	15.2%	100.0%
		% within Part_B_Q2_9 Ola	38.5%	15.4%	31.4%
	Less than 25000/-	Count	4	3	7
		% within Income	57.1%	42.9%	100.0%
		% within Part_B_Q2_9 Ola	1.0%	1.6%	1.1%
	Rs.25001-50000/-	Count	73	58	131
		% within Income	55.7%	44.3%	100.0%
		% within Part_B_Q2_9 Ola	17.3%	30.9%	21.5%
	Rs,50001-100000/-	Count	92	47	139
		% within Income	66.2%	33.8%	100.0%
		% within Part_B_Q2_9 Ola	21.9%	25.0%	22.8%
	Above one lakh	Count	90	51	141
		% within Income	63.8%	36.2%	100.0%
		% within Part_B_Q2_9 Ola	21.4%	27.1%	23.2%
Total	Count	421	188	609	
	% within Income	69.1%	30.9%	100.0%	
	% within Part_B_Q2_9 Ola	100.0%	100.0%	100.0%	

N=609

The analysis data exhibits on awareness of Ola crisis among the different Income groups. The data reveals that about 69 % respondents are not aware of crisis and 31 % respondents are aware of crisis. Among less than 25000 Income group, nearly 57% respondents are not aware of the crisis and 43 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 56% respondents are Not aware of crisis and around 44% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 66% respondents are not aware of the crisis and about 34 % respondents are aware of crisis. Among above one lakh, about 64% respondents are Not aware of crisis and 36% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Ola Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Ola Company suffering from crisis in recent times and income of the respondents

As the pandemic hit it the revenues of Ola a Transport Company had to lay off more than 1500 drivers and other employees. This created a massive crisis in Ola Company.

A question was asked regarding the Awareness of the crisis. The analysed data reveals that, the Chi square value is above table critical value for 4 degrees of freedom. Hence the null hypothesis of, there is no significant relationship between awareness of Ola companies suffering from crisis in recent times and the income of the respondents is rejected. It can be inferred that income as an independent variable does not affect awareness of the crisis company and the different income groups of the respondent.

Income * Part_B_Q2_10 Jet Airways

			Part_B_Q2_10 Jet Airways		Total
			No	Yes	
Income	No Income	Count	14	4	19
		% within Income	77.0%	23.0%	100.0%
		% within Part_B_Q2_10 Jet Airways	41.6%	17.2%	31.4%
	Less than 25000/-	Count	3	4	7
		% within Income	42.9%	57.1%	100.0%
		% within Part_B_Q2_10 Jet Airways	0.8%	1.6%	1.1%
	Rs.25001-50000/-	Count	5	7	13
		% within Income	45.0%	55.0%	100.0%
		% within Part_B_Q2_10 Jet Airways	16.7%	28.1%	21.5%
	Rs,50001-100000/-	Count	7	6	13
		% within Income	56.1%	43.9%	100.0%
		% within Part_B_Q2_10 Jet Airways	22.1%	23.8%	22.8%
	Above one lakh	Count	6	7	14
		% within Income	46.8%	53.2%	100.0%
		% within Part_B_Q2_10 Jet Airways	18.7%	29.3%	23.2%
Total	Count	35	25	60	
	% within Income	58.0%	42.0%	100.0%	
	% within Part_B_Q2_10 Jet Airways	100.0%	100.0%	100.0%	

N=609

In the given table on awareness of Jet Airways crisis among the different Income groups. The data reveals that about 58 % respondents are not aware of crisis and 42 % respondents are aware of crisis. Among less than 25000 Income group, nearly 43%

respondents are not aware of the crisis and 57 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 45% respondents are Not aware of crisis and around 55% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 56% respondents are not aware of the crisis and about 44 % respondents are aware of crisis. Among above one lakh, about 47% respondents are Not aware of crisis and 53% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Jet Airways Company suffering from crisis in recent times and income of the respondents

Till date it is struggling to come out of the crisis which happened around 2006 when it purchased Sahara Airlines. As a major crisis hit it the airlines company, a question was asked to the respondents about whether they are aware of the crisis or not. Chi-square analysis revealed that the calculated Chi square value is more than the table critical value. Hence the null hypothesis of, no significant relationship between awareness of Jet Airways company suffering from crisis in recent times and the income of the respondent cannot be rejected. The alternate hypothesis of there is a significant relationship between Jet Airways Company suffering from crisis in recent times and the income of respondents is accepted. It can be inferred that income as a variable does influence Awareness of the companies and the income of the respondents.

Income * Part_B_Q2_11 Go Air

			Part_B_Q2_11 Go Air		Total
			No	Yes	
Income	No Income	Count	178	13	191
		% within Income	93.2%	6.8%	100.0%
		% within Part_B_Q2_11 Go Air	37.1%	10.1%	31.4%
	Less than 25000/-	Count	6	1	7
		% within Income	85.7%	14.3%	100.0%
		% within Part_B_Q2_11 Go Air	1.3%	0.8%	1.1%
	Rs.25001-50000/-	Count	102	29	131
		% within Income	77.9%	22.1%	100.0%
		% within Part_B_Q2_11 Go Air	21.3%	22.5%	21.5%
	Rs,50001-100000/-	Count	97	42	139
		% within Income	69.8%	30.2%	100.0%

		% within Part_B_Q2_11 Go Air	20.2%	32.6%	22.8%
	Above one lakh	Count	9	4	14
		% within Income	68.8%	31.2%	100.0%
		% within Part_B_Q2_11 Go Air	20.2%	34.1%	23.2%
Total		Count	48	12	60
		% within Income	78.8%	21.2%	100.0%
		% within Part_B_Q2_11 Go Air	100.0%	100.0%	100.0%

N=609

In the above given table on awareness of Go Air crisis among the different Income groups. The data reveals that about 79 % respondents are not aware of crisis and 21 % respondents are aware of crisis. Among less than 25000 Income group, nearly 86% respondents are not aware of the crisis and 14 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 78% respondents are Not aware of crisis and around 22% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 70% respondents are not aware of the crisis and about 30 % respondents are aware of crisis. Among above one lakh, about 69% respondents are Not aware of crisis and 31% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Go Air Company suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Go Air Company suffering from crisis in recent times and income of the respondents

GoAir is another Indian domestic airline company to suffer from financial losses due to pandemic crisis created by Corona virus. Being a budget airline, it was unable to pay salaries to its employees and maintained regular domestic schedule. Like many Airlines around the world GoAir also suffered from crisis which is purely related to its financial structure. The respondents were asked to talk about their awareness about the crisis. Chi square data analysis has shown that it the calculated Chi square value is greater than the table critical value for 5 degrees of freedom. The null hypothesis of no significant difference or relationship between awareness among the respondents about the crisis faced by Go Air and the different income group is rejected. It can be inferred that income plays an important role in understanding of the crisis and its awareness among the respondents.

Income * Part_B_Q2_12 Spicejet

			Part_B_Q2_12 Spicejet		Total
			No	Yes	
Income	No Income	Count	154	37	191
		% within Income	80.6%	19.4%	100.0%
		% within Part_B_Q2_12 Spicejet	32.4%	27.6%	31.4%
	Less than 25000/-	Count	6	1	7
		% within Income	85.7%	14.3%	100.0%
		% within Part_B_Q2_12 Spicejet	1.3%	0.7%	1.1%
	Rs.25001-50000/-	Count	107	24	131
		% within Income	81.7%	18.3%	100.0%
		% within Part_B_Q2_12 Spicejet	22.5%	17.9%	21.5%
	Rs,50001-100000/-	Count	105	34	139
		% within Income	75.5%	24.5%	100.0%
		% within Part_B_Q2_12 Spicejet	22.1%	25.4%	22.8%
	Above one lakh	Count	103	38	141
		% within Income	73.0%	27.0%	100.0%
		% within Part_B_Q2_12 Spicejet	21.7%	28.4%	23.2%
Total	Count	475	134	609	
	% within Income	78.0%	22.0%	100.0%	
	% within Part_B_Q2_12 Spicejet	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on awareness of Spicejet crisis among the different Income groups. The data reveals that about 78 % respondents are not aware of crisis and 22 % respondents are aware of crisis. Among less than 25000 Income group, nearly 86% respondents are not aware of the crisis and 14 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 82% respondents are Not aware of crisis and around 18% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 76% respondents are not aware of the crisis and about 24 % respondents are aware of crisis. Among above one lakh, about 73% respondents are Not aware of crisis and 27% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness of Spice Jet suffering from crisis in recent times and income of the respondents

Ha - There is a significant relationship between awareness of Spice Jet Company suffering from crisis in recent times and income of the respondents

SpiceJet another budget airline in India operates both on domestic and international flights. Like many other Airlines SpiceJet, also suffered from financial crisis due to

probably mismanagement and improper scheduling. The respondents were asked to report about their Awareness of the financial crisis faced by SpiceJet airlines. Chi square data analysis has revealed that the calculated Chi square value is much lower than the table critical value. The null hypothesis of no significant relationship or difference between the respondents' awareness about the SpiceJet crisis and income groups is not rejected. It can be inferred that income as an independent variable does not influence awareness or not among the respondents and their income groups.

Q3. The extent of effect of crisis on the company

Income * Part_B_Q3_1 Image

			Part_B_Q3_2 Image					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	2	46	30	80	33	191
		% within Income	1.0%	24.1%	15.7%	41.9%	17.3%	100.0%
		% within Part_B_Q3_2 Image	10.0%	30.7%	33.0%	35.6%	26.8%	31.4%
	Less than 25000/-	Count	0	1	1	2	3	7
		% within Income	0.0%	14.3%	14.3%	28.6%	42.9%	100.0%
		% within Part_B_Q3_2 Image	0.0%	0.7%	1.1%	0.9%	2.4%	1.1%
	Rs.25001-50000/-	Count	3	28	26	50	24	131
		% within Income	2.3%	21.4%	19.8%	38.2%	18.3%	100.0%
		% within Part_B_Q3_2 Image	15.0%	18.7%	28.6%	22.2%	19.5%	21.5%
	Rs,50001-100000/-	Count	7	37	16	40	39	139
		% within Income	5.0%	26.6%	11.5%	28.8%	28.1%	100.0%
		% within Part_B_Q3_2 Image	35.0%	24.7%	17.6%	17.8%	31.7%	22.8%
	Above one lakh	Count	8	38	18	53	24	141
		% within Income	5.7%	27.0%	12.8%	37.6%	17.0%	100.0%
		% within Part_B_Q3_2 Image	40.0%	25.3%	19.8%	23.6%	19.5%	23.2%
Total	Count	20	150	91	225	123	609	
	% within Income	3.3%	24.6%	14.9%	36.9%	20.2%	100.0%	
	% within Part_B_Q3_2 Image	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data shows effect to Image of the company due to crisis among the

different Income groups. The data exhibits that about 3 per cent of respondents are not at all idea of crisis, 24.6 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 15 per cent of the respondents remain neutral on the crisis matter. Between 50001 to 100000 Income group, nearly 5 per cent of respondents are not at all aware of crisis, about 27 per cent respondents are no aware of crisis, 29 per cent respondents are aware of crisis, nearly 28 per cent respondents are largely interested in crisis of the company and around 11.5 per cent of the respondents remain neutral on the crisis. Among above one lakh, nearly 6 per cent of respondents are not at all idea of crisis, about 27 per cent respondents are no aware of crisis, 37.6 per cent respondents are aware of crisis, nearly 17 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the image and income being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the image income being affected by crisis and income of the respondents

The table seeks the identity the relationship between the income of the customers and their perception of image income of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the image income being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is associated in their perception of image income of the company during crisis. Corporate reputation, image income and identity are the three most revered aspects of PR in any organization. The alternate hypothesis of there is a significant relationship between public opinion on the image income not being affected by crisis and income of the respondents is not accepted.

Income * Part_B_Q3_2 Identity

			Part_B_Q3_3 Identity					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	8	28	37	8	3	19
		% within Income	4.2%	14.7%	19.4%	42.4%	19.4%	100.0%

		% within Part_B_Q3_3 Identity	24.2%	22.2%	34.9%	36.2%	30.8%	31.4%
Less than 25000/-	Count		1	0	0	3	3	7
	% within Income		14.3%	0.0%	0.0%	42.9%	42.9%	100.0%
	% within Part_B_Q3_3 Identity		3.0%	0.0%	0.0%	1.3%	2.5%	1.1%
Rs.25001-50000/-	Count		7	26	25	52	21	131
	% within Income		5.3%	19.8%	19.1%	39.7%	16.0%	100.0%
	% within Part_B_Q3_3 Identity		21.2%	20.6%	23.6%	23.2%	17.5%	21.5%
Rs,50001-100000/-	Count		10	42	18	42	27	139
	% within Income		7.2%	30.2%	12.9%	30.2%	19.4%	100.0%
	% within Part_B_Q3_3 Identity		30.3%	33.3%	17.0%	18.8%	22.5%	22.8%
Above one lakh	Count		7	30	26	46	32	141
	% within Income		5.0%	21.3%	18.4%	32.6%	22.7%	100.0%
	% within Part_B_Q3_3 Identity		21.2%	23.8%	24.5%	20.5%	26.7%	23.2%
Total	Count		33	126	106	224	120	609
	% within Income		5.4%	20.7%	17.4%	36.8%	19.7%	100.0%
	% within Part_B_Q3_3 Identity		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed effect to Identity of the company due to crisis among the different Income groups. The data displays that about 5 per cent of respondents are not at all aware of crisis, around 21 per cent respondents are no aware of crisis, around 37 per cent respondents are aware of crisis, nearly 20 per cent respondents are highly interested in crisis of the company and 17.4 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 7 per cent of respondents are not at all aware of crisis, about 30 per cent respondents are no aware of crisis, 30 per cent respondents are aware of crisis, nearly 19 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents remain neutral on the crisis. Among above one lakh, nearly 5 per cent of respondents are not at all idea of crisis, about 21 per cent respondents are no aware of crisis, 32.6 per cent respondents are aware of crisis, nearly 23 per cent respondents are largely interested in crisis of the company and around 18 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the identity being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the identity being affected by crisis and income of the respondents

Corporate identity is another most revered aspect of PR in any organization. The table seeks the identity the relationship between the age of the customers’ and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the identity being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is associated in their perception of identity of the company during crisis.

Income * Part_B_Q3_3 Empathy

			Part_B_Q3_4 Empathy					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	22	59	38	49	23	191
		% within Income	11.5%	30.9%	19.9%	25.7%	12.0%	100.0%
		% within Part_B_Q3_4 Empathy	30.6%	35.3%	28.6%	28.8%	34.3%	31.4%
	Less than 25000/-	Count	0	2	1	4	0	7
		% within Income	0.0%	28.6%	14.3%	57.1%	0.0%	100.0%
		% within Part_B_Q3_4 Empathy	0.0%	1.2%	0.8%	2.4%	0.0%	1.1%
	Rs.25001-50000/-	Count	13	28	34	36	20	131
		% within Income	9.9%	21.4%	26.0%	27.5%	15.3%	100.0%
		% within Part_B_Q3_4 Empathy	18.1%	16.8%	25.6%	21.2%	29.9%	21.5%
	Rs.50001-100000/-	Count	21	35	31	40	14	139
		% within Income	15.1%	23.7%	22.3%	28.8%	10.1%	100.0%
		% within Part_B_Q3_4 Empathy	29.2%	19.8%	23.3%	23.5%	20.9%	22.8%
	Above one lakh	Count	16	45	29	41	10	141
		% within Income	11.3%	31.9%	20.6%	29.1%	7.1%	100.0%

		% within Part_B_Q3_4 Empathy	22.2%	26.9%	21.8%	24.1%	14.9%	23.2%
Total		Count	72	167	133	170	67	609
		% within Income	11.8%	27.4%	21.8%	27.9%	11.0%	100.0%
		% within Part_B_Q3_4 Empathy	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on effect to Empathy on the company due to crisis among the different Income groups. The analysis data revealed that about 12 per cent of respondents are not at all idea of crisis, around 27 per cent respondents are no aware of crisis, around 28 per cent respondents are aware of crisis, nearly 11 per cent respondents are highly interested in crisis of the company and about 22 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 15 per cent of respondents are not at all aware of crisis, about 24 per cent respondents are no aware of crisis, 29 per cent respondents are aware of crisis, nearly 10 per cent respondents are largely interested in crisis of the company and around 23 per cent of the respondents remain neutral on the crisis. Among above one lakh, nearly 11 per cent of respondents are not at all idea of crisis, about 32 per cent respondents are no aware of crisis, 29 per cent respondents are aware of crisis, nearly 7 per cent respondents are largely interested in crisis of the company and around 21 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the empathy being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the empathy being affected by crisis and income of the respondents

The table seeks the identity the relationship between the income of the customers' and their perception of image of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the empathy factor being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is not associated in their perception of empathy factor of the company during crisis. Any Corporate would look for public empathy during crisis and it is a most valued aspect of PR in any organization.

Income * Part_B_Q3_4 Sales

			Part_B_Q3_5 Sales					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	0	26	35	70	60	191
		% within Income	0.0%	13.6%	18.3%	36.6%	31.4%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	48.1%	40.2%	29.2%	26.8%	31.4%
	Less than 25000/-	Count	0	1	0	4	2	7
		% within Income	0.0%	14.3%	0.0%	57.1%	28.6%	100.0%
		% within Part_B_Q3_5 Sales	0.0%	1.9%	0.0%	1.7%	0.9%	1.1%
	Rs.25001-50000/-	Count	1	8	16	51	55	131
		% within Income	0.8%	6.1%	12.2%	38.9%	42.0%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	14.8%	18.4%	21.3%	24.6%	21.5%
	Rs,50001-100000/-	Count	2	10	21	51	55	139
		% within Income	1.4%	7.2%	15.1%	36.7%	39.6%	100.0%
		% within Part_B_Q3_5 Sales	50.0%	18.5%	24.1%	21.3%	24.6%	22.8%
	Above one lakh	Count	1	9	15	64	52	141
		% within Income	0.7%	6.4%	10.6%	45.4%	36.9%	100.0%
		% within Part_B_Q3_5 Sales	25.0%	16.7%	17.2%	26.7%	23.2%	23.2%
Total	Count	4	54	87	240	224	609	
	% within Income	0.7%	8.9%	14.3%	39.4%	36.8%	100.0%	
	% within Part_B_Q3_5 Sales	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To a question on effect to Sales on the company due to crisis among the different Income groups. The analysis data discovered that about 1 per cent of respondents are not at all aware of crisis, around 9 per cent respondents are no aware of crisis, around 39 per cent respondents are aware of crisis, nearly 37 per cent respondents are highly interested in crisis of the company and about 14 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 1 per cent of respondents are not at all aware of crisis, about 7 per cent respondents are no aware of crisis, 37 per cent respondents are aware of crisis, nearly 40 per cent respondents are

largely interested in crisis of the company and around 15 per cent of the respondents remain neutral on the crisis. Among above one lakh, nearly 1 per cent of respondents are not at all aware of crisis, about 6 per cent respondents are no aware of crisis, 45 per cent respondents are aware of crisis, nearly 37 per cent respondents are largely interested in crisis of the company and around 11 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the sales being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the sales being affected by crisis and income of the respondents

In the event of a crisis in the company the most affected aspect is the sales and marketing of the product or services in any organization. The table seeks the identity the relationship between the income of the customers' and their perception of impact on sales of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the sales being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is not associated in their perception of effect on sales of the company during crisis.

Income * Part_B_Q3_5 Goodwill

			Part_B_Q3_6 Goodwill					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	1	12	26	107	45	191
		% within Income	0.5%	6.3%	13.6%	56.0%	23.6%	100.0%
		% within Part_B_Q3_6 Goodwill	7.7%	26.1%	23.2%	38.2%	28.5%	31.4%
	Less than 25000/-	Count	0	0	1	5	1	7
		% within Income	0.0%	0.0%	14.3%	71.4%	14.3%	100.0%
		% within Part_B_Q3_6 Goodwill	0.0%	0.0%	0.9%	1.8%	0.6%	1.1%
	Rs.25001-50000/-	Count	4	8	28	58	33	131
		% within Income	3.1%	6.1%	21.4%	44.3%	25.2%	100.0%

		% within Part_B_Q3_6 Goodwill	30.8%	17.4%	25.0%	20.7%	20.9%	21.5%
		Count	5	15	27	54	38	139
	Rs,50001-100000/-	% within Income	3.6%	10.8%	19.4%	38.8%	27.3%	100.0%
		% within Part_B_Q3_6 Goodwill	38.5%	32.6%	24.1%	19.3%	24.1%	22.8%
	Above one lakh	Count	3	11	30	56	41	141
		% within Income	2.1%	7.8%	21.3%	39.7%	29.1%	100.0%
		% within Part_B_Q3_6 Goodwill	23.1%	23.9%	26.8%	20.0%	25.9%	23.2%
	Total	Count	13	46	112	280	158	609
		% within Income	2.1%	7.6%	18.4%	46.0%	25.9%	100.0%
% within Part_B_Q3_6 Goodwill		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given table on effect to Goodwill of the company due to crisis among the different Income groups. The analysis data exposed that about 2 per cent of respondents are not at all knowledge of crisis, 7.6 per cent respondents are not aware of crisis, 46 per cent respondents are aware of crisis, nearly 26 per cent respondents are highly interested in crisis of the company and about 18 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 4 per cent of respondents are not at all aware of crisis, about 11 per cent respondents are no aware of crisis, 39 per cent respondents are aware of crisis, nearly 27 per cent respondents are largely interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis. Among above one lakh, nearly 2 per cent of respondents are not at all aware of crisis, about 8 per cent respondents are no aware of crisis, 40 per cent respondents are aware of crisis, nearly 29 per cent respondents are largely interested in crisis of the company and around 21 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the goodwill being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the goodwill being affected by crisis and income of the respondents

Goodwill in addition to corporate reputation, image and identity are the most

esteemed aspects of PR in any organization. The table seeks to identify the relationship between the income of the customers' and their perception of goodwill of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the goodwill being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is not associated in their perception of goodwill of the company during crisis.

Income * Part_B_Q3_6 Finances

			Part_B_Q3_7 Finances					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	0	22	46	77	46	191
		% within Income	0.0%	11.5%	24.1%	40.3%	24.1%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	53.7%	44.7%	29.1%	23.1%	31.4%
	Less than 25000/-	Count	0	0	1	3	3	7
		% within Income	0.0%	0.0%	14.3%	42.9%	42.9%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	0.0%	1.0%	1.1%	1.5%	1.1%
	Rs.25001-50000/-	Count	0	8	16	57	50	131
		% within Income	0.0%	6.1%	12.2%	43.5%	38.2%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	19.5%	15.5%	21.5%	25.1%	21.5%
	Rs,50001-100000/-	Count	1	9	18	64	47	139
		% within Income	0.7%	6.5%	12.9%	46.0%	33.8%	100.0%
		% within Part_B_Q3_7 Finances	100.0%	22.0%	17.5%	24.2%	23.6%	22.8%
	Above one lakh	Count	0	2	22	64	53	141
		% within Income	0.0%	1.4%	15.6%	45.4%	37.6%	100.0%
		% within Part_B_Q3_7 Finances	0.0%	4.9%	21.4%	24.2%	26.6%	23.2%
Total		Count	1	41	103	265	199	609
		% within Income	0.2%	6.7%	16.9%	43.5%	32.7%	100.0%

	% within Part_B_Q3_7 Finances	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

In the given table on effect to Finances of the company due to crisis among the different Income groups. The analysis data exposed that about that 0.2 per cent of respondents are not at all knowledge of crisis, 6.7 per cent respondents are not aware of crisis, 43.5 per cent respondents are aware of crisis, nearly 33 per cent respondents are highly interested in crisis of the company and about 17 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 1 per cent of respondents are not at all aware of crisis, about 7 per cent respondents are no aware of crisis, 46 per cent respondents are aware of crisis, nearly 34 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.0 per cent of respondents are not at all aware of crisis, about 1 per cent respondents are no aware of crisis, 45 per cent respondents are aware of crisis, nearly 38 per cent respondents are largely interested in crisis of the company and around 16 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the finances being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the finances being affected by crisis and income of the respondents

The table pursues to find the relationship between the income of the customers' and their perception of financial health of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the finances being affected by crisis and income of the respondents is rejected. This reveals that the income of the customer is not associated in their perception of finances of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the finances being affected by crisis and income of the respondents is accepted.

Income * Part_B_Q3_7 Personal life of the owner

			Part_B_Q3_8 Personal life of the owner					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	10	29	47	72	33	191
		% within Income	5.2%	15.2%	24.6%	37.7%	17.3%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	62.5%	40.8%	38.8%	27.7%	23.4%	31.4%
	Less than 25000/-	Count	0	0	1	1	5	7
		% within Income	0.0%	0.0%	14.3%	14.3%	71.4%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	0.0%	0.0%	0.8%	0.4%	3.5%	1.1%
	Rs.25001-50000/-	Count	2	10	25	59	35	131
		% within Income	1.5%	7.6%	19.1%	45.0%	26.7%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	12.5%	14.1%	20.7%	22.7%	24.8%	21.5%
	Rs,50001-100000/-	Count	1	23	24	53	38	139
		% within Income	0.7%	16.5%	17.3%	38.1%	27.3%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	6.3%	32.4%	19.8%	20.4%	27.0%	22.8%
	Above one lakh	Count	3	9	24	75	30	141
		% within Income	2.1%	6.4%	17.0%	53.2%	21.3%	100.0%
		% within Part_B_Q3_8 Personal life of the owner	18.8%	12.7%	19.8%	28.8%	21.3%	23.2%
Total	Count	16	71	121	260	141	609	
	% within Income	2.6%	11.7%	19.9%	42.7%	23.2%	100.0%	
	% within Part_B_Q3_8 Personal life of the owner	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on effect to Personal life of the owner of the company due to crisis among the different Income groups. The data uncovered about 3 per cent of

respondents are not at all knowledge of crisis, 11.7 per cent respondents are not aware of crisis, about 43 per cent respondents are aware of crisis, nearly 23 per cent respondents are highly interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 1 per cent of respondents are not at all aware of crisis, about 17 per cent respondents are no aware of crisis, 38 per cent respondents are aware of crisis, nearly 27 per cent respondents are largely interested in crisis of the company and around 17 per cent of the respondents remain neutral on the crisis. Among above one lakh, 2 per cent of respondents are not at all aware of crisis, about 6 per cent respondents are no aware of crisis, 53 per cent respondents are aware of crisis, nearly 21 per cent respondents are largely interested in crisis of the company and around 17 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the personal life of the owner being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the personal life of the owner being affected by crisis and income of the respondents

The table tracks to find the relationship between the income of the customers' and their perception of personal health of the owner of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the personal health of the owner being affected by crisis and income of the respondents is rejected. This reveals that the income of the customer is strongly associated in their perception of personal health of the owner of the company during crisis. The alternate hypothesis of there is a significant relationship between public opinion on the personal wellbeing of the owner of the company is affected by crisis and income of the respondents is accepted.

Income * Part_B_Q3_8 Media relations

			Part_B_Q3_9 Media relations					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	12	17	48	73	39	199
		% within Income	6.3%	8.9%	25.1%	39.3%	20.4%	100.0%
		% within Part_B_Q3_9 Media relations	21.4%	25.0%	41.0%	31.0%	31.0%	31.4%

	Less than 25000/-	Count	1	0	0	4	2	7
		% within Income	14.3%	0.0%	0.0%	57.1%	28.6%	100.0%
		% within Part_B_Q3_9 Media relations	1.8%	0.0%	0.0%	1.7%	1.6%	1.1%
	Rs.25001-50000/-	Count	8	12	27	57	27	13
		% within Income	6.1%	9.2%	20.6%	43.5%	20.6%	100.0%
		% within Part_B_Q3_9 Media relations	14.3%	17.6%	23.1%	23.6%	21.4%	21.5%
	Rs,50001-100000/-	Count	18	19	24	46	32	13
		% within Income	12.9%	13.7%	17.3%	33.1%	23.0%	100.0%
		% within Part_B_Q3_9 Media relations	32.1%	27.9%	20.5%	19.0%	25.4%	22.8%
	Above one lakh	Count	17	20	18	60	26	14
		% within Income	12.1%	14.2%	12.8%	42.6%	18.4%	100.0%
		% within Part_B_Q3_9 Media relations	30.4%	29.4%	15.4%	24.8%	20.6%	23.2%
Total	Count	56	68	117	242	126	60	
	% within Income	9.2%	11.2%	19.2%	39.7%	20.7%	100.0%	
	% within Part_B_Q3_9 Media relations	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To a question on effect to Media relations of the company due to crisis among the different Income groups. The analysis data revealed that about 9 per cent of respondents are not at all knowledge of crisis, 11.2 per cent respondents are not aware of crisis, about 40 per cent respondents are aware of crisis, nearly 21 per cent respondents are highly interested in crisis of the company and around 19 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 13 per cent of respondents are not at all aware of crisis, about 14 per cent respondents are no aware of crisis, 33 per cent respondents are aware of crisis, nearly 23 per cent respondents are largely interested in crisis of the company and around 17 per cent of the respondents remain neutral on the crisis. Among above one lakh, 12 per cent of respondents are not at all aware of crisis, about 14 per cent respondents are no aware of crisis, 42.6 per cent respondents are aware of crisis, nearly 18 per cent respondents are largely interested in crisis of the company and around 13 per cent of the respondents

remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the media relations being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the media relations being affected by crisis and income of the respondents

The table tracks to find the relationship between the income of the customers' and their perception of media relations of a company during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the media relations by crisis and income of the respondents is not rejected. This reveals that the income of the customer is strongly associated in their perception of the importance of media relations of the of the company during crisis. It can be said that media relations is critical for PR during crisis. During any crisis media relations of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company.

Income * Part_B_Q3_9 Consumer Loyalty

			Part_B_Q3_10 Consumer Loyalty					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	4	28	46	72	41	191
		% within Income	2.1%	14.7%	24.1%	37.7%	21.5%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	14.8%	49.1%	28.0%	33.2%	28.5%	31.4%
	Less than 25000/-	Count	0	0	1	3	3	7
		% within Income	0.0%	0.0%	14.3%	42.9%	42.9%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	0.0%	0.0%	0.6%	1.4%	2.1%	1.1%
	Rs.25001-50000/-	Count	9	7	31	51	33	131
		% within Income	6.9%	5.3%	23.7%	38.9%	25.2%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	33.3%	12.3%	18.9%	23.5%	22.9%	21.5%
	Rs.50001-100000/-	Count	8	11	39	49	32	139
		% within Income	5.8%	7.9%	28.1%	35.3%	23.0%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	29.6%	19.3%	23.8%	22.6%	22.2%	22.8%

	Above one lakh	Count	6	11	47	42	35	14
		% within Income	4.3%	7.8%	33.3%	29.8%	24.8%	100.0%
		% within Part_B_Q3_10 Consumer Loyalty	22.2%	19.3%	28.7%	19.4%	24.3%	23.2%
Total	Count	27	57	164	217	144	609	
	% within Income	4.4%	9.4%	26.9%	35.6%	23.6%	100.0%	
	% within Part_B_Q3_10 Consumer Loyalty	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

To a question on effect to Consumer Loyalty of the company due to crisis among the different Income groups. The analysis data revealed that about 4 per cent of respondents are not at all knowledge of crisis, 9.4 per cent respondents are not aware of crisis, about 35.6 per cent respondents are aware of crisis, nearly 24 per cent respondents are highly interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 6 per cent of respondents are not at all aware of crisis, about 8 per cent respondents are no aware of crisis, 35 per cent respondents are aware of crisis, nearly 23 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis. Among above one lakh, 4 per cent of respondents are not at all aware of crisis, about 8 per cent respondents are no aware of crisis, 30 per cent respondents are aware of crisis, nearly 25 per cent respondents are largely interested in crisis of the company and a majority of around 33 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the consumer loyalty being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the consumer loyalty being affected by crisis and income of the respondents

The table tracks to find the relationship between the income of the customers' and their perception of personal health of the owner of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the customer loyalty being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is not strongly associated in their perception of customer loyalty of the company during crisis. During any crisis the customer loyalty to the company is

affected and is the most significant and valued aspects of PR communication in any organization or company.

Income * Part_B_Q3_10 Employees

			Part_B_Q3_11 Employees					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	8	43	52	42	46	191
		% within Income	4.2%	22.5%	27.2%	22.0%	24.1%	100.0%
		% within Part_B_Q3_11 Employees	29.6%	59.7%	31.9%	23.0%	28.0%	31.4%
	Less than 25000/-	Count	0	0	1	2	4	7
		% within Income	0.0%	0.0%	14.3%	28.6%	57.1%	100.0%
		% within Part_B_Q3_11 Employees	0.0%	0.0%	0.6%	1.1%	2.4%	1.1%
	Rs.25001-50000/-	Count	4	5	35	47	40	131
		% within Income	3.1%	3.8%	26.7%	35.9%	30.5%	100.0%
		% within Part_B_Q3_11 Employees	14.8%	6.9%	21.5%	25.7%	24.4%	21.5%
	Rs,50001-100000/-	Count	9	11	39	47	33	139
		% within Income	6.5%	7.9%	28.1%	33.8%	23.7%	100.0%
		% within Part_B_Q3_11 Employees	33.3%	15.3%	23.9%	25.7%	20.1%	22.8%
	Above one lakh	Count	6	13	36	45	41	141
		% within Income	4.3%	9.2%	25.5%	31.9%	29.1%	100.0%
		% within Part_B_Q3_11 Employees	22.2%	18.1%	22.1%	24.6%	25.0%	23.2%
Total	Count	27	72	163	183	164	609	
	% within Income	4.4%	11.8%	26.8%	30.0%	26.9%	100.0%	
	% within Part_B_Q3_11 Employees	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	Employees							

N=609

The analysis data revealed on effect to Employees of the company due to crisis among the different Income groups. The data exhibits that about 4 per cent of respondents are not at all knowledge of crisis, about 12 per cent respondents are not aware of crisis, 30 per cent respondents are aware of crisis, around 27 per cent respondents are highly

interested in crisis of the company and nearly 27 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, nearly 7 per cent of respondents are not at all aware of crisis, about 8 per cent respondents are no aware of crisis, 33.8 per cent respondents are aware of crisis, nearly 24 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis. Among above one lakh, 4 per cent of respondents are not at all aware of crisis, about 9 per cent respondents are no aware of crisis, 32 per cent respondents are aware of crisis, nearly 29 per cent respondents are largely interested in crisis of the company and around 26 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the employee factor being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the employee factor being affected by crisis and income of the respondents

Employees are an asset to any company or organization and during any crisis the employee welfare of the company is at stake and is the most significant and valued aspects of PR communication in any organization or company. The table seeks to find the relationship between the income of the customers' and their perception of employee welfare of a company during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between public opinion on the employee welfare affected by crisis and income of the respondents is rejected. This reveals that the income of the customer is associated in their perception of employee welfare of the company during crisis.

Income * Part_B_Q3_11 Stock Market

			Part_B_Q3_12 Stock Market				Total
			No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	2	4	7	5	19
		% within Income	11.0%	20.9%	37.7%	30.4%	100.0%
		% within Part_B_Q3_12 Stock Market	51.2%	54.1%	27.0%	25.6%	31.4%
	Less than 25000/-	Count	0	0	5	2	7
		% within Income	0.0%	0.0%	71.4%	28.6%	100.0%
		% within Part_B_Q3_12 Stock Market	0.0%	0.0%	1.9%	0.9%	1.1%

	Rs.25001-50000/-	Count	7	14	49	61	131
		% within Income	5.3%	10.7%	37.4%	46.6%	100.0%
		% within Part_B_Q3_12 Stock Market	17.1%	18.9%	18.4%	26.9%	21.5%
	Rs,50001-100000/-	Count	4	12	73	50	139
		% within Income	2.9%	8.6%	52.5%	36.0%	100.0%
		% within Part_B_Q3_12 Stock Market	9.8%	16.2%	27.3%	22.0%	22.8%
	Above one lakh	Count	9	8	68	56	141
		% within Income	6.4%	5.7%	48.2%	39.7%	100.0%
		% within Part_B_Q3_12 Stock Market	22.0%	10.8%	25.5%	24.7%	23.2%
Total	Count	41	74	267	227	609	
	% within Income	6.7%	12.2%	43.8%	37.3%	100.0%	
	% within Part_B_Q3_12 Stock Market	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The analysis data revealed on effect to Stock Market of the company due to crisis among the different Income groups. The data exhibits that 7 per cent of respondents are not aware of the crisis, about 44 per cent respondents are aware of crisis, around 37 per cent respondents are highly interested in crisis of the company and nearly 12 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, about 3 per cent respondents are no aware of crisis, 52.5 per cent respondents are aware of crisis, nearly 36 per cent respondents are largely interested in crisis of the company and around 9 per cent of the respondents remain neutral on the crisis. Among above one lakh, about 6 per cent respondents are no aware of crisis, 48.2 per cent respondents are aware of crisis, nearly 40 per cent respondents are largely interested in crisis of the company and around 6 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the stock market being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the stock market being affected by crisis and income of the respondents

Stock market, sales and finances are the three most valued aspects of PR in any organization. The table seeks the identity the relationship between the income of the customers' and their perception of stock market of an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is

no significant relationship between public opinion on the stock market being affected by crisis and income of the respondents is rejected. This reveals that the income of the customer is associated in their perception of effect on stock market of the company during crisis.

Income * Part_B_Q3_12 Community

			Part_B_Q3_13 Community					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	1	32	35	82	41	191
		% within Income	0.5%	16.8%	18.3%	42.9%	21.5%	100.0%
		% within Part_B_Q3_13 Community	50.0%	41.0%	31.3%	28.4%	32.0%	31.4%
	Less than 25000/-	Count	0	0	0	5	2	7
		% within Income	0.0%	0.0%	0.0%	71.4%	28.6%	100.0%
		% within Part_B_Q3_13 Community	0.0%	0.0%	0.0%	1.7%	1.6%	1.1%
	Rs.25001-50000/-	Count	0	19	23	60	29	131
		% within Income	0.0%	14.5%	17.6%	45.8%	22.1%	100.0%
		% within Part_B_Q3_13 Community	0.0%	24.4%	20.5%	20.8%	22.7%	21.5%
	Rs.50001-100000/-	Count	0	14	34	68	23	139
		% within Income	0.0%	10.1%	24.5%	48.9%	16.5%	100.0%
		% within Part_B_Q3_13 Community	0.0%	17.9%	30.4%	23.5%	18.0%	22.8%
	Above one lakh	Count	1	13	20	74	33	141
		% within Income	0.7%	9.2%	14.2%	52.5%	23.4%	100.0%
		% within Part_B_Q3_13 Community	50.0%	16.7%	17.9%	25.6%	25.8%	23.2%
Total	Count	2	78	112	289	128	609	
	% within Income	0.3%	12.8%	18.4%	47.5%	21.0%	100.0%	
	% within Part_B_Q3_13 Community	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

The data shows on effect to Community of the company due to crisis among the

different Income groups. The analysis data exhibits that 0.3 per cent of respondents are not at all interested in crisis, about 13 per cent respondents are not aware of crisis, 47.5 per cent respondents are aware of crisis, 21 per cent respondents are highly interested in crisis of the company and nearly 18 per cent of the respondents remain neutral on the crisis. Between 50001 to 100000 Income group, 0.0 per cent of respondents are not at all aware of crisis, about 10 per cent respondents are no aware of crisis, nearly 49 per cent respondents are aware of crisis, nearly 17 per cent respondents are largely interested in crisis of the company and around 25 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.7 per cent of respondents are not at all aware of crisis, about 9 per cent respondents are no aware of crisis, 52.5 per cent respondents are aware of crisis, nearly 23 per cent respondents are largely interested in crisis of the company and around 14 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public opinion on the community perception being affected by crisis and income of the respondents

Ha - There is a significant relationship between public opinion on the community perception being affected by crisis and income of the respondents

Community as an external public and stake holder is highly valued aspects of PR in any organization. The table seeks the identity the relationship between the income of the customers’ and their perception of community as external public of an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between public opinion on the role of community being affected by crisis and income of the respondents is not rejected. This reveals that the income of the customer is not associated in their perception of effect community on the company during crisis.

Q4. It is highly appreciated if the consumer first hears about the crisis from

Income * Part_B_Q4_1 Brand/ Company

			Part_B_Q4_1 Brand/ Company		Total
			No	Yes	
Income	No Income	Count	173	18	191
		% within Income	90.6%	9.4%	100.0%

		% within Part_B_Q4_1 Brand/ Company	32.6%	22.8%	31.4%
	Less than 25000/-	Count	7	0	7
		% within Income	100.0%	0.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	1.3%	0.0%	1.1%
	Rs.25001-50000/-	Count	110	21	131
		% within Income	84.0%	16.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	20.8%	26.6%	21.5%
	Rs.50001-100000/-	Count	122	17	139
		% within Income	87.8%	12.2%	100.0%
		% within Part_B_Q4_1 Brand/ Company	23.0%	21.5%	22.8%
	Above one lakh	Count	118	23	141
		% within Income	83.7%	16.3%	100.0%
		% within Part_B_Q4_1 Brand/ Company	22.3%	29.1%	23.2%
Total		Count	530	79	609
		% within Income	87.0%	13.0%	100.0%
		% within Part_B_Q4_1 Brand/ Company	100.0%	100.0%	100.0%

N=609

The analysis data revealed that information of crisis about Brand/Company among the different Income groups. The data shows that about 87 % respondents are not aware of crisis and 13 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 100% respondents are not aware of the crisis and 0.0 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 84% respondents are Not aware of crisis and around 16% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 88% respondents are not aware of the crisis and about 12 % respondents are aware of crisis. Among above one lakh, about 84% respondents are Not aware of crisis and 16% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness brand or company being the consumers' first source of information and income of the respondents

Ha - There is a significant relationship between awareness brand or company being the consumers' first source of information and income of the respondents

The table seeks the identity the relationship between the income of the customers' and their perception of brand or company as a first source of communication in an

organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness brand or company being the consumers' first source of information and income of the respondents cannot be rejected. This reveals that the income of the customer is not associated in their perception of brand or company being the consumers' first source of information during crisis.

Income * Part_B_Q4_2 Social Media

		Part_B_Q4_2 Social Media		Total	
		No	Yes		
Income	No Income	Count	132	59	191
		% within Income	69.1%	30.9%	100.0%
		% within Part_B_Q4_2 Social Media	27.0%	48.8%	31.4%
	Less than 25000/-	Count	5	2	7
		% within Income	71.4%	28.6%	100.0%
		% within Part_B_Q4_2 Social Media	1.0%	1.7%	1.1%
	Rs.25001-50000/-	Count	111	20	131
		% within Income	84.7%	15.3%	100.0%
		% within Part_B_Q4_2 Social Media	22.7%	16.5%	21.5%
	Rs.50001-100000/-	Count	114	25	139
		% within Income	82.0%	18.0%	100.0%
		% within Part_B_Q4_2 Social Media	23.4%	20.7%	22.8%
	Above one lakh	Count	126	15	141
		% within Income	89.4%	10.6%	100.0%
		% within Part_B_Q4_2 Social Media	25.8%	12.4%	23.2%
Total	Count	488	121	609	
	% within Income	80.1%	19.9%	100.0%	
	% within Part_B_Q4_2 Social Media	100.0%	100.0%	100.0%	

N=609

To a question on information of crisis about Social Media among the different Income groups. The analysis data discovered that about 80 % respondents are not aware of crisis and nearly 20 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 71% respondents are not aware of the crisis and about 29 %

respondents are aware of crisis. Between 25001 to 50000 Income group, about 85% respondents are Not aware of crisis and around 15% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 82% respondents are not aware of the crisis and about 18 % respondents are aware of crisis. Among above one lakh, about 89% respondents are Not aware of crisis and 11% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness social media being the consumers’ first source of information and income of the respondents

Ha - There is a significant relationship between awareness social media being the consumers’ first source of information and income of the respondents

The table seeks the identity the relationship between the income of the customers’ and their perception of in the use of social media as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness social media being the consumers’ first source of information and income of the respondents and income of the respondents is rejected. This reveals that the income of the customer is associated in their perception of social media being used as a first source of information to the consumers’ during crisis. In an era of digital media, use of social media by a company to inform public is substantial factor of PR in any organization.

Income * Part_B_Q4_3 Public

			Part_B_Q4_3 Public		Total
			No	Yes	
Income	No Income	Count	170	21	191
		% within Income	89.0%	11.0%	100.0%
		% within Part_B_Q4_3 Public	30.7%	38.2%	31.4%
	Less than 25000/-	Count	6	1	7
		% within Income	85.7%	14.3%	100.0%
		% within Part_B_Q4_3 Public	1.1%	1.8%	1.1%
	Rs.25001-50000/-	Count	119	12	131
		% within Income	90.8%	9.2%	100.0%
		% within Part_B_Q4_3 Public	21.5%	21.8%	21.5%
	Rs,50001-100000/-	Count	125	14	139
		% within Income	89.9%	10.1%	100.0%
		% within Part_B_Q4_3 Public	22.6%	25.5%	22.8%
	Above one lakh	Count	134	7	141

		% within Income	95.0%	5.0%	100.0%
		% within Part_B_Q4_3 Public	24.2%	12.7%	23.2%
Total		Count	554	55	609
		% within Income	91.0%	9.0%	100.0%
		% within Part_B_Q4_3 Public	100.0%	100.0%	100.0%

N=609

In the given table on information of crisis through Public among the different Income groups. The analysis data revealed that about 91 % respondents are not aware of crisis and nearly 9 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 86% respondents are not aware of the crisis and about 14 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 91% respondents are Not aware of crisis and around 9% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 90% respondents are not aware of the crisis and about 10 % respondents are aware of crisis. Among above one lakh, about 95% respondents are Not aware of crisis and 5% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness external public being the consumers’ first source of information and income of the respondents

Ha - There is a significant relationship between awareness external public being the consumers’ first source of information and income of the respondents

The PR department values public support during crisis in order to offset and rumours. The table seeks the identity the relationship between the income of the customers’ and their perception ‘public’ as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness external public being the consumers’ first source of information and income of the respondents is rejected. This reveals that the income of the customer is not associated in their perception of public being used as a first source of information to the consumers’ during crisis.

Income * Part_B_Q4_4 Media

		Part_B_Q4_4 Media		Total
		No	Yes	
Income	No Income	Count	112	79
		% within Income	58.6%	41.4%
		% within Part_B_Q4_4 Media	26.7%	41.8%

	Less than 25000/-	Count	61	14	75
		% within Income	85.7%	14.3%	100.0%
		% within Part_B_Q4_4 Media	1.4%	0.5%	1.1%
	Rs.25001-50000/-	Count	88	43	131
		% within Income	67.2%	32.8%	100.0%
		% within Part_B_Q4_4 Media	21.0%	22.8%	21.5%
	Rs,50001-100000/-	Count	109	30	139
		% within Income	78.4%	21.6%	100.0%
		% within Part_B_Q4_4 Media	26.0%	15.9%	22.8%
	Above one lakh	Count	105	36	141
		% within Income	74.5%	25.5%	100.0%
		% within Part_B_Q4_4 Media	25.0%	19.0%	23.2%
Total	Count	420	189	609	
	% within Income	69.0%	31.0%	100.0%	
	% within Part_B_Q4_4 Media	100.0%	100.0%	100.0%	

N=609

In the given table on information of crisis through Media among the different Income groups. The analysis data exposed that about 69 % respondents are not aware of crisis and nearly 31 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 86% respondents are not aware of the crisis and about 14 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 67% respondents are Not aware of crisis and around 33% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 78% respondents are not aware of the crisis and about 22 % respondents are aware of crisis. Among above one lakh, about 75% respondents are Not aware of crisis and 25% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness mass media being the consumers’ first source of information and income of the respondents

Ha - There is a significant relationship between awareness mass media being the consumers’ first source of information and income of the respondents

Traditional mass media are extensively used by a company to inform public is substantial factor of PR in any organization. The table seeks the identity the relationship between the income of the customers’ and their perception of in the use of mass media as a first source of communication in an organization during crisis. As the calculated value is more than the table critical value the null hypothesis of there is no significant relationship between awareness media being the consumers’ first source

of information and income of the respondents and income of the respondents is rejected. This reveals that the income of the customer is associated in their perception of media being used as a first source of information to the consumers' during crisis. The alternate hypothesis of there is a significant relationship between awareness mass media being the consumers' first source of information and income of the respondents is accepted.

Income * Part_B_Q4_5 Seller

			Part_B_Q4_5 Seller		Total
			No	Yes	
Income	No Income	Count	177	14	191
		% within Income	92.7%	7.3%	100.0%
		% within Part_B_Q4_5 Seller	31.3%	31.8%	31.4%
	Less than 25000/-	Count	7	0	7
		% within Income	100.0%	0.0%	100.0%
		% within Part_B_Q4_5 Seller	1.2%	0.0%	1.1%
	Rs.25001-50000/-	Count	118	13	131
		% within Income	90.1%	9.9%	100.0%
		% within Part_B_Q4_5 Seller	20.9%	29.5%	21.5%
	Rs,50001-100000/-	Count	129	10	139
		% within Income	92.8%	7.2%	100.0%
		% within Part_B_Q4_5 Seller	22.8%	22.7%	22.8%
Above one lakh	Count	134	7	141	
	% within Income	95.0%	5.0%	100.0%	
	% within Part_B_Q4_5 Seller	23.7%	15.9%	23.2%	
Total	Count	565	44	609	
	% within Income	92.8%	7.2%	100.0%	
	% within Part_B_Q4_5 Seller	100.0%	100.0%	100.0%	

N=609

The analysis data uncovered on information of crisis through Seller among the different Income groups. The data exhibits that about 93 % respondents are not aware of crisis and nearly 7 % respondents are aware of crisis. Among less than 25000 Income group, it shows that nearly 100% respondents are not aware of the crisis and about 0.0 % respondents are aware of crisis. Between 25001 to 50000 Income group, about 90% respondents are Not aware of crisis and around 10% respondents are aware of the crisis. Between 50001 to 100000 Income group, it shows that 93% respondents are not aware of the crisis and about 7 % respondents are aware of crisis. Among above one lakh,

about 95% respondents are Not aware of crisis and 5% respondents are aware of the crisis.

Ho – There is no significant relationship between awareness seller being the consumers’ first source of information and income of the respondents

Ha - There is a significant relationship between awareness seller being the consumers’ first source of information and income of the respondents

Sellers or retailers are the eyes and ears used to inform the public by the PR in any organization. The table seeks the identity the relationship between the income of the customers’ and their perception of in the use of sellers and retailers as a first source of communication in an organization during crisis. As the calculated value is less than the table critical value the null hypothesis of there is no significant relationship between awareness sellers and retailers being the consumers’ first source of information and income of the respondents is not rejected. This shows that the income of the customer is not associated in their perception of sellers and retailers being used as a first source of information to the consumers’ during crisis.

Q5. Please select the option which most accurately reflects your opinion about the following statements

Income * Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

			Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	27	35	51	46	32	191
		% within Income	14.1%	18.3%	26.7%	24.1%	16.8%	100.0%
	Less than 25000/-	Count	3	1	2	1	0	7
		% within Income	42.9%	14.3%	28.6%	14.3%	0.0%	100.0%

		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	3.7%	0.7%	1.4%	0.6%	0.0%	1.1%
	Rs.25001-50000/-	Count	15	31	29	43	13	131
		% within Income	11.5%	23.7%	22.1%	32.8%	9.9%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	18.3%	20.8%	20.6%	25.6%	18.8%	21.5%
	Rs.50001-100000/-	Count	19	41	31	38	10	139
		% within Income	13.7%	29.5%	22.3%	27.3%	7.2%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	23.2%	27.5%	22.0%	22.6%	14.5%	22.8%
	Above one lakh	Count	18	41	28	40	14	141
		% within Income	12.8%	29.1%	19.9%	28.4%	9.9%	100.0%
		% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	22.0%	27.5%	19.9%	23.8%	20.3%	23.2%
Total		Count	82	149	141	168	69	609
		% within Income	13.5%	24.5%	23.2%	27.6%	11.3%	100.0%

	% within Part_B_Q5_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data exposed on the trusted brand there is a change in your perception of the brand due to crisis event among the different Income groups. The data revealed that around 13.5 per cent of respondents are not at all change due to crisis, 24.5 per cent respondents are not aware of crisis, 27.6 per cent respondents are change due to crisis, nearly 11 per cent respondents are highly changed due to crisis event and about 23 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, nearly 14 per cent of respondents are not at all aware of crisis, about 30 per cent respondents are no aware of crisis, nearly 27 per cent respondents are aware of crisis, nearly 7 per cent respondents are largely interested in crisis of the company and around 22 per cent of the respondents remain neutral on the crisis. Among above one lakh, 13 per cent of respondents are not at all aware of crisis, about 29 per cent respondents are no aware of crisis, 28 per cent respondents are aware of crisis, nearly 10 per cent respondents are largely interested in crisis of the company and around 20 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between change in perception due to crisis in the trusted brand and income of the respondents

Ha - There is a significant relationship between change in perception due to crisis in the trusted brand and income of the respondents

As the calculated value of is far less than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis in the trusted brand and income of the respondent is not rejected. Brand trust is a significant factor in crisis management in a company. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand. It can be inferred that income as variable does influence the customers' perception about the brand during crisis. In other words, the perception about brand remains same irrespective of the income of the customer,

Income * Part_B_Q5_2 You empathize towards the brand during times of crisis:

			Part_B_Q5_2 You empathize towards the brand during times of crisis:					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	26	39	71	41	14	191
		% within Income	13.6%	20.4%	37.2%	21.5%	7.3%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	36.1%	41.1%	33.6%	22.9%	26.9%	31.4%
	Less than 25000/-	Count	2	2	1	1	1	7
		% within Income	28.6%	28.6%	14.3%	14.3%	14.3%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	2.8%	2.1%	0.5%	0.6%	1.9%	1.1%
	Rs.25001-50000/-	Count	12	10	50	50	9	131
		% within Income	9.2%	7.6%	38.2%	38.2%	6.9%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	16.7%	10.5%	23.7%	27.9%	17.3%	21.5%
	Rs,50001-100000/-	Count	13	19	48	45	14	139
		% within Income	9.4%	13.7%	34.5%	32.4%	10.1%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	18.1%	20.0%	22.7%	25.1%	26.9%	22.8%
	Above one lakh	Count	19	25	41	42	14	141
		% within Income	13.5%	17.7%	29.1%	29.8%	9.9%	100.0%
		% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	26.4%	26.3%	19.4%	23.5%	26.9%	23.2%
	Total		Count	72	95	211	179	52
		% within Income	11.8%	15.6%	34.6%	29.4%	8.5%	100.0%

	% within Part_B_Q5_2 You empathize towards the brand during times of crisis:	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data revealed on empathize towards the brand during times of crisis among the different Income groups. The data revealed that around 12 per cent of respondents are not at all sympathize due to crisis, 15.6 per cent respondents are not sympathize of crisis, 29.4 per cent respondents are sympathize due to crisis, nearly 8.5 per cent respondents are highly sympathize due to crisis and a majority of 34.6 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, nearly 9 per cent of respondents are not at all aware of crisis, about 14 per cent respondents are no aware of crisis, nearly 32 per cent respondents are aware of crisis, 10 per cent respondents are largely interested in crisis of the company and around 35 per cent of the respondents remain neutral on the crisis. Among above one lakh, nearly 14 per cent of respondents are not at all aware of crisis, about 18 per cent respondents are no aware of crisis, 30 per cent respondents are aware of crisis, nearly 10 per cent respondents are largely interested in crisis of the company and around 29 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between public empathy and income of the respondents

Ha - There is a significant relationship between public empathy and income of the respondents

In the above table the calculated value of is more than the table critical value, the null hypothesis of there is no significant relationship between change in perception due to crisis on public empathy towards a company and income of the respondents is rejected. Public empathy is a crucial for a company during crisis. The question dealt with whether the customers change their perception due to crisis in the trust towards a brand and empathise. As It can be inferred that income as variable does influence the customers' perception about the brand and empathy during crisis. In other words, the public empathy does not remain same irrespective of the income of the customer.

Income * Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand

			Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	12	23	47	45	64	191
		% within Income	6.3%	12.0%	24.6%	23.6%	33.5%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	35.3%	39.7%	30.1%	23.2%	38.3%	31.4%
	Less than 25000/-	Count	0	2	0	3	2	7
		% within Income	0.0%	28.6%	0.0%	42.9%	28.6%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	0.0%	3.4%	0.0%	1.5%	1.2%	1.1%
	Rs.25001-50000/-	Count	7	8	39	44	33	131
		% within Income	5.3%	6.1%	29.8%	33.6%	25.2%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	20.6%	13.8%	25.0%	22.7%	19.8%	21.5%
	Rs,50001-100000/-	Count	10	9	39	47	34	139
		% within Income	7.2%	6.5%	28.1%	33.8%	24.5%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	29.4%	15.5%	25.0%	24.2%	20.4%	22.8%
	Above one lakh	Count	5	16	31	55	34	141
		% within Income	3.5%	11.3%	22.0%	39.0%	24.1%	100.0%
		% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	14.7%	27.6%	19.9%	28.4%	20.4%	23.2%
Total		Count	34	58	156	194	167	609
		% within Income	5.6%	9.5%	25.6%	31.9%	27.4%	100.0%

	% within Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

In the above given table on honest confession of the crisis is beneficial for the brand among the different Income groups. The analysis data exhibits that around 5.6 per cent of respondents are not at all honest confession during crisis, 9.5 per cent respondents are not honest confession of crisis, about 32 per cent respondents are honest confession to crisis, nearly 27 per cent respondents are highly honest confession in the period of crisis and 25.6 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 7.2 per cent of respondents are not at all aware of crisis, about 7 per cent respondents are no aware of crisis, nearly 34 per cent respondents are aware of crisis, 24.5 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis. Among above one lakh, 3.5 per cent of respondents are not at all aware of crisis, about 11 per cent respondents are no aware of crisis, 39 per cent respondents are aware of crisis, nearly 24 per cent respondents are largely interested in crisis of the company and 22 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between honest confession by the company being beneficial and income of the respondents

Ha - There is a significant relationship between honest confession by the company being beneficial and income of the respondents

The question deals with the honest confession of the crisis that is beneficial for the brand and whether the customers change their perception due to crisis in the trust towards a brand. As the calculated value of is less than the table critical value, the null hypothesis of there is no significant relationship between honest confession by the company being beneficial and income of the respondents cannot be rejected. It can be inferred that income as variable does influence the customer when a company makes a honest confession about the crisis to its customers. In other words, the public perception remains same irrespective of the income of the customer.

Income * Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

			Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	5	6	55	39	86	191
		% within Income	2.6%	3.1%	28.8%	20.4%	45.0%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	33.3%	30.0%	34.8%	24.1%	33.9%	31.4%
	Less than 25000/-	Count	0	1	2	0	4	7
		% within Income	0.0%	14.3%	28.6%	0.0%	57.1%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	0.0%	5.0%	1.3%	0.0%	1.6%	1.1%
	Rs.25001-50000/-	Count	2	3	23	50	53	131
		% within Income	1.5%	2.3%	17.6%	38.2%	40.5%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	13.3%	15.0%	14.6%	30.9%	20.9%	21.5%
	Rs,50001-100000/-	Count	4	6	35	39	55	139
		% within Income	2.9%	4.3%	25.2%	28.1%	39.6%	100.0%
		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	26.7%	30.0%	22.2%	24.1%	21.7%	22.8%
	Above one lakh	Count	4	4	43	34	56	141
		% within Income	2.8%	2.8%	30.5%	24.1%	39.7%	100.0%

		% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	26.7%	20.0%	27.2%	21.0%	22.0%	23.2%
Total	Count		15	20	158	162	254	609
	% within Income		2.5%	3.3%	25.9%	26.6%	41.7%	100.0%
	% within Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on extent to which your purchase decisions are impacted if the brand was facing a crisis situation among the different Income groups. The analysis data displayed that about 2.5 per cent of respondents are not at all impact decisions during crisis, 3.3 per cent respondents are not impact decisions of crisis, about 27 per cent respondents are impact decisions to crisis, nearly 42 per cent respondents are highly impact decisions in the period of crisis and a majority of 26 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, around 3 per cent of respondents are not at all aware of crisis, about 4 per cent respondents are no aware of crisis, nearly 28 per cent respondents are aware of crisis, 39.6 per cent respondents are largely interested in crisis of the company and 25 per cent of the respondents remain neutral on the crisis. Among above one lakh, 2.8 per cent of respondents are not at all aware of crisis, about 3 per cent respondents are no aware of crisis, 24 per cent respondents are aware of crisis, nearly 40 per cent respondents are largely interested in crisis of the company and a majority of 31 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between the impact on purchase decisions during crisis situation and income of the respondents

Ha - There is a significant relationship between the impact on purchase decisions during crisis situation and income of the respondents

The question dealt with whether the customers change their perception purchase decisions due to crisis in the trust towards a brand or company. As the calculated value of is far less than the table critical value, the null hypothesis of there is no

significant relationship between the impact on purchase decisions during crisis situation and income of the respondents, cannot be rejected. It can be inferred that income as variable does influence the customers' purchase decision about the brand during crisis. In other words, the customers purchase choices remains same irrespective of the income of the customer,

Income * Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis

			Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	10	9	6	50	6	19
		% within Income	5.2%	4.7%	31.9%	26.2%	31.9%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	55.6%	64.3%	33.2%	29.8%	27.1%	31.4%
	Less than 25000/-	Count	0	1	1	1	4	7
		% within Income	0.0%	14.3%	14.3%	14.3%	57.1%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	0.0%	7.1%	0.5%	0.6%	1.8%	1.1%
	Rs.25001-50000/-	Count	0	3	38	35	55	131
		% within Income	0.0%	2.3%	29.0%	26.7%	42.0%	100.0%

		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	0.0%	21.4%	20.7%	20.8%	24.4%	21.5%
	Rs,50001-100000/-	Count	3	0	4	3	5	13
		% within Income	2.2%	0.0%	29.5%	26.6%	41.7%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	16.7%	0.0%	22.3%	22.0%	25.8%	22.8%
	Above one lakh	Count	5	1	4	4	4	14
		% within Income	3.5%	0.7%	30.5%	31.9%	33.3%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	27.8%	7.1%	23.4%	26.8%	20.9%	23.2%
Total		Count	18	14	18	16	22	60
		% within Income	3.0%	2.3%	30.2%	27.6%	36.9%	100.0%
		% within Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on important to receive constant communication about latest developments with the brand during times of crisis among the different Income groups.

The analysis data exhibited that about 3 per cent of respondents are not at all constant communication during crisis, 2.3 per cent respondents are not constant communication in crisis, about 27.6 per cent respondents are constant communication in crisis, nearly 40 per cent respondents are highly constant communication in the period of crisis and a majority of 30.2 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 2.2 per cent of respondents are not at all aware of crisis, 0.0 per cent respondents are no aware of crisis, nearly 27 per cent respondents are aware of crisis, 41.7 per cent respondents are largely interested in crisis of the company and around 30 per cent of the respondents remain neutral on the crisis. Among above one lakh, 3.5 per cent of respondents are not at all aware of crisis, 0.7 per cent respondents are no aware of crisis, about 32 per cent respondents are aware of crisis, nearly 33 per cent respondents are largely interested in crisis of the company and around 31 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between customers receiving steady flow of information about latest developments on crisis and income of the respondents

Ha - There is a significant relationship between customers receiving steady flow of information about latest developments on crisis and income of the respondents

The question dealt with whether the customers change their perception in the absence of flow of information or not. As the calculated value of t is far more than the table critical value, the null hypothesis of there is no significant relationship between customers receiving steady flow of information about latest developments on crisis and income of the respondents is rejected. It can be assumed that income as variable does influence the customer perception when the information from the company is lacking during crisis. In other words, the customers purchase choices does not remain same irrespective of the income of the customer. During the crisis the customers await latest updates and a steady flow of information from the company during crisis is very important to public.

**Income * Part_B_Q5_6 The extent to which advertisements strengthen
consumer association with the brand**

			Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	4	8	59	42	78	191
		% within Income	2.1%	4.2%	30.9%	22.0%	40.8%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	36.4%	32.0%	35.5%	25.6%	32.1%	31.4%
	Less than 25000/-	Count	0	0	1	1	5	7
		% within Income	0.0%	0.0%	14.3%	14.3%	71.4%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	0.0%	0.0%	0.6%	0.6%	2.1%	1.1%
	Rs.25001- 50000/-	Count	1	5	30	40	55	131
		% within Income	0.8%	3.8%	22.9%	30.5%	42.0%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	9.1%	20.0%	18.1%	24.4%	22.6%	21.5%
	Rs,50001- 100000/-	Count	3	2	38	43	53	139
		% within Income	2.2%	1.4%	27.3%	30.9%	38.1%	100.0%
		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	27.3%	8.0%	22.9%	26.2%	21.8%	22.8%
	Above one lakh	Count	3	10	38	38	52	141
		% within Income	2.1%	7.1%	27.0%	27.0%	36.9%	100.0%

		% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand	27.3%	40.0%	22.9%	23.2%	21.4%	23.2%
Total	Count		11	25	166	164	243	609
	% within Income		1.8%	4.1%	27.3%	26.9%	39.9%	100.0%
	% within Part_B_Q5_6 The extent to which advertisements strengthen consumer association with the brand		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on extent to which advertisements strengthen consumer association with the brand among the different Income groups. The data shown that about 2 per cent of respondents are not at all consumer association with the brand, 4.1 per cent respondents are not consumer association with the brand, about 27 per cent respondents are consumer association with the brand, nearly 40 per cent respondents are highly consumer association with the brand and around 27.3 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 2.2 per cent of respondents are not at all aware of crisis, 1.4 per cent respondents are no aware of crisis, nearly 31 per cent respondents are aware of crisis, 38 per cent respondents are largely interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among above one lakh, 2.1 per cent of respondents are not at all aware of crisis, about 7 per cent respondents are no aware of crisis, 27 per cent respondents are aware of crisis, nearly 37 per cent respondents are largely interested in crisis of the company and 27 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between role of advertisements strengthening consumer association with the brand and income of the respondents

Ha - There is a significant relationship between role of advertisements strengthening consumer association with the brand and income of the respondents

The question is whether the advertisement campaign helps in mitigating the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between role of

advertisements strengthening consumer association with the brand and income of the respondents is not rejected. During crisis many companies resort to advertisement campaign to inform the customers about the crisis the company is facing. In other words, it can be concluded that the income as a variable does influence the customers perception based on the advertisement

Income * Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand

			Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	32	15	100	29	11	197
		% within Income	16.8%	7.9%	52.4%	15.2%	7.9%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	40.0%	29.4%	36.1%	23.4%	19.5%	31.4%
	Less than 25000/-	Count	1	2	3	0	1	7
		% within Income	14.3%	28.6%	42.9%	0.0%	14.3%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	1.3%	3.9%	1.1%	0.0%	1.3%	1.1%
	Rs.25001-50000/-	Count	9	13	57	32	2	133
		% within Income	6.9%	9.9%	43.5%	24.4%	15.3%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	11.3%	25.5%	20.6%	25.8%	26.0%	21.5%
	Rs,50001-100000/-	Count	15	10	57	35	2	133
		% within Income	10.8%	7.2%	41.0%	25.2%	15.8%	100.0%

		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	18.8%	19.6%	20.6%	28.2%	28.6%	22.8%
		Count	23	11	60	28	19	141
	Above one lakh	% within Income	16.3%	7.8%	42.6%	19.9%	13.5%	100.0%
		% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	28.8%	21.6%	21.7%	22.6%	24.7%	23.2%
Total	Count	80	51	277	124	77	609	
	% within Income	13.1%	8.4%	45.5%	20.4%	12.6%	100.0%	
	% within Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given table on extent to which advertisements strengthen consumer association with the brand among the different Income groups. The analysis data shown that about 13 per cent of respondents are not at all PSA's consumer association with the brand, 8.4 per cent respondents are not PSA's consumer association with the brand, about 20 per cent respondents are PSA's consumer association with the brand, nearly 13 per cent respondents are highly PSA's consumer association with the brand and a majority of 45.5 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, around 11 per cent of respondents are not at all aware of crisis, 7 per cent respondents are no aware of crisis, 25 per cent respondents are aware of crisis, nearly 16 per cent respondents are largely interested in crisis of the company and 41 per cent of the respondents remain neutral on the crisis. Among above one lakh, 16 per cent of respondents are not at all aware of crisis, about 8 per cent respondents are no aware of crisis, 20 per cent respondents are aware of crisis, nearly 14 per cent respondents are

largely interested in crisis of the company and a majority of around 43 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between role of PSA in strengthening consumer association with the brand and income of the respondents

Ha - There is a significant relationship between role of PSA in strengthening consumer association with the brand and income of the respondents

At the time crisis many companies resort to public service advertisement campaign to inform the customers about the crisis the company is facing. The question is whether the PSA campaign helps in justifying the crisis and keeps the public well informed.

As the calculated value is more than table critical value, the null hypothesis of there is no significant relationship between role of public service advertisements strengthening consumer association with the brand and income of the respondents is rejected. In other words, it can be concluded that the income as a variable does influence the customers perception based on the PSA campaign of the company during crisis.

Income * Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance

			Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	8	18	58	49	58	191
		% within Income	4.2%	9.4%	30.4%	25.7%	30.4%	100.0%
		% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	34.8%	29.5%	30.2%	30.2%	33.9%	31.4%
	Less than 25000/-	Count	1	1	4	1	0	7
		% within Income	14.3%	14.3%	57.1%	14.3%	0.0%	100.0%

	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	4.3%	1.6%	2.1%	0.6%	0.0%	1.1%
Rs.25001-50000/-	Count	3	15	40	30	31	13
	% within Income	2.3%	11.5%	35.1%	27.5%	23.7%	100.0%
	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	13.0%	24.6%	24.0%	22.2%	18.1%	21.5%
Rs,50001-100000/-	Count	4	14	40	38	43	13
	% within Income	2.9%	10.1%	28.8%	27.3%	30.9%	100.0%
	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	17.4%	23.0%	20.8%	23.5%	25.1%	22.8%
Above one lakh	Count	7	13	44	38	39	14
	% within Income	5.0%	9.2%	31.2%	27.0%	27.7%	100.0%
	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	30.4%	21.3%	22.9%	23.5%	22.8%	23.2%
Total	Count	23	61	192	162	171	60
	% within Income	3.8%	10.0%	31.5%	26.6%	28.1%	100.0%

	% within Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

In the above given table on change in your perception and reaction to the situation based on celebrity association and assurance among the different Income groups. The analysis data displayed that about 4 per cent of respondents are not at all celebrity association and assurance, 10 per cent respondents are not celebrity association and assurance, about 27 per cent respondents are celebrity association and assurance, nearly 28 per cent respondents are highly celebrity association and assurance and a majority of 31.5 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 2.9 per cent of respondents are not at all aware of crisis, about 10 per cent respondents are no aware of crisis, nearly 27 per cent respondents are aware of crisis, about 31 per cent respondents are largely interested in crisis of the company and around 29 per cent of the respondents remain neutral on the crisis. Among above one lakh, 5 per cent of respondents are not at all aware of crisis, about 9 per cent respondents are no aware of crisis, 27 per cent respondents are aware of crisis, nearly 28 per cent respondents are largely interested in crisis of the company and 31.2 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between change in perception based on the celebrity association with the brand and income of the respondents

Ha - There is a significant relationship between change in perception based on the celebrity association with the brand and income of the respondents

At the time crisis many companies resort to celebrity endorsement campaign to inform the customers about the crisis the company is facing and gain credibility. The question is whether the celebrity endorsement campaign helps in justifying the crisis and keeps the public well informed. As the calculated value is below the table critical value, the null hypothesis of there is no significant relationship between change in perception based on the celebrity association with the brand and income of the respondents and income of the respondents is not rejected. In other words, it can be

concluded that the income as a variable does not influence the customers perception based on the celebrity endorsement campaign of the company during crisis.

Income * Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis

			Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	4	5	54	42	80	191
		% within Income	2.1%	2.6%	28.3%	22.0%	45.0%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	50.0%	41.7%	31.8%	26.9%	32.7%	31.4%
	Less than 25000/-	Count	0	0	1	3	3	7
		% within Income	0.0%	0.0%	14.3%	42.9%	42.9%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	0.0%	0.6%	1.9%	1.1%	1.1%
	Rs.25001-50000/-	Count	0	0	35	40	50	131
		% within Income	0.0%	0.0%	26.7%	30.5%	42.7%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	0.0%	0.0%	20.6%	25.6%	21.3%	21.5%
	Rs,50001-100000/-	Count	3	4	42	39	5	139
		% within Income	2.2%	2.9%	30.2%	28.1%	36.7%	100.0%

		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	37.5%	33.3%	24.7%	25.0%	19.4%	22.8%
		Count	1	3	38	32	67	14
		% within Income	0.7%	2.1%	27.0%	22.7%	47.5%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	12.5%	25.0%	22.4%	20.5%	25.5%	23.2%
Total		Count	8	12	170	156	263	609
		% within Income	1.3%	2.0%	27.9%	25.6%	43.2%	100.0%
		% within Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on extent of negative feeling if the brand is not being communicative during times of crisis among the different Income groups. The data exposed that about 1 per cent of respondents are not at all extent of negative feeling during crisis, 2 per cent respondents are not extent of negative feeling during crisis, about 26 per cent respondents are extent of negative feeling during crisis, nearly 43 per cent respondents are highly extent of negative feeling during crisis and a majority of about 28 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 2.2 per cent of respondents are not at all aware of crisis, about 3 per cent respondents are no aware of crisis, nearly 28 per cent respondents are aware of crisis, nearly 37 per cent respondents are largely interested in crisis of the company and around 30 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.7

per cent of respondents are not at all aware of crisis, about 2 per cent respondents are no aware of crisis, 22.7 per cent respondents are aware of crisis, nearly 48 per cent respondents are largely interested in crisis of the company and 27 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between changes in negative perception due to lack of communication and income of the respondents

Ha - There is a significant relationship between change in negative perception due to lack of communication and income of the respondents

The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and income of the respondents is not rejected. In other words, it can be concluded that the income as a variable does not influence the customers' negative perception and feeling when companies fail to inform them about the crisis. Crisis in companies creates negative perception and feeling among customers if the brand or the company fails to keep them well informed.

Income * Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

			Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	60	40	64	15	12	191
		% within Income	31.4%	20.9%	33.5%	7.9%	6.3%	100.0%
		% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	28.8%	34.2%	33.9%	27.3%	30.0%	31.4%
	Less than 25000/-	Count	3	0	4	0	0	7
		% within Income	42.9%	0.0%	57.1%	0.0%	0.0%	100.0%

	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	1.4%	0.0%	2.1%	0.0%	0.0%	1.1%
Rs.25001-50000/-	Count	40	29	39	16	7	13
	% within Income	30.5%	22.1%	29.8%	12.2%	5.3%	100.0%
	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	19.2%	24.8%	20.6%	29.1%	17.5%	21.5%
Rs,50001-100000/-	Count	58	28	32	9	12	13
	% within Income	41.7%	20.1%	23.0%	6.5%	8.6%	100.0%
	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	27.9%	23.9%	16.9%	16.4%	30.0%	22.8%
Above one lakh	Count	47	20	50	15	9	14
	% within Income	33.3%	14.2%	35.5%	10.6%	6.4%	100.0%
	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	22.6%	17.1%	26.5%	27.3%	22.5%	23.2%
Total	Count	208	117	189	55	40	60
	% within Income	34.2%	19.2%	31.0%	9.0%	6.6%	100.0%

	% within Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

The analysis data revealed regarding consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past among the different Income groups. The data uncovered that about 34 per cent of respondents are not at all consumer loyalty with the brand during crisis, 19.2 per cent respondents are not consumer loyalty with the brand during crisis, about 9 per cent respondents are consumer loyalty with the brand during crisis, nearly 6.6 per cent respondents are highly consumer loyalty with the brand during crisis and a majority of about 31 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, around 42 per cent of respondents are not at all aware of crisis, about 20 per cent respondents are no aware of crisis, nearly 7 per cent respondents are aware of crisis, 8.6 per cent respondents are largely interested in crisis of the company and 23 per cent of the respondents remain neutral on the crisis. Among above one lakh, 33 per cent of respondents are not at all aware of crisis, about 14 per cent respondents are no aware of crisis, 10.6 per cent respondents are aware of crisis, nearly 6 per cent respondents are largely interested in crisis of the company and around 36 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between retaining brand loyalty during crisis and income of the respondents

Ha - There is a significant relationship between retaining brand loyalty during crisis and income of the respondent
 The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis. As the calculated value is below the table critical value, the null hypothesis of There is no significant relationship between changes in negative perception due to lack of communication and income of the respondents is not rejected. In other words, it can be concluded that the income as a variable does not influence the customers' negative perception and feeling when companies fail to inform them about the crisis. Crisis in companies creates negative perception and feeling among customers it the brand or

the company fails to keep them well informed.

Income * Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

			Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	0	2	5	3	7	19
		% within Income	0.0%	11.0%	29.3%	20.4%	39.3%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	33.3%	33.3%	25.5%	33.6%	31.4%
	Less than 25000/-	Count	0	2	4	0	1	7
		% within Income	0.0%	28.6%	57.1%	0.0%	14.3%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	3.2%	2.4%	0.0%	0.4%	1.1%
	Rs.25001-50000/-	Count	0	1	3	4	4	13
		% within Income	0.0%	13.0%	25.2%	30.5%	31.3%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	0.0%	27.0%	19.6%	26.1%	18.4%	21.5%
	Rs,50001-100000/-	Count	1	1	3	3	5	13
		% within Income	0.7%	8.6%	26.6%	25.2%	38.8%	100.0%

		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	50.0%	19.0%	22.0%	22.9%	24.2%	22.8%
	Above one lakh	Count	1	11	38	39	52	141
		% within Income	0.7%	7.8%	27.0%	27.7%	36.9%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	50.0%	17.5%	22.6%	25.5%	23.3%	23.2%
Total		Count	2	63	168	153	223	609
		% within Income	0.3%	10.3%	27.6%	25.1%	36.6%	100.0%
		% within Part_B_Q5_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on clear and honest communication retains your trust, perception, loyalty and association towards the brand among the different Income groups. The analysis data revealed that about 0.3 per cent of respondents are not at all honest communication retains your trust during crisis, 10.3 per cent respondents are not honest communication retains your trust during crisis, about 25 per cent respondents are honest communication retains your trust during crisis, nearly 37 per cent respondents are highly honest communication retains your trust during crisis and a majority of about 28 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 0.7 per cent of respondents are not at all aware of crisis, about 9 per cent respondents are no aware of crisis, 25.2 per cent respondents are aware of crisis, nearly 39 per cent respondents are largely interested in crisis of the company and around 27 per cent of the respondents

remain neutral on the crisis. Among above one lakh, 0.7 per cent of respondents are not at all aware of crisis, about 8 per cent respondents are no aware of crisis, 25.2 per cent respondents are aware of crisis, nearly 39 per cent respondents are largely interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between retaining brand trust due to factual and clear communication during crisis and income of the respondents

Ha - There is a significant relationship between retaining brand trust due to factual and clear communication during crisis and income of the respondents

When in crisis the companies need to provide factual information to the customers and win their trust. . The question is whether the negative perception can be overcome by keeping the public and customers well informed and helps in justifying the crisis.

As the calculated value is below the table critical value, the null hypothesis there is no significant relationship between retaining brand trust due to factual and clear communication during crisis and income of the respondents is not rejected. In other words, it can be concluded that the income as a variable does influence the customers’ factual nature of communication and customer perception about the crisis.

Income * Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis

			Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	2	27	63	52	47	191
		% within Income	1.0%	14.1%	33.0%	27.2%	24.6%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	33.3%	40.9%	35.0%	29.7%	25.8%	31.4%
	Less than 25000/-	Count	0	1	2	1	3	7
		% within Income	0.0%	14.3%	28.6%	14.3%	42.9%	100.0%

		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	1.5%	1.1%	0.6%	1.6%	1.1%
	Rs.25001-50000/-	Count	0	7	36	47	41	131
		% within Income	0.0%	5.3%	27.5%	35.9%	31.3%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	0.0%	10.6%	20.0%	26.9%	22.5%	21.5%
	Rs,50001-100000/-	Count	3	12	34	39	51	139
		% within Income	2.2%	8.6%	24.5%	28.1%	36.7%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	50.0%	18.2%	18.9%	22.3%	28.0%	22.8%
	Above one lakh	Count	1	19	45	36	40	141
		% within Income	0.7%	13.5%	31.9%	25.5%	28.4%	100.0%
		% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	16.7%	28.8%	25.0%	20.6%	22.0%	23.2%
Total		Count	6	66	180	175	182	609
		% within Income	1.0%	10.8%	29.6%	28.7%	29.9%	100.0%

	% within Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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N=609

To a question on direct communication from top executives or head of the company helps build trust during time of crisis among the different Income groups. The analysis data revealed that a per cent of respondents are not at all communicated during crisis, about 11 per cent respondents are not communicated during crisis, about 29 per cent respondents are communicated during crisis, nearly 30 per cent respondents are highly communicated during crisis and 29.6 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 2.2 per cent of respondents are not at all aware of crisis, about 9 per cent respondents are no aware of crisis, 28 per cent respondents are aware of crisis, nearly 37 per cent respondents are largely interested in crisis of the company and around 25 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.7 per cent of respondents are not at all aware of crisis, about 14 per cent respondents are no aware of crisis, 25.5 per cent respondents are aware of crisis, nearly 28 per cent respondents are largely interested in crisis of the company and around 32 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between building trust due to top company executives communicating with consumers during crisis and income of the respondents

Ha - There is a significant relationship between building trust due to top company executives communicating with consumers during crisis and income of the respondents

The data results have indicated that the calculated value is below the table critical value and the null hypothesis of there is no significant relationship between building trust due to top company executives communicating with consumers during crisis and income of the respondents cannot be rejected. During crisis it is in general expected that the top executives would address the concerns of the customers. It can be inferred that the income as a variable is not associated with the building of trust due to top company executives communicating with consumers during crisis.

Income * Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

			Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	7	38	59	44	43	191
		% within Income	3.7%	19.9%	30.9%	23.0%	22.5%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	30.4%	34.9%	35.8%	27.8%	27.9%	31.4%
	Less than 25000/-	Count	1	1	1	2	2	7
		% within Income	14.3%	14.3%	14.3%	28.6%	28.6%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	4.3%	0.9%	0.6%	1.3%	1.3%	1.1%
	Rs.25001-50000/-	Count	1	16	32	45	37	131
		% within Income	0.8%	12.2%	24.4%	34.4%	28.2%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	4.3%	14.7%	19.4%	28.5%	24.0%	21.5%
	Rs,50001-100000/-	Count	6	22	32	39	40	139
		% within Income	4.3%	15.8%	23.0%	28.1%	28.8%	100.0%

		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	26.1%	20.2%	19.4%	24.7%	26.0%	22.8%
		Count	8	3	4	28	3	14
		% within Income	5.7%	22.7%	29.1%	19.9%	22.7%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	34.8%	29.4%	24.8%	17.7%	20.8%	23.2%
Total		Count	23	10	16	15	15	60
		% within Income	3.8%	17.9%	27.1%	25.9%	25.3%	100.0%
		% within Part_B_Q5_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

The analysis data revealed on important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis among the different Income groups. The data shows that about 4 per cent of respondents are not at all brand emerging from crisis, around 18 per cent respondents are not brand emerging from crisis, about 26 per cent respondents are brand emerging from crisis, nearly 25 per cent respondents are highly brand emerging from crisis and a majority of about 27 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 4.3 per cent of respondents are not at all aware of crisis, about 16 per cent respondents are no aware of crisis, 28 per cent respondents are aware of crisis, nearly 29 per cent

respondents are largely interested in crisis of the company and 23 per cent of the respondents remain neutral on the crisis. Among above one lakh, 5.7 per cent of respondents are not at all aware of crisis, about 23 per cent respondents are no aware of crisis, 20 per cent respondents are aware of crisis, nearly 23 per cent respondents are largely interested in crisis of the company and 29 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between consumer being associated with brand during crisis and beyond and income of the respondents

Ha - There is a significant relationship between consumer being associated with brand during crisis and beyond and income of the respondents

As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer being associated with brand during crisis and beyond and income of the respondents is not rejected. Alternatively, there is no relationship between consumer being associated with brand during crisis and beyond and income of the respondents. When a company is in crisis it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis.

Income * Part_B_Q5_14 Mass media plays an important role during crisis

			Part_B_Q5_14 Mass media plays an important role during crisis					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	1	15	48	61	66	191
		% within Income	0.5%	7.9%	25.1%	31.9%	34.6%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	9.1%	37.5%	40.3%	30.7%	27.5%	31.4%
	Less than 25000/-	Count	0	0	0	3	4	7
		% within Income	0.0%	0.0%	0.0%	42.9%	57.1%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	0.0%	0.0%	0.0%	1.5%	1.7%	1.1%
	Rs.25001-50000/-	Count	2	4	17	54	54	131
		% within Income	1.5%	3.1%	13.0%	41.2%	41.2%	100.0%

		% within Part_B_Q5_14 Mass media plays an important role during crisis	18.2%	10.0%	14.3%	27.1%	22.5%	21.5%
	Rs,50001-100000/-	Count	3	9	22	44	61	139
		% within Income	2.2%	6.5%	15.8%	31.7%	43.9%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	27.3%	22.5%	18.5%	22.1%	25.4%	22.8%
	Above one lakh	Count	5	12	32	37	53	141
		% within Income	3.5%	8.5%	22.7%	26.2%	39.0%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	45.5%	30.0%	26.9%	18.6%	22.9%	23.2%
	Total	Count	11	40	119	199	240	609
		% within Income	1.8%	6.6%	19.5%	32.7%	39.4%	100.0%
		% within Part_B_Q5_14 Mass media plays an important role during crisis	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on Mass media plays an important role during crisis among the different Income groups. The data shows that 2 per cent of respondents are not at all found any role of Mass Media during crisis, around 7 per cent respondents are not found any role of Mass Media during crisis, about 33 per cent respondents are found major role of Mass Media during crisis, nearly 39 per cent respondents are highly found role of Mass Media during crisis, and 19.5 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 2.2 per cent of respondents are not at all aware of crisis, about 6 per cent respondents are no aware of crisis, about 32 per cent respondents are aware of crisis, nearly 44 per cent respondents are largely interested in crisis of the company and around 16 per cent of the respondents remain neutral on the crisis. Among above one lakh, 3.5 per cent of respondents are not at all aware of crisis, about 9 per cent respondents are no aware of crisis, 26.2 per cent respondents are aware of crisis,

nearly 39 per cent respondents are largely interested in crisis of the company and around 23 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between perceived role of media during crisis and income of the respondents

Ha - There is a significant relationship between perceived role of media during crisis and income of the respondents

During crisis the perceived role of mass media is critical in informing the public about the true nature of crisis. . As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between perceived role of media during crisis and income of the respondents is not rejected, the alternate hypothesis of there is a significant relationship between perceived role of media during crisis and income of the respondents is not accepted in this case.

Income * Part_B_Q5_15 The portrayal of crisis by the media is generally believed

			Part_B_Q5_15 The portrayal of crisis by the media is generally believed					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	2	12	52	55	70	191
		% within Income	1.0%	6.3%	27.2%	28.8%	36.6%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	66.7%	40.0%	30.2%	31.3%	30.7%	31.4%
	Less than 25000/-	Count	0	0	4	1	2	7
		% within Income	0.0%	0.0%	57.1%	14.3%	28.6%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	0.0%	2.3%	0.6%	0.9%	1.1%
	Rs.25001-50000/-	Count	0	3	31	45	52	131
		% within Income	0.0%	2.3%	23.7%	34.4%	39.7%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	10.0%	18.0%	25.6%	22.8%	21.5%

	Rs,50001-100000/-	Count	0	5	39	43	52	139
		% within Income	0.0%	3.6%	28.1%	30.9%	37.4%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	0.0%	16.7%	22.7%	24.4%	22.8%	22.8%
	Above one lakh	Count	1	10	46	32	52	141
		% within Income	0.7%	7.1%	32.6%	22.7%	36.9%	100.0%
		% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	33.3%	33.3%	26.7%	18.2%	22.8%	23.2%
Total	Count	3	30	172	176	228	609	
	% within Income	0.5%	4.9%	28.2%	28.9%	37.4%	100.0%	
	% within Part_B_Q5_15 The portrayal of crisis by the media is generally believed	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

N=609

In the given table on a question on the portrayal of crisis by the media is generally believed among the different Income groups. The data shows that about 0.5 per cent of respondents are not at all found portrayal of crisis by Media during crisis, around 5 per cent respondents are not found portrayal of crisis by Media during crisis, about 29 per cent respondents are found portrayal of crisis by Media during crisis, nearly 37 per cent respondents are highly found portrayal of crisis by Media during crisis and 28.2 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 0.0 per cent of respondents are not at all aware of crisis, about 4 per cent respondents are no aware of crisis, nearly 31 per cent respondents are aware of crisis, about 37 per cent respondents are largely interested in crisis of the company and around 28 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.7 per cent of respondents are not at all aware of crisis, about 7 per cent respondents are no aware of crisis, 22.7 per cent respondents are aware of crisis, nearly 37 per cent respondents are largely interested in crisis of the company and a majority of around 33 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between portrayal of crisis by the media and income of the respondents

Ha - There is a significant relationship between portrayal of crisis by the media and income of the respondents. During crisis the portrayal of crisis by the media is generally believed and is critical in informing the public about the true nature of crisis. . As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between portrayal of crisis by the media and income of the respondents is not rejected, the alternate hypothesis of there is a significant relationship between perceived role of media during crisis and income of the respondents cannot be accepted in this case.

Income * Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

			Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					Total
			No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent	
Income	No Income	Count	1	9	49	52	81	197
		% within Income	0.5%	4.7%	25.7%	27.2%	41.9%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	37.5%	32.2%	26.9%	33.6%	31.4%
	Less than 25000/-	Count	0	1	2	2	2	7
		% within Income	0.0%	14.3%	28.6%	28.6%	28.6%	100.0%
		% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	4.2%	1.3%	1.0%	0.8%	1.1%
	Rs.25001-50000/-	Count	0	9	28	49	41	137
		% within Income	0.0%	6.9%	21.4%	37.4%	34.4%	100.0%

	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	37.5%	18.4%	25.4%	18.9%	21.5%
Rs,50001-100000/-	Count	0	3	37	47	52	139
	% within Income	0.0%	2.2%	26.6%	33.8%	37.4%	100.0%
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	0.0%	12.5%	24.3%	24.4%	21.8%	22.8%
Above one lakh	Count	1	2	36	43	59	141
	% within Income	0.7%	1.4%	25.5%	30.5%	41.8%	100.0%
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	50.0%	8.3%	23.7%	22.3%	24.8%	23.2%
Total	Count	2	24	152	193	238	609
	% within Income	0.3%	3.9%	25.0%	31.7%	39.1%	100.0%
	% within Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

N=609

To a question on the Media portrayal affects consumer perception, understanding and analysing of the crisis situation among the different Income groups. The analysis data revealed that about 0.3 per cent of respondents are not at all shows Media portrayal affects consumer perception around 4 per cent respondents are not shows Media

portrayal affects consumer perception, about 32 per cent respondents are found Media portrayal affects consumer perception, nearly 39 per cent respondents are highly found Media portrayal affects consumer perception and 25 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 0.0 per cent of respondents are not at all aware of crisis, about 2 per cent respondents are no aware of crisis, nearly 34 per cent respondents are aware of crisis, 37 per cent respondents are largely interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.7 per cent of respondents are not at all aware of crisis, about 1 per cent respondents are no aware of crisis, 30.5 per cent respondents are aware of crisis, nearly 42 per cent respondents are largely interested in crisis of the company and around 26 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between consumer perception of crisis as portrayed by media and income of the respondents

Ha - There is a significant relationship between consumer perception of crisis as portrayed by media and income of the respondents

As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between consumer perception of crisis as portrayed by media and income of the respondents is not rejected, The alternate hypothesis of There is a significant relationship between consumer perception of crisis as portrayed by media and income of the respondents cannot be accepted. The general belief during crisis the portrayal affects consumer perception, understanding and analysing of the crisis situation. Hence media plays an important role in crisis information and creation of the image of the company.

Income * Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable

		Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable					Total	
		No not at all	No to some extent	Neutral	Yes to some extent	Yes to a large extent		
Income	No Income	Count	4	21	62	58	46	191
		% within Income	2.1%	11.0%	32.5%	30.4%	24.1%	100.0%

	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	80.0%	37.5%	33.5%	32.6%	24.9%	31.4%
Less than 25000/-	Count	0	0	2	2	3	7
	% within Income	0.0%	0.0%	28.6%	28.6%	42.9%	100.0%
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	0.0%	1.1%	1.1%	1.6%	1.1%
Rs.25001-50000/-	Count	0	5	42	38	46	13
	% within Income	0.0%	3.8%	32.1%	29.0%	35.1%	100.0%
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	8.9%	22.7%	21.3%	24.9%	21.5%
Rs.50001-100000/-	Count	0	14	37	44	44	13
	% within Income	0.0%	10.1%	26.6%	31.7%	31.7%	100.0%
	% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	0.0%	25.0%	20.0%	24.7%	23.8%	22.8%
Above one lakh	Count	1	16	42	36	46	14
	% within Income	0.7%	11.3%	29.8%	25.5%	32.6%	100.0%

		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	20.0%	28.6%	22.7%	20.2%	24.9%	23.2%
Total		Count	5	56	185	178	185	60
		% within Income	0.8%	9.2%	30.4%	29.2%	30.4%	100.5%
		% within Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	100.0%	100.0%	100.0%	100.0%	100.0%	100.5%

N=609

The analysed data exhibited on social media availability and interaction of a brand during crisis more effective and reliable among the different Income groups. The data shows that about 1 per cent of respondents are not at all support social media availability and interaction during crisis, around 9 per cent respondents are not said social media availability and interaction during crisis, about 29 per cent respondents are agreed that social media availability and interaction during crisis, nearly 30 per cent respondents are highly found social media availability and interaction during crisis and a majority of 30.4 per cent of the respondents remain neutral. Between 50001 to 100000 Income group, 0.0 per cent of respondents are not at all aware of crisis, about 10 per cent respondents are no aware of crisis, nearly 32 per cent respondents are aware of crisis, 31.7 per cent respondents are largely interested in crisis of the company and around 27 per cent of the respondents remain neutral on the crisis. Among above one lakh, 0.7 per cent of respondents are not at all aware of crisis, about 11 per cent respondents are no aware of crisis, 25.5 per cent respondents are aware of crisis, nearly 33 per cent respondents are largely interested in crisis of the company and a majority of around 30 per cent of the respondents remain neutral on the crisis.

Ho – There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and income of the respondents

Ha - There is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and income of the respondents

During crisis the role and effectiveness of social media is very effective and reliable. Hence social media plays an important role in crisis information and creation of the image of the company. As the calculated value is less than the table critical value, the null hypothesis of There is no significant relationship between effectiveness and reliability of social media when a brand is in crisis and income of the respondents is rejected, the alternate hypothesis of there is a significant relationship between effectiveness and reliability of social media when a brand is in crisis and income of the respondents is accepted. It can be inferred that the income of the respondent is associated with the effectiveness and reliability of social media when a brand is in crisis and income of the respondents

Part – 2

PROFESSIONALS

Professionals' data analysis and interpretation

As a continuation of research on crisis communication and Management in the second phase Data Collection was done by administering and interview schedule to the professionals. The purpose is to get opinion and judgement about crisis communication and Management from professionals. Interview schedule consisted of two major parts companies, one dealing with the external environment and the other dealing with the internal environment.

Series of statements consisting of various strategies involved in Crisis management and communication was given to the professionals for their remarks and response. The professional divided into two major sections based on the organization they represent. Namely the profession as belong to PR agency PR department of private and public sector undertakings. Next the data was analysed at three levels level one being basic descriptive level two being cross tabulations and level three being Chi square analysis.

The data analyse is given below in the following format. The format is basic descriptive followed by cross tabulations and kay square analysis. Next the statements used commonly for both external and internal environment is as follows.

Appointment of crisis management team; The need of a contingency plan; Need for crisis recognition; Need for taking stock of potential perils; Containment of crisis; Providing fact sheet on crisis; Brainstorming/ Planning; Need for developing a response; Need for crisis resolution; Using an official spokesperson; Using an official spokesperson on crisis; Need for mastering media on crisis,; Communication with employees on crisis; Taking responsibilities about crisis; Being proactive, transparent and accountable about crisis; Need for scripting the story about crisis; Dealing with social media backlash about crisis and Need for empathizing about crisis.

Professional descriptive

PART – A

SAMPLE PROFILE

Keeping the specific objectives in mind, a questionnaire was designed to find out the response and point of view of the professionals in the field of corporate communication and Public Relations with regard to crisis management. Broadly, the questions dealt with the professional representing the kind of organisation and the numbers of years of service as a professional. Given below is it brief sample profile of the respondents who work at professionals in different organisations.

Q1.

P_A_Q1 As a PR professional, which organization do you represent?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	P R agency	1	2.5	2.5	2.5
	P R Department (Public Sector)	5	12.5	12.5	15.0
	P R Department (Private Sector)	34	85.0	85.0	100.0
	Total	40	100.0	100.0	

A total of 40 respondents were interviewed using the interview schedule. The data analysed has shown that more than 85 percent of the respondents were from private sector companies/organizations, followed by 12.5 percent belonging to public sector and remaining 2.5 were from PR agency.

Q2.

P_A_Q2 Number years in service as PR professional

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than five years	2	5.0	5.0	5.0
	Between five to ten years	12	30.0	30.0	35.0
	Between ten to twenty years	16	40.0	40.0	75.0
	More than twenty years	10	25.0	25.0	100.0
	Total	40	100.0	100.0	

With regard to the service of the professionals, 40 percent of them were having service in the range of 10 to 20 years and some 30 percent had service from 5 to 10 years. Besides, 25 percent of the professional respondents served for more than 20 years and a very small percentage, 5 percent had professional service of less than five years.

PART B

This part of the interview schedule contained seven questions. The first question dealt with professionals' understanding of crisis and different stages of crisis. The second question focused on the various factors in company/organizations that initiate crisis. The third question dealt with the opinion of professionals in the steps to develop a proactive approach for internal and external environment preparedness in crisis management. The next question was on primary source of information the consumer first hears about the crisis. The following question concentrated on the eliciting the professionals' point of view on traits and approaches demonstrated by the crisis management team and their effectiveness on the situation. The sixth question looked at the preference given by professional to Communication channels used in crisis management. The last question focused on the most suitable opinion by professionals on a series of statements given in dealing with crisis.

Q1.

According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)-Objective 1

The objective of this question was to find out the professionals’ opinion on dealing with crisis in the three different stages – crisis preparedness, prevention of crisis and crisis management. The response given by the professionals is detailed below.

Crisis Preparedness

FACTO R	1 Not at all		2 Low		3 Neutral		4 Imp		5 Very Imp		TOT AL
	Fr eq ue nc y	Perce ntage	Freque ncy	Perce ntage	Fre que ncy	Perce ntage	Freque ncy	Perce ntage	Freque ncy	Perce ntage	
Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	0	0	0	0	9	22.5	14	35.0	17	42.5	100.0
Includes crisis management infrastructure, equipment, war-rooms, resources and	0	0	2	5.0	14	35.0	11	27.5	13	32.5	100.0

documentation.												
Includes training programs, demonstrations, exercises and live simulations	0	0	4	10.0	16	40.0	10	25.0	10	25.0		100.0

To the question on as to how as a professional PR, there is need for being prepared for an impending crisis. Nearly, 42.5 percent of the respondents agreed to a large extent that, **‘putting planning in place, assigning roles and responsibilities, establishing process ownership’** and about 35 percent also said this is an important step. On the other than 32.5 percent of the professionals said **‘crisis management infrastructure, equipment, war-rooms, resources and documentation’** as very important followed by 35 percent being neutral. To another strategy statement to **‘Include training programs, demonstrations, exercises and live simulations’** 40 percent of the professionals did not give any opinion and 25 percent each said it is an important to very important step in being prepared for a crisis. There were no responses on the negative side of the scale.

Crisis Prevention

FACTOR	1 Not at all		2 Low		3 Neutral		4 Imp		5 Very Imp		TOTAL
	Frequ ency	Perce ntage	Freq uency	Perce ntage	Freq uency		Freq uency	Perce ntage	Freq uency	Perce ntage	
Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis	0	0	2	5.0	11	100.0	13	32.5	14	35.0	100.0

and possible solution.											
Include identification, prioritization, strategy development and implementation	0	0	1	2.5	10	100.0	12	30.0	17	42.5	100.0
Includes infrastructure, documentation and training.	0	0	0	0	14	100.0	12	30.0	14	35.0	100.0

Three strategy-based statements were on crisis prevention methods were made to ascertain the opinion from professionals. Nearly 35 percent of the professionals said that **‘includes processes such as preventive maintenance, issue scanning, environment scanning, anticipatory management, as potential crisis and possible solution’** to prevent crisis are very important. Another 32.5 percent said this strategy in important in prevention of crisis. However, a sizable, 27.3 percent of the professionals remained undecided on this strategy. To another factor **‘Include identification, prioritization, strategy development and implementation’** 42.5 percent said it is very important and some 30 percent said the strategy was important. About 25 percent of the professional were neutral. The third strategy, which **‘Includes infrastructure, documentation and training’** was agreed upon by 35 percent of the professionals as very important and 30 percent said it is as important. Another 36 percent stayed neutral. There were no responses on the negative side of the scale.

Crisis Management

FACTOR	1 Not at all		2 Low		3 Neutral		4 Imp		5 Very Imp		TOTAL
	Freq uenc y	Perc entag e	Freq uenc y	Perc entag e	Freq uenc y	Perc entag e	Freq uenc y	Perc entag e	Freq uenc y	Per centag e	

Includes the transition from emergency, objective assessment, early recognition.	0	0	1	2.5	9	22.5	16	40.0	14	35.0	100.0
Includes the activation process, system for callout, availability of back-ups, system redundancy.	0	0	0	0	9	22.5	16	40.0	15	37.5	100.0
Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	0	0	0	0	8	20.0	12	30.0	20	50.0	100.0

With regard to crisis management, three distinct factors/strategies were placed before the professionals to get their opinion on which is most important and which is the least important. The analysed data has revealed that 35 percent of the professionals said **‘the transition from emergency, objective assessment, early recognition’** is a very important strategy. However, 40 percent of them said it an important strategy. Some 25.5 percent of the professionals were undecided. The second strategy provided for the opinion was **‘the activation process, system for callout, availability of back-ups, system redundancy’**. To this 37.5 percent of them said it is very important strategy, followed by 40 percent of them telling it’s just important as well. About 22.5 percent of them remained neutral. The third factor given was **‘selection and implementation, damage mitigation, stakeholder management, media response’**. To this 50 percent of the professionals said it a very important strategy and 30 percent of them agreed that it is also an important. About 20 percent of the professional respondents stayed neutral. There were no responses on the negative side of the scale.

Post Crisis Management

FACTOR	1 Not at all		2 Low		3 Neutral		4 Imp		5 Very Imp		TOTAL
	Fr eq ue nc y	Per c enta ge	Fre q uen cy	Per c enta ge	Fre q uen cy	Perc entag e	Fre q uen cy	Per c enta ge	Fre q uen cy	Perce ntage	
Includes operational recovery, financial costs, market retention, business momentum.	0	0	0	0	4	10.0	12	30.0	24	60.0	100.0
Includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders.	0	0	0	0	1	2.5	16	40.0	23	57.5	100.0
Includes root cause analysis, management assessment, process review, implementation of change.	0	0	0	0	2	5.0	17	42.5	21	52.5	100.0

Considering the post crisis management, three statements were put forward to the professionals seeking their opinion. The first statement given was **‘operational recovery, financial costs, market retention, business momentum’**. To this 60 percent of the professional said it is a very important strategy and 30 percent of them said it important. Just about 10 percent of the respondents were undecided. **Another strategy given was ‘litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders.** The response given was, 57.5 percent of the professionals stating that it is very important, followed by 40 percent of them telling it is important strategy. A very small, 16 percent of the professionals stayed neutral. The third strategy stated that, **‘root cause analysis, management**

assessment, process review, implementation of change' is useful in post crisis management. Nearly 52.5 percent of the respondents agreed that it is a very important strategy, followed by 42,5 percent of them stating that it is an important. About 17 percent of the professionals were neutral to this. There were no responses on the negative side of the scale.

Q2. Which of the following factors are believed to initiate a crisis?

Factor	3		7		9		P	P	P	P	P	Total		Missing	
	P	P	P	P	P	P						P	P		
Issues(Quality or service)	7.5	7.5	7.5	7.5	2.5	2.5	2.5	0	2.5	5.0	18	45.0	22	55.0	
Environmental hazard	5.0	0	0	5.0	0	0	0	0	0	0	4	10.0	36	90.0	
Human Error	0	5.0	0	0	0	0	0	0	0	0	2	5.0	38	95.0	
Operational failure	5.0	17.5	10.0	7.5	12.5	2.5	5.0	0	0	7.5	27	67.5	13	32.5	
Bad planning and management	17.5	7.5	12.5	12.5	7.5	5.0	0	5.0	5.0	2.5	30	75.0	10	25.0	
Leadership failure	10.0	12.5	7.5	5.0	2.5	5.0	0	0	5.0	7.5	22	55.0	18	45.0	
Poor judgment of a situation	7.5	5.0	2.5	2.5	0	12.5	5.0	5.0	15.0	7.5	25	62.5	15	37.5	
Material failure	7.5	7.5	7.5	5.0	5.0	0	5.0	5.0	7.5	0	20	50.0	20	50.0	
Unethical practice	0	7.5	0	7.5	7.5	7.5	10.0	12.5	10.0	7.5	28	70.0	12	30.0	
Insufficient training of professionals	5.0	0	5.0	7.5	5.0	5.0	15.0	12.5	2.5	10.0	27	67.5	13	32.5	
Lack of checks	0	0	7.5	7.5	7.5	10.0	5.0	10.0	7.5	2.5	23	57.5	17	42.5	
Organizational conflict	7.5	0	0	5.0	12.5	2.5	15.0	5.0	2.5	5.0	22	55.0	18	45.0	
Technological issues	0	0	0	0	0	0	0	2.5	2.5	0	2	5.0	38	95.0	
Communication failure (Internal or External audience)	2.5	5.0	12.5	7.5	0	10.0	12.5	7.5	10.0	5.0	29	72.5	11	27.5	
Competition animosity	2.5	2.5	0	0	0	2.5	2.5	5.0	7.5	2.5	10	25.0	30	75.0	
Business and economic competition	2.5	0	2.5	0	2.5	5.0	2.5	0	5.0	20.0	16	40.0	24	60.0	
Product Quality Issues	0	0	10.0	7.5	5.0	10.0	7.5	17.5	5.0	2.5	26	65.0	14	35.0	
Management Failure	12.5	2.5	5.0	0	7.5	7.5	0	7.5	2.5	5.0	20	50.0	20	50.0	
Financial breakdown	0	17.5	2.5	2.5	0	7.5	5.0	2.5	7.5	7.5	21	52.5	19	47.5	
Protests and demonstrations by employees or customers	5.0	2.5	2.5	7.5	17.5	0	7.5	2.5	0	0	18	45.0	22	55.0	
Activists as a major challenge	0	0	2.5	0	0	5.0	0	0	0	0	3	7.5	37	92.5	
Pressure groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Promotional groups	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Media Projection of a problem a company is facing	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Variables	SUM	RANK
P_B_Q2_1 Issues (Quality or service)	77	16
P_B_Q2_2 Environmental hazard	10	20
P_B_Q2_3 Human Error	4	21
P_B_Q2_4 Operational failure	115	11
P_B_Q2_5 Bad planning and management	119	9
P_B_Q2_6 Leadership failure	96	13
P_B_Q2_7 Poor judgment of a situation	158	5
P_B_Q2_8 Material failure	93	14
P_B_Q2_9 Unethical practice	185	1
P_B_Q2_10 Insufficient training of professionals	173	2
P_B_Q2_11 Lack of checks	143	6
P_B_Q2_12 Organizational conflict	129	7
P_B_Q2_13 Technological issues	17	18
P_B_Q2_14 Communication failure (Internal or External audience)	171	3
P_B_Q2_15 Competition animosity	69	17
P_B_Q2_16 Business and economic competition	126	8
P_B_Q2_17 Product Quality Issues	163	4
P_B_Q2_18 Management Failure	99	12
P_B_Q2_19 Financial breakdown	118	10
P_B_Q2_20 Protests and demonstrations by employees or customers	83	15
P_B_Q2_21 Activists as a major challenge	15	19
P_B_Q2_22 Pressure groups	0	22
P_B_Q2_23 Promotional groups	0	22

P_B_Q2_24 Media Projection of a problem a company is facing	0	22
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Variables	SUM	RANK
P_B_Q2_9 Unethical practice	185	1
P_B_Q2_10 Insufficient training of professionals	173	2
P_B_Q2_14 Communication failure (Internal or External audience)	171	3
P_B_Q2_17 Product Quality Issues	163	4
P_B_Q2_7 Poor judgment of a situation	158	5
P_B_Q2_11 Lack of checks	143	6
P_B_Q2_12 Organizational conflict	129	7
P_B_Q2_16 Business and economic competition	126	8
P_B_Q2_5 Bad planning and management	119	9
P_B_Q2_19 Financial breakdown	118	10
P_B_Q2_4 Operational failure	115	11
P_B_Q2_18 Management Failure	99	12
P_B_Q2_6 Leadership failure	96	13
P_B_Q2_8 Material failure	93	14
P_B_Q2_20 Protests and demonstrations by employees or customers	83	15
P_B_Q2_1 Issues(Quality or service)	77	16
P_B_Q2_15 Competition animosity	69	17
P_B_Q2_13 Technological issues	17	18
P_B_Q2_21 Activists as a major challenge	15	19
P_B_Q2_2 Environmental hazard	10	20
P_B_Q2_3 Human Error	4	21
P_B_Q2_22 Pressure groups	0	22
P_B_Q2_23 Promotional groups	0	22
P_B_Q2_24 Media Projection of a problem a company is facing	0	22

A question was asked to the professionals regarding the factors or issues that would trigger crisis in an organization/company. The professional respondents were given a list of 21 factors and asked to rate it on a 10-point scale. Analysis of the data has revealed that the top three issues that would trigger a crisis are Unethical practice (1), Insufficient training of professionals (2) and Communication failure with both internal and external audience (3). This was followed by other factors in order are, Product Quality Issues (4), Poor judgment of a situation (5) and Lack of checks (6). The other four major factors were, Organizational conflict (7), Business and economic competition (8), Bad planning and management (9) and financial breakdown (10). Surprisingly factors like management failure, leadership failure, competition, human error and employee issues which are also critical in triggering crisis were relegated to the background. However, it can be noted that the professionals stressed on the most important issues like unethical practices, lack of professional training and communication failure to the top three positions.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

Crisis is managed taking into consideration both the internal and external environment. Internal environment largely consists of employees, infrastructure, finance and a host of other internal stakeholders. The external environment consists of the community, media, investors, government and other stakeholders who are external to the company or organization. It is the combined effect that may trigger crisis in the organization. The PR department needs to consider both and create a proactive approach do avert or deal with crisis. A number of proactive approaches in the form of strategy factors were given to the professional PR for their opinion and evaluation. The data is presented as follows.

INTERNAL

FACTOR	1 Not at all		2 Low		3 Neutral		4 Imp		5 Very Imp		TOTAL
	Freq uency	Perce ntage	Freq uency	Perce ntage	Freq uency	Perce ntage	Freq uency	Perce ntage	Freq uency	Perce ntage	

Appointment of a Crisis Management Team	0	0	2	5.0	19	47.5	8	20.0	11	27.5	100.0
Contingency planning	0	0	0	0	8	20.0	23	57.5	9	22.5	100.0
Crisis recognition	0	0	0	0	1	2.5	15	37.5	24	60.0	100.0
Taking stock of potential perils	0	0	0	0	8	20.0	22	55.0	10	25.0	
Containment	0	0	0	0	4	10.0	12	30.0	24	60.0	100.0
Fact sheet on Crisis	0	0	0	0	4	10.0	11	27.5	25	62.5	100.0
Brainstorming/ Planning	0	0	0	0	2	5.0	10	25.0	28	70.0	100.0
Developing a response	0	0	0	0	4	10.0	15	37.5	21	52.5	100.0
Crisis resolution	0	0	0	0	2	5.0	8	20.0	30	75.0	100.0
Official Spokesperson	0	0	0	0	8	20.0	11	27.5	21	52.5	100.0
Mastering media	0	0	0	0	7	17.5	16	40.0	17	42.5	100.0
Communication with employees through all mediums available	0	0	0	0	7	17.5	11	27.5	22	55.0	100.0
Learning from own experience	0	0	0	0	7	17.5	9	22.5	24	60.0	100.0
Take responsibility	0	0	0	0	6	15.0	10	25.0	24	60.0	100.0
Proactive, Transparency, Accountability	0	0	0	0	5	12.5	12	30.0	23	57.5	100.0
Script the Story	0	0	0	0	8	20.0	9	22.5	23	57.5	100.0
Face social media backlash	4	10.0	4	10.0	10	25.0	12	30.0	10	25.0	100.0
Empathize	0	0	0	0	6	15.0	14	35.0	20	50.0	100.0
Apologize and take action	0	0	3	7.5	3	7.5	17	42.5	17	42.5	100.0
Monitor, Plan And Communicate	0	0	0	0	5	12.5	7	17.5	28	70.0	100.0
Seek to understand the situation	0	0	0	0	8	20.0	11	27.5	21	52.5	100.0

Team First – listen in	0	0	0	0	8	20.0	21	52.5	11	27.5	100.0
Be Prepared	0	0	0	0	2	5.0	16	40.0	22	55.0	100.0
Avoid Knee-Jerk Reactions	0	0	0	0	9	22.5	23	57.5	8	20.0	100.0
Develop strong organizational brand culture	0	0	0	0	2	5.0	13	32.5	25	62.5	100.0
Update the media	1	2.5	4	10.0	5	12.5	6	15.0	24	60.0	100.0
Communicate	0	0	0	0			12	30.0	28	70.0	100.0
Set branding goals	0	0	0	0	2	5.0	8	20.0	30	75.0	100.0
Don't lie	0	0	0	0	1	2.5	13	32.5	26	65.0	100.0

A list of 29 factors as proactive steps in mitigating crisis was given as internal environment. For the purpose of description, the factors are bunched into four groups. Appointment of a Crisis Management Team; Contingency planning; Crisis recognition; Taking stock of potential perils; Containment; and Fact sheet on Crisis forms one group. To this on an average majority of the respondents said very important to important and just a very small percentage remained neutral. Crisis recognition and containment were considered as very important by more than 60 percent of the respondents. Contingency planning and taking stock of potential perils is considered as important by more than 55 percent of the professional Brainstorming and planning; developing a response; Crisis resolution; Official Spokesperson; Mastering media; Communication with employees through all media available; Learning from own experience; and taking responsibility were another set of proactive measures suggested to the professionals. To this, almost all the respondents said these strategies are important and some said they are important factors. However, Brainstorming/ Planning and Crisis resolution were given top priority by more than 70 percent of the professionals. This was followed by Learning from own experience and Taking responsibility were the other two factors which was rated as very important by more than 60 percent of the respondents

Transparency and Accountability; Script the Story; Face social media backlash; Empathize; Apologize and take action; Monitor, Plan and Communicate; Seek to understand the situation; and Team First – listen in are another set of factors provided to the professionals for their opinion. By and large majority of the professional

strongly agreed to the suggestions made and a few expressed their agreement. Monitor, Plan and Communicate was a strategy which was recommended by more than 70 percent of the professionals. The rest of the factors were considered as very important by more than 55 percent of the respondents.

Be Prepared; Avoid Knee-Jerk; Reactions; Develop strong organizational brand culture; Update the media; Communicate; Set branding goals; and don't lie are the other and last set of strategies presented to the professionals for their opinion. Communicate and Set branding goals are considered as very important factors rated by 70 percent of the professionals. Develop strong organizational brand culture; Update the media and don't lie are the three factors which was considered very important by more than 60 percent of the professionals. In other words, most of the respondents were supportive of the factors suggested.

EXTERNAL

FACTOR	1 Not at all		2 Low		3 Neutral		4 Imp		5 Very Imp		TOTAL
	F	P	F	P	F	P	F	P	F	P	
Appointment of a Crisis Management Team	0	0	2	5.0	5	12.5	14	35.0	19	47.5	100.0
Contingency planning	0	0	2	5.0	12	30.0	7	17.5	19	47.5	100.0
Crisis recognition	0	0	2	5.0	8	20.0	10	25.0	20	50.0	100.0
Taking stock of potential perils	0	0	0	0	7	17.5	20	50.0	13	32.5	100.0
Containment	0	0	0	0	9	22.5	13	32.5	18	45.0	100.0
Fact sheet on Crisis	0	0	0	0	7	17.5	18	45.0	15	37.5	100.0
Brainstorming/ Planning	0	0	0	0	10	25.0	12	30.0	18	45.0	100.0
Developing a response	0	0	0	0	11	27.5	10	25.0	19	47.5	100.0
Crisis resolution	0	0	0	0	11	27.5	7	17.5	22	55.0	100.0
Official Spokesperson	0	0	0	0	8	20.0	10	25.0	22	55.0	100.0
Mastering media	0	0	0	0	13	32.5	12	30.0	15	37.5	100.0
Communication with employees through all mediums available	0	0	0	0	7	17.5	11	27.5	22	55.0	100.0
Learning from own experience	0	0	2	5.0	8	20.0	10	25.0	20	50.0	100.0
Take responsibility	0	0	0	0	6	15.0	12	30.0	22	55.0	100.0

Proactive, Transparency, Accountability	0	0	0	0	5	12.5	11	27.5	24	60.0	100.0
Script the Story	0	0	0	0	11	27.5	10	25.0	19	47.5	100.0
Face social media backlash	4	10.0	5	12.5	11	27.5	9	22.5	11	27.5	100.0
Empathize	10	25.0	6	15.0	11	27.5	9	22.5	4	10.0	100.0
Apologize and take action	1	2.5	11	27.5	13	32.5	11	27.5	4	10.0	100.0
Monitor, Plan And Communicate	0	0	0	0	10	25.0	12	30.0	18	45.0	100.0
Seek to understand the situation	0	0	4	10.0	15	37.5	15	37.5	6	15.0	100.0
Team First – listen in	0	0	6	15.0	10	25.0	17	42.5	7	17.5	100.0
Be Prepared	0	0	2	5.0	10	25.0	11	27.5	17	42.5	100.0
Avoid Knee-Jerk Reactions	0	0	0	0	17	42.5	17	42.5	6	15.0	100.0
Develop strong organizational brand culture	1	2.5	2	5.0	8	20.0	11	27.5	18	45.0	100.0
Update the media	1	2.5	2	5.0	14	35.0	7	17.5	16	40.0	100.0
Communicate	0	0	2	5.0	9	22.5	9	22.5	20	50.0	100.0
Set branding goals	0	0	0	0	13	32.5	8	20.0	19	47.5	100.0
Don't lie	0	0	0	0	1	2.5	18	45.0	21	52.5	100.0

Twenty-nine factors as proactive steps in mitigating crisis was given as external environment. For the purpose of description, the factors are bunched into four groups. Appointment of a Crisis Management Team; Contingency planning; Crisis recognition; Taking stock of potential perils; Containment; and Fact sheet on Crisis forms one group. To this on an average majority of the respondents said very important to important and just a very small percentage remained neutral. Almost all the factors were considered as very important by more than 50 percent of the professionals. Brainstorming and planning; developing a response; Crisis resolution; Official Spokesperson; Mastering media; Communication with employees through all media available; Learning from own experience; and taking responsibility were another set of proactive measures suggested to the professionals. To this, almost all the respondents said these strategies are important and some said they are important factors. Similarly, most of the respondents (55 percent) said the factors are very important.

Transparency and Accountability; Script the Story; Face social media backlash; Empathize; Apologize and take action; Monitor, Plan and Communicate; Seek to understand the situation; and Team First – listen in are another set of factors provided to the professionals for their opinion. By and large majority of the professional

strongly agreed to the suggestions made and a few expressed their agreement. Being Proactive, Transparency, and Accountability was rated as strong factors by more than 60 percent of the respondents. Be Prepared; Avoid Knee-Jerk; Reactions; Develop strong organizational brand culture; Update the media; Communicate; Set branding goals; and don't lie are the other and last set of strategies presented to the professionals for their opinion. In general, most of the respondents rated the factors as very important. A very interesting point to be noted is that under the external environment, on an average only about 50 percent of the respondents considered as very important.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

FACTOR	Yes	Percent	No	Percent	Total
Brand/ Company	14	35.0	26	65	100.00
Media	5	12.5	35	87.5	100.0
Seller	1	2.5	39	97.5	100.0
Public	5	12.5	35	87.5	100.0
Social Media	20	50.0	20	50.0	100.0

The professionals were asked to give their opinion the first and primary source of information about crisis for the public. To this only 35 percent agreed that the brand or the company should be the first source and 65 percent disagreed. However, a great majority, 87.5 percent of the professionals disagreed that media should not be the first potential source to public on crisis and only 12.5 percent agreed. An overwhelming majority of 97.5 percent said sellers or retailers cannot be the primary source of information on company crisis followed by a very small percentage, 2.5 percent agreed that sellers can be the first source of information on crisis. When public they can spread the message of crisis, 87.5 percent of the professionals said no and remaining 12.5 percent said yes. Finally, when the professionals come to social media as primary source of information were equally divided on the proposition.

Q5. The following traits and approaches are demonstrated by the crisis management team and their effectiveness on the situation.

DEMONSTRATION

Variables Name	Sum	Rank
P_B_Q5A_1 Calmness	218	1
P_B_Q5A_2 Honesty	165	2
P_B_Q5A_3 Promptness	16	16
P_B_Q5A_4 Announcing the problem	12	18
P_B_Q5A_5 Solution giving capability	150	3
P_B_Q5A_6 Avoiding extreme reaction	86	8
P_B_Q5A_7 Attitude	11	20
P_B_Q5A_8 Developing appropriate response	111	5
P_B_Q5A_9 Understanding that media needs a story	40	11
P_B_Q5A_10 Flexibility	19	15
P_B_Q5A_11 Corporate profile	69	10
P_B_Q5A_12 Media Relations:- Print, electronic and radio	13	17
P_B_Q5A_13 Events	6	22
P_B_Q5A_14 Social media interaction	12	18
P_B_Q5A_15 Employee communication	125	4
P_B_Q5A_16 Press kit	2	24
P_B_Q5A_17 Press release	26	13
P_B_Q5A_18 Fact sheets	107	6
P_B_Q5A_19 Press conference	5	23
P_B_Q5A_20 Media tracking	8	21
P_B_Q5A_21 CSR	0	25
P_B_Q5A_22 Journals/ Newsletters(internal)	71	9
P_B_Q5A_23 Dialogue. Interaction(internal)	107	6
P_B_Q5A_24 Video releases	0	25
P_B_Q5A_25 Know your competition	24	14
P_B_Q5A_26 Identifying and building relationships with influential people	27	12

Variables Name	Sum	Rank
P_B_Q5A_1 Calmness	218	1
P_B_Q5A_2 Honesty	165	2
P_B_Q5A_5 Solution giving capability	150	3
P_B_Q5A_15 Employee communication	125	4
P_B_Q5A_8 Developing appropriate response	111	5
P_B_Q5A_18 Fact sheets	107	6
P_B_Q5A_23 Dialogue. Interaction(internal)	107	6
P_B_Q5A_6 Avoiding extreme reaction	86	8
P_B_Q5A_22 Journals/ Newsletters(internal)	71	9
P_B_Q5A_11 Corporate profile	69	10
P_B_Q5A_9 Understanding that media needs a story	40	11
P_B_Q5A_26 Identifying and building relationships with influential people	27	12
P_B_Q5A_17 Press release	26	13
P_B_Q5A_25 Know your competition	24	14
P_B_Q5A_10 Flexibility	19	15
P_B_Q5A_3 Promptness	16	16
P_B_Q5A_12 Media Relations:- Print, electronic and radio	13	17
P_B_Q5A_4 Announcing the problem	12	18
P_B_Q5A_14 Social media interaction	12	18
P_B_Q5A_7 Attitude	11	20
P_B_Q5A_20 Media tracking	8	21
P_B_Q5A_13 Events	6	22
P_B_Q5A_19 Press conference	5	23
P_B_Q5A_16 Press kit	2	24
P_B_Q5A_21 CSR	0	25
P_B_Q5A_24 Video releases	0	25

Among the most successful traits and approaches, ‘Calmness’, ‘Honesty’ and ‘Solution giving capability’ are ranked as top priority. This is followed by other traits demonstrated by crisis team are ‘Employee communication’, ‘Developing appropriate response’ and ‘Fact sheets and Dialogues’ which proved very useful in dealing with crisis. Approaches like ‘Understanding that media needs a story’, ‘Identifying and building relationships with influential people’ and ‘Press release’ which are also used by crisis team was rated far below by the professionals. Also crisis team traits like ‘Media Relations: - Print, electronic and radio’, ‘Social media interaction’, ‘Media tracking’, ‘Press conference’ and ‘Press kit’ which are regular PR practices and extensively applied during crisis by the team were also rated far below by the professionals.

EFFECTIVENESS

Variables Name	Sum	Rank
P_B_Q5B_1 Calmness	87	8
P_B_Q5B_2 Honesty	45	12
P_B_Q5B_3 Promptness	6	23
P_B_Q5B_4 Announcing the problem	10	20
P_B_Q5B_5 Solution giving capability	170	1
P_B_Q5B_6 Avoiding extreme reaction	96	7
P_B_Q5B_7 Attitude	18	16
P_B_Q5B_8 Developing appropriate response	136	3
P_B_Q5B_9 Understanding that media needs a story	49	11
P_B_Q5B_10 Flexibility	27	14
P_B_Q5B_11 Corporate profile	103	6
P_B_Q5B_12 Media Relations:- Print, electronic and radio	14	18
P_B_Q5B_13 Events	8	22
P_B_Q5B_14 Social media interaction	11	19
P_B_Q5B_15 Employee communication	147	2
P_B_Q5B_16 Press kit	6	23
P_B_Q5B_17 Press release	25	15
P_B_Q5B_18 Fact sheets	104	5
P_B_Q5B_19 Press conference	9	21
P_B_Q5B_20 Media tracking	15	17
P_B_Q5A_21 CSR	0	25
P_B_Q5B_22 Journals/ Newsletters(internal)	87	8
P_B_Q5B_23 Dialogue. Interaction(internal)	119	4
P_B_Q5A_24 Video releases	0	25
P_B_Q5B_25 Know your competition	31	13
P_B_Q5B_26 Identifying and building relationships with influential people	54	10

Variables Name	Sum	Rank
P_B_Q5B_5 Solution giving capability	170	1
P_B_Q5B_15 Employee communication	147	2
P_B_Q5B_8 Developing appropriate response	136	3
P_B_Q5B_23 Dialogue. Interaction(internal)	119	4
P_B_Q5B_18 Fact sheets	104	5
P_B_Q5B_11 Corporate profile	103	6
P_B_Q5B_6 Avoiding extreme reaction	96	7
P_B_Q5B_1 Calmness	87	8
P_B_Q5B_22 Journals/ Newsletters(internal)	87	8
P_B_Q5B_26 Identifying and building relationships with influential people	54	10
P_B_Q5B_9 Understanding that media needs a story	49	11
P_B_Q5B_2 Honesty	45	12
P_B_Q5B_25 Know your competition	31	13
P_B_Q5B_10 Flexibility	27	14
P_B_Q5B_17 Press release	25	15
P_B_Q5B_7 Attitude	18	16
P_B_Q5B_20 Media tracking	15	17
P_B_Q5B_12 Media Relations:- Print, electronic and radio	14	18
P_B_Q5B_14 Social media interaction	11	19
P_B_Q5B_4 Announcing the problem	10	20
P_B_Q5B_19 Press conference	9	21
P_B_Q5B_13 Events	8	22
P_B_Q5B_3 Promptness	6	23
P_B_Q5B_16 Press kit	6	23
P_B_Q5A_21 CSR	0	25
P_B_Q5A_24 Video releases	0	25

Among the approaches and crisis team traits that are effective and effectively used ‘Solution giving capability’, ‘Employee communication’ and ‘Developing appropriate response’ were ranked highest by the professionals in their evaluation of crisis management. Besides, methods like ‘Dialogues and Interaction (internal)’ ‘Fact sheets’ and ‘Corporate profile’ as effective crisis team tactics were also given priority by the professionals in their evaluation of dealing with the crisis. Other crisis team tactics which are communication and media related like ‘Identifying and building relationships with influential people’, ‘Understanding that media needs a story’, ‘Press release’, ‘Media tracking’, ‘Media Relations: - Print, electronic and radio’ and ‘Social media interaction’ were ranked far below. Traits like ‘Press conference’,

‘Events’, ‘Press kit’ and ‘Promptness’ which are key factors in effectively dealing with crisis were ranked the lowest by the professionals.

Q6 Communication channels used in crisis management.

(Rank in order of importance. 1 being the least and 5 the highest)

INTERNAL

Variables	SUM	RANK
One to one meeting	99	8
Email	147	5
Noticeboard	123	7
Circular	157	2
Telephonic communication	87	9
Team meeting	159	1
Address to the audience	154	3
Internal group social media sharing	145	6
Intranet	151	4

The professionals were asked to give their opinion different communication channels, strategies that can used in crisis management. A list of nine communication channels for communication to internal public and nine communication channels for external public was given to the professionals. They were asked to give their preference on five-point scale.

Variables	SUM	RANK
Team meeting	159	1
Circular	157	2
Address to the audience	154	3
Intranet	151	4
Email	147	5
Internal group social media sharing	145	6
Noticeboard	123	7
One to one meeting	99	8
Telephonic communication	87	9

The response to the question on communication channels that can be used for internal public is as follows.

Meeting your team emerged as the most important means of communicating with the team which is followed by circulating a circular and then addressing the team. Sharing the information with the team via intranet was considered to be the fourth best means of communication followed by sharing information on internal social media groups. The traditional way of communicating by putting up a notice on the noticeboard was ranked seventh followed by meeting every single team member individually and lastly communicating telephonically

EXTERNAL

Variables	SUM	RANK
Media conference	151	3
Media release	158	2
Exclusive communication	149	4
Interview	136	6
Open house	88	9
Press visit	122	7
Social media sharing	138	5
Internet	167	1
Social Media	109	8

Variables	SUM	RANK
Internet	167	1
Media release	158	2
Media conference	151	3
Exclusive communication	149	4
Social media sharing	138	5
Interview	136	6
Press visit	122	7
Social Media	109	8
Open house	88	9

The response to the question on communication channels that can be used for external public is as follows.

The data suggests that even today most companies aim at sending information to their customers via the internet considering it to be one of the fastest way to reach out.

Circulating a press release were next in line to considered to be used as medium to

communicating with the external audience. Hosting a press conference, exclusively communicating and sharing it on social media came out to be the next step followed. Giving an interview, arranging for a press visit and having an open house fell last in the ranking scale

Q7. Please select the option which most accurately reflects your opinion about the following statements

S.No	Situation	Response										TOTAL
		Yes to a large extent		Yes to some extent		Neutral		No To some extent		Not at all		
		F	P	F	P	F	P	F	P	F	P	
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	1	2.5	5	12.5	17	42.5	13	32.5	4	10.0	100.00
2.	You empathize towards the brand during times of crisis:	3	7.5	17	42.5	16	40.0	4	10.0	0	0	100.00
3.	Honest confession of the crisis is beneficial for the brand	19	47.5	1	2.5	9	22.5	11	27.5	0	0	100.00
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	7	17.5	15	37.5	12	30.0	6	15.0	0	0	100.00

5.	It is important to receive constant communication about latest developments with the brand during times of crisis	23	57.5	8	20.0	0	0	9	22.5	0	0	100.00
6.	The extent to which advertisements strengthen consumer association with the brand	24	60.0	7	17.5	3	7.5	6	15.0	0	0	100.00
7.	The extent to which PSA's strengthen consumer association with the brand	15	37.5	10	25.0	7	17.5	8	20.0	0	0	100.00
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	20	50.0	10	25.0	2	5.0	8	20.0	0	0	100.00
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	27	67.5	13	32.5	0	0	0	0	0	0	100.00

10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	13	32.5	11	27.5	3	7.5	8	20.0	5	12.5	100.00
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	28	70.0	12	30.0	0	0	0	0	0	0	100.00
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	24	60.0	16	40.0	0	0	0	0	0	0	100.00
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	29	72.5	11	27.5	0	0	0	0	0	0	100.00
14.	Mass media plays an	30	75.0	6	15.0	0	0	0	0	0	0	100.00

	important role during crisis											
15.	The portrayal of crisis by the media is generally believed	30	75.0	7	17.5	3	7.5	0	0	0	0	100.00
16.	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	33	82.5	7	17.5	0	0	0	0	0	0	100.00
17.	Social media availability and interaction of a brand during crisis more effective and reliable	17	42.5	18	45.0	5	12.5	0	0	0	0	100.00

The professionals were given 17 statements relating to various aspects of crisis management, mitigation of crisis and finally resolving the crisis in an organization. These statements are designed be strategies in crisis management. The analysis of the responses provided by the professionals is given as follows. The analysed data is presented taking each statement into consideration. More than 42.5 percent of the respondents were neutral the statement ‘Change in perception in case a trusted brand due to crises and 32.5 percent said no change perception to some extent. To another statement ‘Empathizing with the brand during crisis’, 42.5 percent of them said to some extent and 40 percent held no opinion. Similarly, ‘Honest confession of the crisis is beneficial for the brand’ was perceived to positively impact the brand due to crisis. ‘Purchase decisions is impacted if the brand was facing a crisis situation’, ‘Important to receive constant communication’, ‘Advertisements strengthen consumer association with the brand’ and ‘The extent to which PSA’s strengthen consumer association with the brand’ were perceived on the positive side of the scale

by the professionals. More than 60 percent on an average considered these statements would have an impact brand during crisis. Another factor ‘The extent of negative feeling if the brand is not being communicative during times of crises to impact brand was supported by more than 67 percent of the respondent.

Factors like ‘Clear and honest communication retains your trust’, ‘Direct communication from top executives or head of the company helps build trust’ and ‘It is important for the consumer to stay connected and track the progress of the situation of the brand’ found support from more than 70 percent of the professionals as having impact on brand or company during crisis. Besides, other media related factors like ‘Mass media plays an important role during crisis’, ‘The portrayal of crisis by the media is generally believed’ and ‘Media portrayal affects consumer perception, understanding of the crisis situation’ were also strongly agreed to by a majority of the professionals. Lastly, ‘Social media availability and interaction of a brand during crisis is more effective and reliable’ was strongly perceived by the professional as positive during crisis and its management.

FACTORS ACCORDING TO RANK

Factor	Mean	Rank
In case of a trusted brand there is a change in your perception of the brand due to one crisis event	2.65	17
You empathize towards the brand during times of crisis	3.475	15
Honest confession of the crisis is beneficial for the brand	3.7	13
The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	3.575	14
It is important to receive constant communication about latest developments with the brand during times of crisis	4.225	9
The extent to which advertisements strengthen consumer association with the brand	4.225	9
The extent to which PSA’s strengthen consumer association with the brand	3.8	12
Change in your perception and reaction to the situation based on celebrity association and assurance	4.05	11
The extent of negative feeling if the brand is not being communicative during times of crisis	4.675	4

Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	3.475	15
Clear and honest communication retains your trust, perception, loyalty and association towards the brand	4.7	3
Direct communication from top executives or head of the company helps build trust during time of crisis	4.6	6
It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	4.725	2
Mass media plays an important role during crisis	4.35	8
The portrayal of crisis by the media is generally believed	4.675	4
Media portrayal affects consumer perception, understanding and analysing of the crisis situation	4.825	1
Social media availability and interaction of a brand during crisis more effective and reliable	4.3	7

STATEMENTS ACCORDING TO RANK

1. Media portrayal affects consumer perception, understanding and analysing of the crisis situation.
2. It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis
3. Clear and honest communication retains your trust, perception, loyalty and association towards the brand.
4. The portrayal of crisis by the media is generally believed
5. The extent of negative feeling if the brand is not being communicative during times of crisis
6. Direct communication from top executives or head of the company helps build trust during time of crisis
7. Social media availability and interaction of a brand during crisis more effective and reliable
8. Mass media plays an important role during crisis
9. It is important to receive constant communication about latest developments with the brand during times of crisis
10. The extent to which advertisements strengthen consumer association with the brand
11. Change in your perception and reaction to the situation based on celebrity association and assurance
12. The extent to which PSA's strengthen consumer association with the brand.

13. Honest confession of the crisis is beneficial for the brand
14. The extent to which your purchase decisions is impacted if the brand was facing a crisis situation.
15. Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past
16. You empathize towards the brand during times of crisis
17. In case of a trusted brand there is a change in your perception of the brand due to one crisis event

CHI SQUARE

S.No	FACTOR	Value	df	Asymp. Sig. (2-sided)
VARIABLE 1-TYPE OF ORGANISATION				
Q1-A (Crisis Preparedness)				
1	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	4.189	4	.306
1	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	23.219	6	.001
1	Includes training programs, demonstrations, exercises and live simulations	2.691	6	.846
Q1-B (Crisis Prevention)				
1	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	24.723	6	.000
2	Include identification, prioritization, strategy development and implementation	3.430	6	.753
3	Includes infrastructure, documentation and training.	4.739	6	.315
Q1-C (Crisis Management)				
1	Includes the transition from emergency, objective assessment, early recognition.	5.270	6	.510
2	Includes the activation process, system for callout, availability of back-ups, system redundancy.	5.316	4	.256

3	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	5.276	4	.260
Q1-D (Post Crisis Management)				
1	Includes operational recovery, financial costs, market retention, business momentum.	3.451	4	.485
1	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	1.694	4	.792
1	Includes root cause analysis, management assessment, process review, implementation of change.	1.330	4	.857
Q3- INTERNAL				
1	Appointment of a Crisis Management Team	4.415	4	.621
2	Contingency planning	5.205	4	.267
3	Crisis recognition	2.573	4	.632
4	Taking stock of potential perils	6.203	4	.184
5	Containment	3.265	4	.515
6	Fact sheet on Crisis	4.212	4	.378
7	Brainstorming/ Planning	4.150	4	.386
8	Developing a response	8.061	4	.089
9	Crisis resolution	4.871	4	.301
1	Official Spokesperson	2.812	4	.590
1	Mastering media	5.976	4	.201
1	Communication with employees through all mediums available	8.684	4	.069
1	Learning from own experience	6.588	4	.159
1	Take responsibility	6.916	4	.140
1	Proactive, Transparency, Accountability	3.255	4	.516
1	Script the Story	5.708	4	.222
1	Face social media backlash	15.200	8	.055
1	Empathize	2.205	4	.698
1	Apologize and take action	4.235	6	.645
2	Monitor, Plan And Communicate	4.543	4	.337
2	Seek to understand the situation	4.069	4	.397
2	Team First – listen in	2.296	4	.681
2	Be Prepared	1.857	4	.762
2	Avoid Knee-Jerk Reactions	.796	4	.939
2	Develop strong organizational brand culture	3.656	4	.454
2	Update the media	14.018	8	.081
2	Communicate	7.059	2	.029
2	Set branding goals	.669	4	.955

2	Don't lie	6.262	4	.180
Q3-EXTERNAL				
1	Appointment of a Crisis Management Team	2.608	6	.857
2	Contingency planning	4.935	6	.552
3	Crisis recognition	5.782	6	.448
4	Taking stock of potential perils	8.022	4	.091
5	Containment	8.854	4	.065
6	Fact sheet on Crisis	2.354	4	.671
7	Brainstorming/ Planning	8.382	4	.079
8	Developing a response	1.793	4	.774
9	Crisis resolution	3.917	4	.417
1	Official Spokesperson	5.680	4	.224
1	Mastering media	2.035	4	.728
1	Communication with employees through all mediums available	4.645	4	.326
1	Learning from own experience	3.153	6	.789
1	Take responsibility	2.679	4	.613
1	Proactive, Transparency, Accountability	1.555	4	.817
1	Script the Story	1.783	4	.774
1	Face social media backlash	5.940	8	.654
1	Empathize	7.798	8	.543
1	Apologize and take action	13.305	8	.102
2	Monitor, Plan And Communicate	4.004	4	.405
2	Seek to understand the situation	6.714	6	.348
2	Team First – listen in	5.615	6	.468
2	Be Prepared	5.307	6	.505
2	Avoid Knee-Jerk Reactions	1.488	4	.829
2	Develop strong organizational brand culture	6.491	8	.592
2	Update the media	2.445	8	.964
2	Communicate	3.698	6	.717
2	Set branding goals	3.516	4	.476
2	Don't lie	2.861	4	.581
Q4				
1	Brand/ Company	1.917	2	.384
2	Media	0	0	0
3	Seller	.187	2	.911
4	Public	1.200	2	.549
5	Social Media	1.043	2	.594
Q7				

1	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	4.152	8	.843
2	You empathize towards the brand during times of crisis:	2.556	6	.862
3	Honest confession of the crisis is beneficial for the brand	4.796	6	.570
4	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	3.035	6	.804
5	It is important to receive constant communication about latest developments with the brand during times of crisis	1.757	4	.780
6	The extent to which advertisements strengthen consumer association with the brand	14.618	6	.023
7	The extent to which PSA's strengthen consumer association with the brand	7.124	6	.310
8	Change in your perception and reaction to the situation based on celebrity association and assurance	3.153	6	.789
9	The extent of negative feeling if the brand is not being communicative during times of crisis	2.353	2	.308
1	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	4.762	8	.783
1	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	2.773	2	.250
1	Direct communication from top executives or head of the company helps build trust during time of crisis	1.740	2	.419
1	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	3.297	2	.192
1	Mass media plays an important role during crisis	10.224	4	.037
1	The portrayal of crisis by the media is generally believed	2.546	4	.636
1	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	7.242	2	.027

1	Social media availability and interaction of a brand during crisis more effective and reliable	11.639	4	.020
VARIABLE 2-NUMBER OF YEARS IN SERVICE				
Q1-A (Crisis Preparedness)				
1	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	3.486	6	.746
1	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	11.457	9	.246
1	Includes training programs, demonstrations, exercises and live simulations	2.492	9	.981
Q1-B (Crisis Prevention)				
1	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	7.907	9	.544
2	Include identification, prioritization, strategy development and implementation	10.743	9	.294
3	Includes infrastructure, documentation and training.	6.844	6	.326
Q1-C (Crisis Management)				
1	Includes the transition from emergency, objective assessment, early recognition.	23.466	9	.005
2	Includes the activation process, system for callout, availability of back-ups, system redundancy.	8.806	6	.185
3	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	14.944	6	.021
Q1-D (Post Crisis Management)				
6	Includes operational recovery, financial costs, market retention, business momentum.	2.722	6	.843
7	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	4.080	6	.666
8	Includes root cause analysis, management assessment, process review, implementation of change.	7.082	6	.313

Q3- INTERNAL

1	Appointment of a Crisis Management Team	5.405	9	.798
2	Contingency planning	6.750	6	.345
3	Crisis recognition	6.844	6	.335
4	Taking stock of potential perils	8.886	6	.180
5	Containment	7.313	6	.293
6	Fact sheet on Crisis	9.040	6	.171
7	Brainstorming/ Planning	3.487	6	.746
8	Developing a response	4.210	6	.648
9	Crisis resolution	7.307	6	.293
1	Official Spokesperson	2.731	6	.842
1	Mastering media	6.978	6	.323
1	Communication with employees through all mediums available	2.640	6	.853
1	Learning from own experience	8.342	6	.214
1	Take responsibility	4.449	6	.616
1	Proactive, Transparency, Accountability	1.556	6	.956
1	Script the Story	2.955	6	.536
1	Face social media backlash	4.278	12	.204
1	Empathize	5.059	6	.106
1	Apologize and take action	12.170	9	.237
2	Monitor, Plan and Communicate	10.470	6	.943
2	Seek to understand the situation	8.015	6	.981
2	Team First – listen in	1.723	6	.943
2	Be Prepared	1.114	6	.981
2	Avoid Knee-Jerk Reactions	11.294	6	.080
2	Develop strong organizational brand culture	4.661	6	.588
2	Update the media	14.965	12	.243
2	Communicate	3.075	3	.380
2	Set branding goals	12.911	6	.044
2	Don't lie	4.212	6	.648
Q3- EXTERNAL				
1	Appointment of a Crisis Management Team	2.236	9	.987
2	Contingency planning	7.976	9	.537
3	Crisis recognition	4.933	9	.840
4	Taking stock of potential perils	3.649	6	.724
5	Containment	4.860	6	.562
6	Fact sheet on Crisis	7.221	6	.301
7	Brainstorming/ Planning	9.196	6	.163
8	Developing a response	2.072	6	.913
9	Crisis resolution	9.312	6	.157
1	Official Spokesperson	8.318	6	.216

1	Mastering media	5.180	6	.521
1	Communication with employees through all mediums available	2.857	6	.827
1	Learning from own experience	11.513	9	.242
1	Take responsibility	7.282	6	.296
1	Proactive, Transparency, Accountability	4.467	6	.614
1	Script the Story	6.187	6	.503
1	Face social media backlash	10.093	12	.608
1	Empathize	11.988	12	.447
1	Apologize and take action	9.768	12	.636
2	Monitor, Plan And Communicate	3.410	6	.756
2	Seek to understand the situation	13.256	9	.151
2	Team First – listen in	8.486	9	.486
2	Be Prepared	16.183	9	.063
2	Avoid Knee-Jerk Reactions	16.368	6	.012
2	Develop strong organizational brand culture	9.759	12	.637
2	Update the media	9.500	12	.660
2	Communicate	15.515	9	.078
2	Set branding goals	9.116	6	.167
2	Don't lie	4.189	6	.651
Q4				
1	Brand/ Company	2.351	3	.503
2	Media	0	0	.0
3	Seller	2.976	3	.395
4	Public	4.400	3	.222
5	Social Media	2.466	3	.481
Q7				
1	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	11.815	12	.461
2	You empathize towards the brand during times of crisis:	10.626	9	.302
3	Honest confession of the crisis is beneficial for the brand	7.274	9	.609
4	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	11.671	9	.232
5	It is important to receive constant communication about latest developments with the brand during times of crisis	7.261	6	.297

6	The extent to which advertisements strengthen consumer association with the brand	5.365	9	.801
7	The extent to which PSA's strengthen consumer association with the brand	8.882	9	.448
8	Change in your perception and reaction to the situation based on celebrity association and assurance	8.488	9	.486
9	The extent of negative feeling if the brand is not being communicative during times of crisis	1.235	3	.745
1	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	10.227	12	.596
1	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	1.190	3	.755
1	Direct communication from top executives or head of the company helps build trust during time of crisis	3.385	3	.336
1	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	1.055	3	.790
1	Mass media plays an important role during crisis	7.519	6	.275
1	The portrayal of crisis by the media is generally believed	4.129	6	.659
1	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	1.789	3	.617
1	Social media availability and interaction of a brand during crisis more effective and reliable	8.944	6	.177

VARIABLE 1-Type Of Organization The Professional Represents

The following tables are related to the type of organization the PR professionals are associated with and their opinion on the various issues related to crisis management. This part deals with comparing the type of organization the professional represents and the opinion on crisis management. The test of significance is applied to understand the relations among the two.

Q1. According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)-

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and organization represented

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and organization represented

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and organization represented

As the calculated chi-square value is more than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and organization represented is rejected. It can be concluded that the type of organization represented by PR professionals does influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and organization represented

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and organization represented

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and organization represented

As the calculated chi-square value is more than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and organization represented is rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and organization represented

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and organization represented

As the calculated chi-square value is less than the table critical value, the null

hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and organization represented

Ha - There is a significant relationship between includes infrastructure, documentation and training and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and organization represented

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and organization represented

Ha - There is a significant relationship between need includes the activation process, system for callout,

availability of back-ups, system redundancy and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and organization represented

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and organization represented

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and organization represented not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and organization represented

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and organization represented

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

INTERNALENVIRONMENT

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between Appointment of a Crisis Management Team and the organization represented

Ha - There is a significant relationship between Appointment of a Crisis Management Team and organization represented

The question deals with whether is a significant difference between different types of companies with regards to appointment of crisis management team. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between Appointment of a Crisis Management Team and organization represented is accepted. This indicates that the companies think similarly with regard to appointment of crisis management team.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between need for Contingency planning and organization represented

Ha - There is a significant relationship between need for Contingency planning and organization represented

Most companies generally have an alternate contingency plan to deal with crisis. In this case for the need of a contingency plan, the null hypothesis of there is no significant relationship between need for contingency planning and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between need for crisis recognition and organization represented

Ha - There is a significant relationship between need for crisis recognition and organization represented

At the time of crisis recognition in the company's most of the crisis known to them. In such circumstance the need for crisis recognition, the null hypothesis of there is no significant relationship between need for crisis recognition and organization represented cannot be rejected as the calculated value is less than the table critical value

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between need for taking stock of potential perils and organization represented

Ha - There is a significant relationship between need for taking stock of potential perils and organization represented

The companies understand the ability and potential of their infrastructure. In such occurrence the need for taking stock of potential perils, the null hypothesis of there is no significant relationship between need for taking stock of potential perils and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_5 Containment

Ho – There is no significant relationship between need for containment of crisis and organization represented

Ha - There is a significant relationship between need for containment of crisis and organization represented

The question deals with whether is a significant relationship between different types organization represented with regards to containment of crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for containment of crisis and organization represented is not rejected. This indicates that the companies have similar opinion with regard to containment of crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between need for providing fact sheet on crisis and organization represented

Ha - There is a significant relationship between need for providing fact sheet on crisis and organization represented

To a question on whether there is a significant relationship between different types of organization represented s with regards to providing fact sheet on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for providing fact sheet on crisis and the organization represented is not rejected. This indicates that the companies have similar opinion with regard to providing fact sheet on crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_7 Brainstorming/ Planning

Ho – There is no significant relationship between need for Brainstorming/ Planning and organization represented

Ha - There is a significant relationship between need for Brainstorming/ Planning and organization represented

The companies usually have an alternate contingency plan to deal with crisis. In such

situation for the need of Brainstorming/ Planning, the null hypothesis of there is no significant relationship between need for Brainstorming/ Planning and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between need for developing a response and organization represented

Ha - There is a significant relationship between need for developing a response and organization represented

The companies commonly have substituted some developing response to deal with crisis. In that condition for the need of developing a response, the null hypothesis of there is no significant relationship between need for developing a response and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between need for crisis resolution and organization represented

Ha - There is a significant relationship between need for crisis resolution and organization represented

The question deals with whether is a significant relationship between different organizations represented with regards to crisis resolution. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for crisis resolution and the organization represented is not rejected. This indicates that the companies have similar opinion with regard to crisis resolution.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_10 Official Spokesperson

Ho – There is no significant relationship between need for using an official spokesperson on crisis and organization represented

Ha - There is a significant relationship between need for using an official spokesperson on crisis and organization represented

To a question on whether there is a significant relationship between different organizations represented with regards to using an official spokesperson on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis

and organization represented is not rejected. This indicates that the companies have alike outlook with regard to using an official spokesperson on crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between need for mastering media on crisis and organization represented

Ha - There is a significant relationship between need for mastering media on crisis and organization represented

The company understands the ability and potential of their media management. In such situation the need for mastering media on crisis, the null hypothesis of there is no significant relationship between need for mastering media on crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_12 Communication with employees through all mediums available

Ho – There is no significant relationship between need for communication with employees on crisis and organization represented

Ha - There is a significant relationship between need for communication with employees and organization represented

The companies usually have alternative plan to communication with employees on crisis. In such condition for the need of communication with employees on crisis, the null hypothesis of there is no significant relationship between need for communication with employees on crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between need for learning from self-expectance about crisis and organization represented

Ha - There is a significant relationship between need for learning from self-expectance about crisis and organization represented

To a question on whether there is a significant relationship between organizations represented with regards to learning from self-expectance about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and organization represented is not rejected. This shows that the companies have identical

viewpoint with regard to learning from self-expectance about crisis

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_14 Take responsibility

Ho – There is no significant relationship between need for taking responsibilities about crisis and organization represented

Ha - There is a significant relationship between need for taking responsibilities about crisis and organization represented

To a question on whether there is a significant relationship between different types of companies with regards to taking responsibilities about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for taking responsibilities about crisis and organization represented is not rejected. This shows that the organization represented have identical viewpoint with regard to taking responsibilities about crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between need for being proactive, transparent and accountable about crisis and organization represented

Ha - There is a significant relationship between need for being proactive, transparent and accountable about crisis and organization represented

The organization represented usually have alternative plan to being proactive, transparent and accountable about crisis. In such condition for the need of being proactive, transparent and accountable about crisis, the null hypothesis about crisis and the organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_16 Script the Story

Ho – There is no significant relationship between need for scripting the story about crisis and organization represented

Ha - There is a significant relationship between need for scripting the story about crisis and organization represented

The organization represented understands the ability and potential of their staff

management. In such situation the need for scripting the story about crisis, the null hypothesis of there is no significant relationship between need for scripting the story about crisis and the organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between need for dealing with social media backlash about crisis and organization represented

Ha - There is a significant relationship between need for dealing with social media backlash about crisis and organization represented

The organization generally have alternative plan to dealing with social media crisis. In such condition for the need of dealing with social media backlash about crisis, the null hypothesis of there is no significant relationship between need for dealing with social media backlash about crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_18 Empathize

Ho – There is no significant relationship between need for empathizing about crisis and organization represented

Ha - There is a significant relationship between need for empathizing about crisis and organization represented

To a question on whether there is a significant relationship between different organizations represented with regards to empathizing about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for empathizing about crisis and organization represented is not rejected. This displays that the companies have same viewpoint with regard to empathizing about crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between need for apologies and take necessary action on crisis and organization represented

Ha - There is a significant relationship between need for apologies and take necessary action on crisis and organization represented

The organization represented recognizes the ability and potential of their management policy. In such situation the need for apologies and take necessary action on crisis, the null hypothesis of there is no significant relationship between need for apologies and take necessary action on crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between need for Monitor, Plan And Communicate about crisis and organization represented

Ha - There is a significant relationship between need for Monitor, Plan And Communicate about crisis and organization represented

The organization represented usually have alternative plan to Monitor, Plan And Communicate about crisis. In such condition for the need of Monitor, Plan And Communicate about crisis, the null hypothesis of there is no significant relationship between need for Monitor, Plan And Communicate about crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between need for seek to understand the situation about crisis and organization represented

Ha - There is a significant relationship between need for seek to understand the situation about crisis and organization represented

To a question on whether there is a significant relationship between different organization represented with regards to understand the situation about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for to understand the situation about crisis and organization represented is not rejected. This exhibits that organization have similar viewpoint with regard to understand the situation about crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between need for understanding the team first to listen during crisis and organization represented

Ha - There is a significant relationship between need for understanding the team first to listen during crisis and organization represented

The organization represented have alternative plan to understanding the team during crisis. In such condition for the need of understanding the team first to listen during crisis, the null hypothesis of there is no significant relationship between need for understanding the team first to listen during crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_23 Be Prepared

Ho – There is no significant relationship between need for being well prepared during crisis and organization represented

Ha - There is a significant relationship between need for being well prepared during crisis and organization represented

The question deals with whether is a significant relationship or difference between different organizations represented with regards to being well prepared during crisis. As the calculated value is larger than the table critical value, the null hypothesis of there is no significant relationship between being well prepared during crisis and organization represented is not rejected.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between need avoiding Knee-Jerk reactions during crisis and organization represented

Ha - There is a significant relationship between need for avoiding Knee-Jerk reactions during crisis and organization represented

The organization recognizes the ability and potential of their management capability. In such situation the need for avoiding Knee-Jerk reactions during crisis, the null hypothesis of there is no significant relationship between need for avoiding Knee-Jerk reactions during crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between need to develop strong organizational brand culture during crisis

and organization represented

Ha - There is a significant relationship between need to develop strong organizational brand culture during crisis and organization represented

The question deals on whether there is a significant relationship between different organization represented with regards to develop strong organizational brand culture during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to develop strong organizational brand culture during crisis and organization represented is not rejected. This exhibits that the companies have similar viewpoint with regard to develop strong organizational brand culture during crisis

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_26 Update the media

Ho – There is no significant relationship between need for regularly updating the media during crisis and organization represented

Ha - There is a significant relationship between need to regularly update the media during crisis and organization represented

The organization generally have alternative plan to regularly updating the media during crisis. In such condition for the need of regularly updating the media during crisis, the null hypothesis of there is no significant relationship between need for regularly updating the media during crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_27 Communicate

Ho – There is no significant relationship between need to communicate regularly during crisis and organization represented

Ha - There is a significant relationship between need to communicate regularly during crisis and organization represented

The company identifies the ability and potential of their communication competency. In such condition the need for communicate regularly during crisis, the null hypothesis of there is no significant relationship between need for communicate regularly during crisis and organization represented is rejected as the calculated value is more than the table critical value. The alternate hypothesis of there is a significant relationship between need to communicate regularly during crisis and organization represented

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_28 Set branding goals

Ho – There is no significant relationship between need to set strong branding goals during crisis and organization represented

Ha - There is a significant relationship between need to set strong branding goals during crisis and organization represented

To a question on whether there is a significant relationship between different organizations represented with regards to set strong branding goals during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to set strong branding goals during crisis and organization represented is not rejected. This exhibits that the companies have similar viewpoint with regard to set strong branding goals during crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between need not to lie about crisis and organization represented

Ha - There is a significant relationship between need not to lie about crisis and organization represented

This exhibits that the organization represented have similar viewpoint with regard to not to lie about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need not to lie about crisis and the organization represented is not rejected.

EXTERNAL ENVIRONMENT

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between Appointment of a Crisis Management Team and organization represented

Ha - There is a significant relationship between Appointment of a Crisis Management Team and organization represented

The question deals with whether is a significant difference between different types of companies with regards to appointment of crisis management team. As the calculated value is less than the table critical value, the null hypothesis of there is no significant

relationship between Appointment of a Crisis Management Team and organization represented is accepted. This indicates that the companies think similarly with regard to appointment of crisis management team.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between need for Contingency planning and the organization represented

Ha - There is a significant relationship between need for Contingency planning and organization represented

Most companies generally have an alternate contingency plan to deal with crisis. In this case for the need of a contingency plan, the null hypothesis of there is no significant relationship between need for contingency planning and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between need for crisis recognition and organization represented

Ha - There is a significant relationship between need for crisis recognition and organization represented

At the time of crisis recognition in the company's most of the crisis known to them. In such circumstance the need for crisis recognition, the null hypothesis of there is no significant relationship between need for crisis recognition and organization represented cannot be rejected as the calculated value is less than the table critical value

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between need for taking stock of potential perils and organization represented

Ha - There is a significant relationship between need for taking stock of potential perils and organization represented

The companies understand the ability and potential of their infrastructure. In such occurrence the need for taking stock of potential perils, the null hypothesis of there is no significant relationship between need for taking stock of potential perils and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_5 Containment

Ho – There is no significant relationship between need for containment of crisis and organization represented

Ha - There is a significant relationship between need for containment of crisis and organization represented

The question deals with whether is a significant relationship between different types organization represented with regards to containment of crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for containment of crisis and organization represented is not rejected. This indicates that the companies have similar opinion with regard to containment of crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between need for providing fact sheet on crisis and organization represented

Ha - There is a significant relationship between need for providing fact sheet on crisis and organization represented

To a question on whether there is a significant relationship between different types of organization represented s with regards to providing fact sheet on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for providing fact sheet on crisis and the organization represented is not rejected. This indicates that the companies have similar opinion with regard to providing fact sheet on crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between need for Brainstorming/ Planning and organization represented

Ha - There is a significant relationship between need for Brainstorming/ Planning and organization represented

The companies usually have an alternate contingency plan to deal with crisis. In such situation for the need of Brainstorming/ Planning, the null hypothesis of there is no significant relationship between need for Brainstorming/ Planning and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between need for developing a response and organization represented

Ha - There is a significant relationship between need for developing a response and organization represented

The companies commonly have substituted some developing response to deal with crisis. In that condition for the need of developing a response, the null hypothesis of there is no significant relationship between need for developing a response and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between need for crisis resolution and organization represented

Ha - There is a significant relationship between need for crisis resolution and organization represented

The question deals with whether is a significant relationship between different organizations represented with regards to crisis resolution. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for crisis resolution and the organization represented is not rejected. This indicates that the companies have similar opinion with regard to crisis resolution.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between need for using an official spokesperson on crisis and organization represented

Ha - There is a significant relationship between need for using an official spokesperson on crisis and organization represented

To a question on whether there is a significant relationship between different organizations represented with regards to using an official spokesperson on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and organization represented is not rejected. This indicates that the companies have alike outlook with regard to using an official spokesperson on crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between need for mastering media on crisis and organization represented

Ha - There is a significant relationship between need for mastering media on crisis and organization represented

The company understands the ability and potential of their media management. In such situation the need for mastering media on crisis, the null hypothesis of there is no significant relationship between need for mastering media on crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_12 Communication with employees through all mediums available

Ho – There is no significant relationship between need for communication with employees on crisis and organization represented

Ha - There is a significant relationship between need for communication with employees and organization represented

The companies usually have alternative plan to communication with employees on crisis. In such condition for the need of communication with employees on crisis, the null hypothesis of there is no significant relationship between need for communication with employees on crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between need for learning from self-expectance about crisis and organization represented

Ha - There is a significant relationship between need for learning from self-expectance about crisis and organization represented

To a question on whether there is a significant relationship between organizations represented with regards to learning from self-expectance about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and organization represented is not rejected. This shows that the companies have identical viewpoint with regard to learning from self-expectance about crisis

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between need for taking responsibilities about crisis and organization represented

Ha - There is a significant relationship between need for taking responsibilities about crisis and organization represented

To a question on whether there is a significant relationship between different types of companies with regards to taking responsibilities about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for taking responsibilities about crisis and organization represented is not rejected. This shows that the organization represented have identical viewpoint with regard to taking responsibilities about crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between need for being proactive, transparent and accountable about crisis and organization represented

Ha - There is a significant relationship between need for being proactive, transparent and accountable about crisis and organization represented

The organization represented usually have alternative plan to being proactive, transparent and accountable about crisis. In such condition for the need of being proactive, transparent and accountable about crisis, the null hypothesis about crisis and the organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between need for scripting the story about crisis and organization represented

Ha - There is a significant relationship between need for scripting the story about crisis and organization represented

The organization represented understands the ability and potential of their staff management. In such situation the need for scripting the story about crisis, the null hypothesis of there is no significant relationship between need for scripting the story

about crisis and the organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between need for dealing with social media backlash about crisis and organization represented

Ha - There is a significant relationship between need for dealing with social media backlash about crisis and organization represented

The organization generally have alternative plan to dealing with social media crisis. In such condition for the need of dealing with social media backlash about crisis, the null hypothesis of there is no significant relationship between need for dealing with social media backlash about crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_18 Empathize

Ho – There is no significant relationship between need for empathizing about crisis and organization represented

Ha - There is a significant relationship between need for empathizing about crisis and organization represented

To a question on whether there is a significant relationship between different organizations represented with regards to empathizing about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for empathizing about crisis and organization represented is not rejected. This displays that the companies have same viewpoint with regard to empathizing about crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between need for apologies and take necessary action on crisis and organization represented

Ha - There is a significant relationship between need for apologies and take necessary action on crisis and organization represented

The organization represented recognizes the ability and potential of their management policy. In such situation the need for apologies and take necessary action on crisis, the null hypothesis of there is no significant relationship between need for apologies and

take necessary action on crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_20 Monitor, Plan and Communicate

Ho – There is no significant relationship between need for Monitor, Plan and Communicate about crisis and organization represented

Ha - There is a significant relationship between need for Monitor, Plan and Communicate about crisis and organization represented

The organization represented usually have alternative plan to Monitor, Plan and Communicate about crisis. In such condition for the need of Monitor, Plan and Communicate about crisis, the null hypothesis of there is no significant relationship between need for Monitor, Plan And Communicate about crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between need for seek to understand the situation about crisis and organization represented

Ha - There is a significant relationship between need for seek to understand the situation about crisis and organization represented

To a question on whether there is a significant relationship between different organization represented with regards to understand the situation about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for to understand the situation about crisis and organization represented is not rejected. This exhibits that organization have similar viewpoint with regard to understand the situation about crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between need for understanding the team first to listen during crisis and organization represented

Ha - There is a significant relationship between need for understanding the team first to listen during crisis and organization represented

The organization represented have alternative plan to understanding the team during

crisis. In such condition for the need of understanding the team first to listen during crisis, the null hypothesis of there is no significant relationship between need for understanding the team first to listen during crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between need for being well prepared during crisis and organization represented

Ha - There is a significant relationship between need for being well prepared during crisis and organization represented

The question deals with whether is a significant relationship or difference between different organizations represented with regards to being well prepared during crisis. As the calculated value is larger than the table critical value, the null hypothesis of there is no significant relationship between being well prepared during crisis and organization represented is not rejected.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between need avoiding Knee-Jerk reactions during crisis and organization represented

Ha - There is a significant relationship between need for avoiding Knee-Jerk reactions during crisis and organization represented

The organization recognizes the ability and potential of their management capability. In such situation the need for avoiding Knee-Jerk reactions during crisis, the null hypothesis of there is no significant relationship between need for avoiding Knee-Jerk reactions during crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between need to develop strong organizational brand culture during crisis and organization represented

Ha - There is a significant relationship between need to develop strong organizational brand culture during crisis and organization represented

The question deals on whether there is a significant relationship between different organization represented with regards to develop strong organizational brand culture during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to develop strong organizational brand culture during crisis and organization represented is not rejected.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_26 Update the media

Ho – There is no significant relationship between need for regularly updating the media during crisis and organization represented

Ha - There is a significant relationship between need to regularly update the media during crisis and organization represented

The organization generally have alternative plan to regularly updating the media during crisis. In such condition for the need of regularly updating the media during crisis, the null hypothesis of there is no significant relationship between need for regularly updating the media during crisis and organization represented cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_27 Communicate

Ho – There is no significant relationship between need to communicate regularly during crisis and organization represented

Ha - There is a significant relationship between need to communicate regularly during crisis and organization represented

The company identifies the ability and potential of their communication competency. In such condition the need for communicate regularly during crisis, the null hypothesis of there is no significant relationship between need for communicate regularly during crisis and organization represented is rejected as the calculated value is more than the table critical value. The alternate hypothesis of there is a significant relationship between need to communicate regularly during crisis and organization represented

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between need to set strong branding goals during crisis and organization represented

Ha - There is a significant relationship between need to set strong branding goals during crisis and organization represented

To a question on whether there is a significant relationship between different organizations represented with regards to set strong branding goals during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to set strong branding goals during crisis and organization represented is not rejected. This exhibits that the companies have similar viewpoint with regard to set strong branding goals during crisis.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between need not to lie about crisis and organization represented

Ha - There is a significant relationship between need not to lie about crisis and organization represented

This exhibits that the organization represented have similar viewpoint with regard to not to lie about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need not to lie about crisis and the organization represented is not rejected.

Q4.. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q4_1 Brand/ Company

Ho – There is no significant relationship between Brand/ Company and organization represented

Ha - There is a significant relationship between Brand/ Company and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand and Company and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and organization represented

Ha - There is a significant relationship between Social Media and organization represented

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between Social Media and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q4_4 Public

Ho – There is no significant relationship between Public and organization represented

Ha - There is a significant relationship between Public and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Public and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q4_5 Seller

Ho – There is no significant relationship between Seller and organization represented

Ha - There is a significant relationship between Seller and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between in case of a trusted brand there is a change in your perception of the brand due to one crisis event and organization represented

Ha - There is a significant relationship between in case of a trusted brand there is a change in your perception of the brand due to one crisis event and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between in case of a trusted brand there is a change in your perception of the brand due to one crisis event and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and organization represented

Ha - There is a significant relationship between empathy towards the brand during times of crisis and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and organization represented

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between honest confession of the crisis is beneficial for the brand and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between the extent to which your purchase decisions is impacted if the

brand was facing a crisis situation and organization represented

Ha - There is a significant relationship between the extent to which your purchase decisions is impacted if the brand was facing a crisis situation and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the extent to which your purchase decisions is impacted if the brand was facing a crisis situation and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between it is important to receive constant communication about latest developments with the brand during times of crisis and organization represented

Ha - There is a significant relationship between it is important to receive constant communication about latest developments with the brand during times of crisis and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important to receive constant communication about latest developments with the brand during times of crisis and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between the extent to which advertisements strengthen consumer association with the brand and organization represented

Ha - There is a significant relationship between the extent to which advertisements strengthen consumer association with the brand and organization represented

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between the extent to which advertisements strengthen consumer association with the brand and organization represented is not rejected. It can be concluded that the type of organization

represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between the extent to which PSA's strengthen consumer association with the brand and organization represented

Ha - There is a significant relationship between the extent to which PSA's strengthen consumer association with the brand and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the extent to which PSA's strengthen consumer association with the brand and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in your perception and reaction to the situation based on celebrity association and assurance and organization represented

Ha - There is a significant relationship between change in your perception and reaction to the situation based on celebrity association and assurance and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in your perception and reaction to the situation based on celebrity association and assurance and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between the extent of negative feeling if the brand is not being communicative during times of crisis and organization represented

Ha - There is a significant relationship between the extent of negative feeling if the brand is not being communicative during times of crisis and organization represented

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between the extent of negative feeling if the brand is not being communicative during times of crisis and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past and organization represented

Ha - There is a significant relationship between consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between clear and honest communication retains your trust, perception, loyalty and association towards the brand and organization represented

Ha - There is a significant relationship between clear and honest communication retains your trust, perception, loyalty and association towards the brand and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between clear and honest communication retains your trust, perception, loyalty and association towards the brand and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and organization represented

Ha - There is a significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and organization represented

Ha - There is a significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between mass media plays an important role during crisis and organization represented

Ha - There is a significant relationship between mass media plays an important role during crisis and organization represented

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between mass media plays an important role during crisis and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between the portrayal of crisis by the media is generally believed and organization represented

Ha - There is a significant relationship between the portrayal of crisis by the media is generally believed and organization represented

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the portrayals of crisis by the media is generally believed and organization represented is not rejected. It can be concluded that the type of organization represented by PR professionals does not influence the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_16 Media portrayal affects consumer perception, understanding and analysing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and organization represented

Ha - There is a significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and organization represented

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and organization represented is rejected. It can be concluded that the type of organization represented by PR professionals influences the crisis issue on hand.

P_A_Q1 As a PR professional, which organization do you represent? *

P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and organization represented

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and organization represented

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and organization represented is rejected. It can be concluded that the type of organization represented by PR professionals has an influence on the crisis issue on hand.

VARIABLE 2-Years of service the PR professionals

A number of factors are associated with crisis in a company and the management of the crisis. The following tables are related to years of service the PR professionals have been with an organization and their opinion on the various issues related to crisis management. This part deals with comparing the years of service the professional has put in and the opinion on crisis management. The test of significance is applied to understand the relations among the two.

Q1. According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4

I P_A_Q2 Number years in service as PR professional * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and number years in service as PR professional

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and years

of service the PR professionals is not rejected. It can be concluded that the years of service the PR professionals does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and number years in service as PR professional

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and manufacturing or service category of company is not rejected. It can be concluded that the years of service the PR professionals does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and manufacturing or service category of company

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and manufacturing or service category of company is not rejected. It can be concluded that the years of service the PR professionals does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and number years in service as PR professional

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Includes training programs,

demonstrations, exercises and live simulations and number years in service as PR professional is not rejected. It can be concluded that the number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and number years in service as PR professional

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and number years in service as PR professional

As the calculated chi-square value is more than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and number years in service as PR professional is not rejected. It can be concluded that number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and number years in service as PR professional

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and number years in service as PR professional is not rejected. It can be concluded that the number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and number years in service as PR professional

Ha - There is a significant relationship between includes infrastructure, documentation and training and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training and number years in service as PR professional is not rejected. It can be concluded that the type of number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and number years in service as PR professional

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and number years in service as PR professional is rejected. It can be concluded that the number years in service as PR professional does influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and number years in service as PR professional

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and number years in service as PR professional is not rejected. It can be concluded that the number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and number years in service as PR professional

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and number years in service as PR professional is rejected. It can be concluded that the number years in service as PR professional does influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and number years in service as PR professional

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and number years in service as PR professional is not rejected. It can be concluded that the number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and number years in service as PR professional

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and number years in service as PR professional is not rejected. It can be concluded

that the number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and number years in service as PR professional

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and number years in service as PR professional is not rejected. It can be concluded that the number years in service as PR professional does not influence the crisis issue on hand.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

• **(Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)**

This question deals with eliciting opinion from professional PR executives working in agencies, PR department of both public and private sector industries/companies. The professionals were given 29 statements and were asked to mark their opinion in both internal and external environment of the company. This data relates to finding the significance of difference between the years of service put by the PR executives in an industry and their opinion on the factors relating to resolving the crisis in an industry. A detailed explanation of the chi square analysis is given below.

INTERNAL ENVIRONMENT

P_A_Q2 Number years in service as PR professional * P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and number of years of service as professional in a company

Ha - There is a significant relationship between appointment of crisis management team and number of years of

service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between contingency planning and number of years of service as professional in a company

Ha - There is a significant relationship between contingency planning and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between contingency planning and number of years of service as professional in a company not rejected. It can be concluded that the type of number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and number of years of service as professional in a company

Ha - There is a significant relationship between Crisis recognition and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and number of years of service as professional in a company not rejected. It can be concluded that the type of number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and number of years of service as professional in a company

Ha - There is a significant relationship between Taking stock of potential perils and number of years of service as

professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment of crisis management team and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_5 Containment

Ho – There is no significant relationship between Containment and number of years of service as professional in a company

Ha - There is a significant relationship between Containment and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and number of years of service as professional in a company not rejected. It can be concluded that number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and number of years of service as professional in a company

Ha - There is a significant relationship between Fact sheet on Crisis and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_7

Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and number of years of service as professional in a company

Ha - There is a significant relationship between Brainstorming and Planning and private or number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brainstorming and Planning and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between developing a response and number of years of service as professional in a company

Ha - There is a significant relationship between developing a response and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and number of years of service as professional in a company

Ha - There is a significant relationship between Crisis resolution and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_10 Official Spokesperson

Ho – There is no significant relationship between appointment Official Spokesperson and number of years of service as professional in a company

Ha - There is a significant relationship between appointment Official Spokesperson and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment Official Spokesperson and number of years of service as professional in a company not rejected. It can be concluded that number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between Mastering media and number of years of service as professional in a company

Ha - There is a significant relationship between Mastering media and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_12 Communication with employees through all mediums availabl

Ho – There is no significant relationship between Communications with employees through all media available and number of years of service as professional in a company

Ha - There is a significant relationship between Communications with employees through all media available and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or number of years of service as professional in a company

Ha - There is a significant relationship between Learning from own experience and number of years of service as

professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_14 Take responsibility

Ho – There is no significant relationship between Taking responsibility and number of years of service as professional in a company

Ha - There is a significant relationship between Taking responsibility and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking responsibility and number of years of service as professional in a company not rejected. It can be concluded that number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and number of years of service as professional in a company

Ha - There is a significant relationship between Proactive, Transparency, Accountability and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and number of years of service as professional in a company not rejected. It can be concluded that number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_16 Script the Story

Ho – There is no significant relationship between scripting the Story and number of years of service as professional in a company

Ha - There is a significant relationship between Scripting the Story and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between scripting the Story and number of years of service as professional in a company rejected. It can be concluded that the number of years of service as professional in a company does influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash number of years of service as professional in a company

Ha - There is a significant relationship between Face social media backlash and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash number of years of service as professional in a company rejected. It can be concluded that the number of years of service as professional in a company does influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_18 Empathize

Ho – There is no significant relationship between Empathizing and private number of years of service as professional in a company

Ha - There is a significant relationship between Empathizing and private or number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathizing and number of years of service as professional in a company not rejected. It can be concluded that number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and number of years of service as professional in a company

Ha - There is a significant relationship between Apologize and take action and number of years of service as

professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_20 Monitor, Plan and Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or number of years of service as professional in a company

Ha - There is a significant relationship between Monitor, Plan and Communicate and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and number of years of service as professional in a company

Ha - There is a significant relationship between Seek to understand the situation and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between Team First –listen in and number of years of service as

professional in a company

Ha - There is a significant relationship between Team First – listen in and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_23 Be

Prepared

Ho – There is no significant relationship between Being Prepared and private or number of years of service as professional in a company

Ha - There is a significant relationship between Being Prepared and private or number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Being Prepared and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_24 Avoid

Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service as professional in a company

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service as professional in a company is not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and number of years of service as professional in a company

Ha - There is a significant relationship between Develop strong organizational brand culture and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_26 Update the media

Ho – There is no significant relationship between Update the media regularly and private or number of years of service as professional in a company

Ha - There is a significant relationship between Update the media regularly and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media regularly and number of years of service as professional in a company not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_27

Communicate

Ho – There is no significant relationship between Communicate and private or number of years of service as professional in a company

Ha - There is a significant relationship between Communicate and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Communicate and an number of years of service as professional in a company is not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_28 Set

branding goals

Ho – There is no significant relationship between Set branding goals and private or number of years of service as professional in a company

Ha - There is a significant relationship between Set branding goals number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and number of years of service as professional in a company is rejected. It can be concluded that the number of years of service as professional in a company does influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between don't lie and number of years of service as professional in a company

Ha - There is a significant relationship between don't lie and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and number of years of service as professional in a company is rejected. It can be concluded that number of years of service as professional in a company does influence factors affecting crisis in a company.

EXTERNAL ENVIRONMENT

P_A_Q2 Number years in service as PR professional * P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and number of years of service as professional in a company

Ha - There is a significant relationship between appointment of crisis management team and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team number of years of service as professional in a company is not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between Contingency planning and number of years of service as professional in a company

Ha - There is a significant relationship between Contingency planning and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between contingency planning, and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and number of years of service as professional in a company

Ha - There is a significant relationship between Crisis recognition and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and number of years of service as professional in a company is not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and number of years of service as professional in a company

Ha - There is a significant relationship Taking stock of potential perils and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking stock of potential perils and number of years of service as professional in a company is not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and number of years of service as professional in a company

Ha - There is a significant relationship between Containment and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and number of years of service as professional in a company is not rejected. It can be concluded that the number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and number of years of service as professional in a company

Ha - There is a significant relationship between Fact sheet on Crisis and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Fact sheets on Crisis and the area company serves is not rejected. It can be concluded that number of years of service as professional in a company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_7

Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and number of years of service as professional in a company

Ha - There is a significant relationship between Brainstorming and Planning and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of – There is no significant relationship between Brainstorming and Planning and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between developing a response and number of years of service as professional in a company

Ha - There is a significant relationship between developing a response and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and number of years of service as professional in a company

Ha - There is a significant relationship between Crisis resolution and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between appointment of Official Spokesperson and number of years of service as professional in a company

Ha - There is a significant relationship between appointment of Official Spokesperson and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between appointment of Official Spokesperson and number of years of service as professional in a company is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and number of years of service as professional in a company

Ha - There is a significant relationship between Mastering media and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_12 Communication with employees through all mediums available

Ho – There is no significant relationship between Communications with employees through all media available and number of years of service as professional in a company

Ha - There is a significant relationship between Communications with employees through all media available and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and number of years of service as professional in a company

Ha - There is a significant relationship between Learning from own experience and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Take responsibility and number of years of service as professional in a company

Ha - There is a significant relationship between Take responsibility and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Take responsibility and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and number of years of service as professional in a company

Ha - There is a significant relationship between Proactive, Transparency, Accountability and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Proactive, Transparency, Accountability and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between Script the Story and number of years of service as professional in a company

Ha - There is a significant relationship between Script the Story and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Script the Story and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and number of years of service as professional in a company

Ha - There is a significant relationship between Face social media backlash and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathize team and number of years of service as professional in a company

Ha - There is a significant relationship between Empathize and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathize team and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and number of years of service as professional in a company

Ha - There is a significant relationship Apologize and take action and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and number of years of service as professional in a company

Ha - There is a significant relationship between Monitor, Plan and Communicate and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and number of years of service as professional in a company

Ha - There is a significant relationship between Seek to understand the situation and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and number of years of service as professional in a company is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company

P_A_Q2 Number years in service as PR professional * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationships between Team First – listen in and number of years of service as professional in a company

Ha - There is a significant relationship between Team First – listen in and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company

P_A_Q2 Number years in service as PR professional * P_B_Q3B_23 Be

Prepared

Ho – There is no significant relationship between Be Prepared and number of years of service as professional in a company

Ha - There is a significant relationship between Be Prepared and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Be Prepared and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_24 Avoid

Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service as professional in a company

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service as professional in a company is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company

P_A_Q2 Number years in service as PR professional * P_B_Q3B_25 Develop

strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and number of years of service as professional in a company

Ha - There is a significant relationship between Develop strong organizational brand culture and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media and number of years of service as professional in a company

Ha - There is a significant relationship between Update the media and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between updating the media and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_27

Communicate

Ho – There is no significant relationship between Communicate and number of years of service as professional in a company

Ha - There is a significant relationship between Communicate and number of years of service as professional in a company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and number of years of service as professional in a company is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and number of years of service as professional in a company

Ha - There is a significant relationship between Set branding goals and number of years of service as professional in a company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and number of years of service as professional in a company is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q2 Number years in service as PR professional * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and area the company serves

Ha - There is a significant relationship between don't lie and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and area the company serves is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q2 Number years in service as PR professional * P_B_Q4_1 Brand/ Company

Ho – There is no significant relationship between Brand/ Company and number years in service as PR professional

Ha - There is a significant relationship between Brand/ Company and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand and Company and number years in service as PR professional is not rejected. It can be concluded that the number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and number years in service as PR professional

Ha - There is a significant relationship between Social Media and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Social Media and number years in service as PR professional is not rejected. It can be concluded that number years in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q4_3 Public

Ho – There is no significant relationship between Public and number years in service as PR professional

Ha - There is a significant relationship between Public and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Public and a number year in service as PR professional is not rejected. It can be concluded that the number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q4_5 Seller

Ho – There is no significant relationship between Seller and number years in service as PR professional

Ha - There is a significant relationship between Seller and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q2 Number years in service as PR professional * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between in case of a trusted brand there is a change in your perception of the brand due to one crisis event and number years in service as PR professional

Ha - There is a significant relationship between in case of a trusted brand there is a change in your perception of the brand due to one crisis event and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between in case of a trusted brand there is a change in your perception of the brand due to one crisis event and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and number years in service as PR professional

Ha - There is a significant relationship between empathy towards the brand during times of crisis and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and number year in service as PR professional is not rejected. It

can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and number years in service as PR professional

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between honest confession of the crisis is beneficial for the brand and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between the extent to which your purchase decisions is impacted if the brand was facing a crisis situation and number years in service as PR professional

Ha - There is a significant relationship between the extent to which your purchase decisions is impacted if the brand was facing a crisis situation and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the extent to which your purchase decisions is impacted if the brand was facing a crisis situation and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between it is important to receive constant communication about latest developments with the brand during times of crisis and number years in service as PR professional

Ha - There is a significant relationship between it is important to receive constant communication about latest developments with the brand during times of crisis and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important to receive constant communication about latest developments with the brand during times of crisis and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between the extent to which advertisements strengthen consumer association with the brand and number years in service as PR professional

Ha - There is a significant relationship between the extent to which advertisements strengthen consumer association with the brand and number years in service as PR professional

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between the extent to which advertisements strengthen consumer association with the brand and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional professionals does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between the extent to which PSA's strengthen consumer association with the brand and number years in service as PR professional

Ha - There is a significant relationship between the extent to which PSA's strengthen consumer association with the brand and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the extent to which PSA's strengthen consumer association with the brand and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in your perception and reaction to the situation based on celebrity association and assurance and number years in service as PR professional

Ha - There is a significant relationship between change in your perception and reaction to the situation based on celebrity association and assurance and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in your perception and reaction to the situation based on celebrity association and assurance and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between the extent of negative feeling if the brand is not being communicative during times of crisis and number years in service as PR professional

Ha - There is a significant relationship between the extent of negative feeling if the brand is not being communicative during times of crisis and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the extent of negative feeling if the brand is not being communicative during times of crisis and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past and number years in service as PR professional

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past and number year in service as PR professional is not rejected. It can be concluded that the number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between clear and honest communication retains your trust, perception, loyalty and association towards the brand and number years in service as PR professional

Ha - There is a significant relationship between clear and honest communication retains your trust, perception, loyalty and association towards the brand and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between clear and honest communication retains your trust, perception, loyalty and association towards the brand and number year in service as PR professional is not rejected. It can be concluded that the number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between direct communications from top executives or head of the company helps build trust during time of crisis and number years in service as PR professional

Ha - There is a significant relationship between direct communications from top executives or head of the company helps build trust during time of crisis and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communications from top executives or head of the company helps build trust during time of crisis and number year in service as PR professional is not rejected. It can be concluded that the number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and number years in service as PR professional

Ha - There is a significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis There is no significant relationship between it is important for the

consumer to stay connected and track the progress of the situation of the brand emerging from crisis and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between mass media plays an important role during crisis and number years in service as PR professional

Ha - There is a significant relationship between mass media plays an important role during crisis and number years in service as PR professional

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between mass media plays an important role during crisis and number year in service as PR professional is not rejected. It can be concluded that the number year in service as PR professional does influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between the portrayal of crisis by the media is generally believed and number years in service as PR professional

Ha - There is a significant relationship between the portrayal of crisis by the media is generally believed and number years in service as PR professional

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between the portrayals of crisis by the media is generally believed and number year in service as PR professional is not rejected. It can be concluded number year in service as PR professional does not influence the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and number years in service as PR professional

Ha - There is a significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and number years in service as PR professional

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and number year in service as PR professional is not rejected. It can be concluded that number year in service as PR professional does not influences the crisis issue on hand.

P_A_Q2 Number years in service as PR professional * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and number years in service as PR professional

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and number years in service as PR professional

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and number year in service as PR professional is not rejected. It can be concluded that the number year in service as PR professional has no influence on the crisis issue on hand.

PART – 3 COMPANIES

Companies' data analysis and interpretation

The second phase as continuation of research on crisis communication and Management data collection was done by administering and interview schedule to the top executive of 40 companies. The purpose is to get opinion and judgement about crisis communication and Management from top executives of the selected companies. Interview schedule consisted of two major parts commas, one dealing with the external environment and the other dealing with the internal environment.

Series of statements consisting of various strategies involved in crisis management and communication was given to the company executives for their remarks and response. The companies were divided into two major sections such as product manufacturing and those providing services. The statements used commonly for both external and internal environment is as follows.

Appointment of crisis management team; The need of a contingency plan; Need for crisis recognition; Need for taking stock of potential perils; Containment of crisis; Providing fact sheet on crisis; Brainstorming/ Planning; Need for developing a response; Need for crisis resolution; Using an official spokesperson; Using an official spokesperson on crisis; Need for mastering media on crisis,; Communication with employees on crisis; Taking responsibilities about crisis; Being proactive, transparent and accountable about crisis; Need for scripting the story about crisis; Dealing with social media backlash about crisis and Need for empathizing about crisis.

The data was analyzed at three levels level one being basic descriptive level two being cross tabulations and level three being Chi square analysis. The data analyze is given below in the following format. The format is basic descriptive followed by cross tabulations and kay square analysis.

COMPANIES DESCRIPTIVES

Instructions: - Respond with a Y for the selected option/options.

PART – A

SAMPLE PROFILE

Q1.

P_A_Q1 Broad category of organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Product manufacturing	29	72.5	72.5	72.5
	Service oriented	11	27.5	27.5	100.0
	Total	40	100.0	100.0	

Q2.

P_A_Q2 Is your industry/organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public sector	2	5.0	5.0	5.0
	Private sector	38	95.0	95.0	100.0
	Total	40	100.0	100.0	

Q3.

P_A_Q3 Specifically which type of industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Telecom	1	2.5	2.5	2.5
	Apparel and clothing	3	7.5	7.5	10.0
	Airlines	3	7.5	7.5	17.5
	Online platforms/services/e-commerce	1	2.5	2.5	20.0
	Food chains	1	2.5	2.5	22.5
	FMCG	16	40.0	40.0	62.5
	Automobile	7	17.5	17.5	80.0
	Retail	2	5.0	5.0	85.0
	Oil	2	5.0	5.0	90.0
	Tech	4	10.0	10.0	100.0
	Total	40	100.0	100.0	

Q5.

P_A_Q4 Number years in service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than five years	4	10.0	10.0	10.0
	Between five to ten years	6	15.0	15.0	25.0
	Between ten to twenty years	15	37.5	37.5	62.5
	More than twenty years	15	37.5	37.5	100.0
	Total	40	100.0	100.0	

Q6.

P_A_Q6 Is your organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	National	27	67.5	67.5	67.5
	International	13	32.5	32.5	100.0
	Total	40	100.0	100.0	

Q7.

P_A_Q7 What is the customer orientation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Women only	1	2.5	2.5	2.5
	No specific orientation	39	97.5	97.5	100.0
	Total	40	100.0	100.0	

Q8.

P_A_Q8 Service area

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Metro only	4	10.0	10.0	10.0
	large cities	4	10.0	10.0	20.0
	No specific area	32	80.0	80.0	100.0
	Total	40	100.0	100.0	

The basic descriptive analysis is divided into two major parts. Part a provides a sample profile of the companies selected for the purpose of the study. According to the analysis out of the 40 companies selected nearly 72.5% belong to product manufacturing and the remaining 27.5% were service oriented industries. The data also revealed that 95% of the company selected belongs to private sector and the remaining 5% were from public sector undertakings. Further the data analysis reveals that 40% of the companies were FMCG comma 17.5% were automobile and the remaining belong to apparel Airlines retail and marketing and Telecom. More than 37.5% of the companies had completed between 25 years or more service. Among the 40 companies selected 67.5% were from National level and the remaining 32.5% were international companies. With regard to company orientation 97.5% did not have any specific orientation and similarly more than 80% of them did not have any specific service area to deal with.

PART B

Q1. According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)-Objective 1

Crisis Preparedness

FACTOR	1		2		3		4		5		TOTAL
	F	P	D	P	F	P	F	P	F	R	
Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	0	0	0	0	3	10	4	11	5	19	100.0
Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	0	0	0	0	3	7.5	17	42.5	20	50.0	100.0
Includes training programs, demonstrations, exercises and live simulations	0	0	0	0	8	20.0	17	42.5	15	37.5	100.0

Part B of the question deals with the company executives’ responses to crisis management and communication. The first part is related to crisis preparedness followed by crisis prevention and crisis management. To the question on crisis preparedness majority of the respondent companies that is nearly 50% said crisis should include proper crisis management infrastructure and it should have a warm atmosphere similarly nearly about 42% of them said crisis preparedness should contain training programs followed by demonstration exercises and simulation techniques to make the company well prepared to face the crisis.

Crisis Prevention

FACTOR	1		2		3		4		5		TOTAL
	F	P	F	P	F	P	F	P	F	P	
Includes putting planning in place, assigning roles and responsibilities, establishing	0	0	0	0	5	12.5	17	42.5	18	45.0	100.0

process ownership.												
Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	0	0	0	0	7	17.5	18	45.0	15	37.5	100.0	
Includes training programs, demonstrations, exercises and live simulations	0	0	0	0	4	10.0	15	37.5	21	52.5	100.0	

In relation to crisis prevention more than 45% of the companies agreed that they should be proper price is planning and assigning roles and responsibilities in the crisis team followed by about 45% of them stating that crisis management infrastructure and equipment and resources should be properly documented. Besides about 50% of the companies emphasized on proper training programs and simulation techniques in crisis prevention.

Crisis Management

FACTOR	1		2		3		4		5		TOTAL
	F	P	F	P	F	P	F	P	F	P	
Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	0	0	0	0	7	17.5	12	30.0	21	52.5	100.0
Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	0	0	0	0	5	12.5	13	32.5	22	55.0	100.0
Includes training programs, demonstrations, exercises and live simulations	0	0	0	0	6	15.0	21	52.5	13	32.5	100.0

When it came to crisis management similar views were expressed by more than 50% of the respondents. The emphasis was on proper team formation demonstration exercises putting into place proper infrastructure delegating responsibilities and establishing ownership of crisis.

Post Crisis Management

FACTOR	1		2		3		4		5		TOTAL
	F	P	F	P	F	P	F	P	F	P	
Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	0	0	0	0	7	17.5	17	42.5	16	40.0	100.0
Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	0	0	0	0	8	20.0	15	37.5	17	42.5	100.0
Includes training programs, demonstrations, exercises and live simulations	0	0	0	0	9	22.5	13	32.5	18	45.0	100.0

Next lastly in relation to post crisis management more than 40% of the companies agreed that all company should be prepared for post crisis management by having a proper infrastructure a good team with responsibilities.

Q2. Which of the following factors are believed to initiate a crisis?

(Rank top 10 in order of importance. 1 being the least and 10 the highest)-

Objective 1

Variables	SUM	RANK
P_B_Q2_1 Issues(Quality or service)	65	14
P_B_Q2_2 Environmental hazard	20	22
P_B_Q2_3 Human Error	15	23
P_B_Q2_4 Operational failure	85	9
P_B_Q2_5 Bad planning and management	79	10
P_B_Q2_6 Leadership failure	45	18
P_B_Q2_7 Poor judgment of a situation	111	4
P_B_Q2_8 Material failure	69	12
P_B_Q2_9 Unethical practice	162	2
P_B_Q2_10 Insufficient training of professionals	180	1
P_B_Q2_11 Lack of checks	95	8

P_B_Q2_12 Organizational conflict	40	19
P_B_Q2_13 Technological issues	46	17
P_B_Q2_14 Communication failure (Internal or External audience)	108	5
P_B_Q2_15 Competition animosity	98	7
P_B_Q2_16 Business and economic competition	61	15
P_B_Q2_17 Product Quality Issues	124	3
P_B_Q2_18 Management Failure	72	11
P_B_Q2_19 Financial breakdown	68	13
P_B_Q2_20 Protests and demonstrations by employees or customers	103	6
P_B_Q2_21 Activists as a major challenge	55	16
P_B_Q2_22 Pressure groups	37	20
P_B_Q2_23 Promotional groups	7	24
P_B_Q2_24 Media Projection of a problem a company is facing	36	21

Variables	SUM	RANK
P_B_Q2_10 Insufficient training of professionals	180	1
P_B_Q2_9 Unethical practice	162	2
P_B_Q2_17 Product Quality Issues	124	3
P_B_Q2_7 Poor judgment of a situation	111	4
P_B_Q2_14 Communication failure (Internal or External audience)	108	5
P_B_Q2_20 Protests and demonstrations by employees or customers	103	6
P_B_Q2_15 Competition animosity	98	7
P_B_Q2_11 Lack of checks	95	8
P_B_Q2_4 Operational failure	85	9
P_B_Q2_5 Bad planning and management	79	10
P_B_Q2_18 Management Failure	72	11
P_B_Q2_8 Material failure	69	12
P_B_Q2_19 Financial breakdown	68	13

P_B_Q2_1 Issues(Quality or service)	65	14
P_B_Q2_16 Business and economic competition	61	15
P_B_Q2_21 Activists as a major challenge	55	16
P_B_Q2_13 Technological issues	46	17
P_B_Q2_6 Leadership failure	45	18
P_B_Q2_12 Organizational conflict	40	19
P_B_Q2_22 Pressure groups	37	20
P_B_Q2_24 Media Projection of a problem a company is facing	36	21
P_B_Q2_2 Environmental hazard	20	22
P_B_Q2_3 Human Error	15	23
P_B_Q2_23 Promotional groups	7	24

Crisis cannot be construed as accident which is sudden and does not have any prelude or does not provide any hint of its occurrence. Whereas, crisis is neither sudden nor does not offer any hint of its impending manifestation. In order to understand, the opinion of company executives were a series of 24 statements which trigger crisis in an industry or company. The company executives were asked to rank them on 1 to 10 ranking scale of which 1 being the lowest and 10 being the highest.

The data was analysed using a ranking scale method. The analysed data reveals that ‘Insufficient training of professionals’; ‘Unethical practice’; ‘Product Quality Issues’; ‘Poor judgment of a situation’ and ‘Communication failure (Internal or External audience)’ were the first five factors as opined by the company executives.

Besides, the company executives also felt that ‘Protests and demonstrations by employees or customers’ ‘Competition animosity’ ‘Operational failure’ and ‘Bad planning and management’ as other factors that would trigger crisis in a company. For factors like ‘Media ‘Projection of a problem a company is facing’ ‘Environmental hazard’ ‘Human Error’ and ‘Promotional groups’ were ranked the least by the company executives.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management .

- **(Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)– Objective 3**

Crisis is managed taking into consideration both the internal and external environment. Internal environment largely consists of employees, infrastructure, finance and a host of other internal stakeholders. The external environment consists of the community, media, investors, government and other stakeholders who are external to the company or organization. It is the combined effect that may trigger crisis in the organization. The PR department needs to consider both and create a proactive approach do avert or deal with crisis. A number of proactive approaches in the form of strategy factors were given to the professional PR for their opinion and evaluation. The data is presented as follows.

INTERNAL ENVIRONMENT

FACTOR	1		2		3		4		5		TOTAL
	F	P	F	P	F	P	F	P	F	P	
Appointment of a Crisis Management Team	0	0	0	0	15	37.5	8	20.0	17	42.5	100.0
Contingency planning	0	0	0	0	14	35.0	10	25.0	16	40.0	100.0
Crisis recognition	0	0	0	0	9	22.5	10	25.0	21	52.5	100.0
Taking stock of potential perils	0	0	0	0	13	32.5	6	15.0	21	52.5	100.0
Containment	0	0	0	0	7	17.5	8	20.0	25	62.5	100.0
Fact sheet on Crisis	0	0	0	0	8	20.0	7	17.5	25	62.5	100.0
Brainstorming/ Planning	0	0	0	0	8	20.0	12	30.0	20	50.0	100.0
Developing a response	0	0	0	0	5	12.5	11	27.5	24	60.0	100.0
Crisis resolution	0	0	0	0	3	7.5	10	25.0	27	67.5	100.0
Official Spokesperson	0	0	0	0	3	7.5	14	35.0	23	57.5	100.0

Mastering media	0	0	2	5.0	9	22.5	12	30.0	17	42.5	100.0
Communication with employees through all mediums available	0	0	0	0	3	7.5	16	40.0	21	52.5	100.0
Learning from own experience	0	0	0	0	6	15.0	15	37.5	19	47.5	100.0
Take responsibility	0	0	0	0	5	12.5	13	32.5	22	55.0	100.0
Proactive, Transparency, Accountability	0	0	0	0	4	10.0	14	35.0	22	55.0	100.0
Script the Story	0	0	0	0	2	5.0	14	35.0	24	60.0	100.0
Face social media backlash	1	2.5	8	20.0	10	25.0	10	25.0	11	27.5	100.0
Empathize	0	0	2	5.0	10	25.0	16	40.0	12	30.0	100.0
Apologize and take action	0	0	0	0	3	7.5	24	60.0	13	32.5	100.0
Monitor, Plan And Communicate	0	0	0	0	4	10.0	6	15.0	30	75.0	100.0
Seek to understand the situation	0	0	0	0	5	12.5	10	25.0	25	62.5	100.0
Team First – listen in	0	0	0	0	8	20.0	10	25.0	22	55.0	100.0
Be Prepared	0	0	0	0	6	15.0	8	20.0	26	65.0	100.0
Avoid Knee-Jerk Reactions	0	0	0	0	8	20.0	21	52.5	11	27.5	100.0
Develop strong organizational brand culture	0	0	0	0	1	2.5	13	32.5	26	65.0	100.0
Update the media	0	0	0	0	4	10.0	12	30.0	24	60.0	100.0
Communicate	0	0	0	0	5	12.5	8	20.0	27	67.5	100.0
Set branding goals	1	2.5	1	2.5	8	20.0	10	25.0	20	50.0	100.0
Don't lie	0	0	0	0	3	7.5	10	25.0	27	67.5	100.0

A list of 24 factors as proactive steps in mitigating crisis was given as internal environment. For the purpose of description, the factors are bunched into four groups. Appointment of a Crisis Management Team; Contingency planning; Crisis recognition; Taking stock of potential perils; Containment; and Fact sheet on Crisis forms one group. To this on an average majority of the respondents said very

important to important and just a very small percentage remained neutral. Crisis recognition and containment were considered as very important by more than 60 percent of the respondents. Contingency planning and taking stock of potential perils is considered as important by more than 55 percent of the companies.

Brainstorming and planning; developing a response; Crisis resolution; Official Spokesperson; Mastering media; Communication with employees through all media available; Learning from own experience; and taking responsibility were another set of proactive measures suggested to the companies. To this, almost all the respondents said these strategies are important and some said they are important factors. However, Brainstorming/ Planning and Crisis resolution were given top priority by more than 70 percent of the companies. This was followed by Learning from own experience and Taking responsibility were the other two factors which was rated as very important by more than 60 percent of the respondents

Transparency and Accountability; Script the Story; Face social media backlash; Empathize; Apologize and take action; Monitor, Plan and Communicate; Seek to understand the situation; and Team First – listen in are another set of factors provided to the companies for their opinion. By and large majority of the professional strongly agreed to the suggestions made and a few expressed their agreement. . Monitor, Plan and Communicate was a strategy which was recommended by more than 70 percent of the companies. The rest of the factors were considered as very important by more than 55 percent of the respondents.

Be Prepared; Avoid Knee-Jerk; Reactions; Develop strong organizational brand culture; Update the media; Communicate; Set branding goals; and don't lie are the other and last set of strategies presented to the companies for their opinion.

Communicate and Set branding goals are considered as very important factors rated by 70 percent of the companies. Develop strong organizational brand culture; Update the media and don't lie are the three factors which was considered very important by more than 60 percent of the companies. In other words, most of the respondents were supportive of the factors suggested.

EXTERNAL ENVIRONMENT

FACTOR	1		2		3		4		5		TOTAL
	F	P	F	P	F	P	F	P	F	P	
Appointment of a Crisis Management Team	0	0	0	0	14	35.0	4	10.0	22	55.0	100.0
Contingency planning	0	0	0	0	13	32.5	8	20.0	19	47.5	100.0
Crisis recognition	0	0	0	0	13	32.5	4	10.0	23	57.5	100.0
Taking stock of potential perils	0	0	0	0	9	22.5	7	17.5	24	60.0	100.0
Containment	0	0	0	0	11	27.5	7	17.5	22	55.0	100.0
Fact sheet on Crisis	0	0	0	0	12	30.0	8	20.0	20	50.0	100.0
Brainstorming/ Planning	0	0	0	0	8	20.0	11	27.5	21	52.5	100.0
Developing a response	0	0	0	0	4	10.0	16	40.0	20	50.0	100.0
Crisis resolution	0	0	0	0	3	7.5	14	35.0	23	57.5	100.0
Official Spokesperson	0	0	0	0	10	25.0	13	32.5	17	42.5	100.0
Mastering media	0	0	0	0	4	10.0	16	40.0	20	50.0	100.0
Communication with employees through all mediums available	0	0	0	0	3	7.5	20	50.0	17	42.5	100.0
Learning from own experience	0	0	0	0	6	15.0	14	35.0	20	50.0	100.0
Take responsibility	0	0	0	0	6	15.0	11	27.5	23	57.5	100.0
Proactive, Transparency, Accountability	0	0	0	0	6	15.0	12	30.0	22	55.0	100.0
Script the Story	0	0	3	7.5	8	20.0	10	25.0	19	47.5	100.0
Face social media backlash	0	0	1	2.5	4	10.0	9	22.5	26	65.0	100.0

Empathize	0	0	0	0	4	10.0	14	35.0	22	55.0	100.0
Apologize and take action	0	0	0	0	8	20.0	13	32.5	19	47.5	100.0
Monitor, Plan And Communicate	0	0	0	0	3	7.5	12	30.0	25	62.5	100.0
Seek to understand the situation	0	0	0	0	6	15.0	14	35.0	20	50.0	100.0
Team First – listen in	0	0	0	0	3	7.5	16	40.0	21	52.5	100.0
Be Prepared	0	0	0	0	4	10.0	14	35.0	22	55.0	100.0
Avoid Knee-Jerk Reactions	0	0	0	0	5	12.5	10	25.0	25	62.5	100.0
Develop strong organizational brand culture	0	0	0	0	6	15.0	10	25.0	24	60.0	100.0
Update the media	0	0	0	0	4	10.0	10	25.0	26	65.0	100.0
Communicate	0	0	0	0	7	17.5	11	27.5	22	55.0	100.0
Set branding goals	0	0	0	0	3	7.5	13	32.5	24	60.0	100.0
Don't lie	0	0	0	0	1	2.5	9	22.5	30	75.0	100.0

Twenty-four factors as proactive steps in mitigating crisis were given as external environment. For the purpose of description, the factors are bunched into four groups. Appointment of a Crisis Management Team; Contingency planning; Crisis recognition; Taking stock of potential perils; Containment; and Fact sheet on Crisis forms one group. To this on an average majority of the respondents said very important to important and just a very small percentage remained neutral. Almost all the factors were considered as very important by more than 50 percent of the companies

Brainstorming and planning; developing a response; Crisis resolution; Official Spokesperson; Mastering media; Communication with employees through all media available; Learning from own experience; and taking responsibility were another set of proactive measures suggested to the companies. To this, almost all the respondents said these strategies are important and some said they are important factors. Similarly, most of the respondents (55 percent) said the factors are very important.

Transparency and Accountability; Script the Story; Face social media backlash; Empathize; Apologize and take action; Monitor, Plan and Communicate; Seek to understand the situation; and Team First – listen in are another set of factors provided to the companies for their opinion. By and large majority of the professional strongly agreed to the suggestions made and a few expressed their agreement. Being Proactive, Transparency, and Accountability was rated as strong factors by more than 60 percent of the respondents.

Be Prepared; Avoid Knee-Jerk; Reactions; Develop strong organizational brand culture; Update the media; Communicate; Set branding goals; and don't lie are the other and last set of strategies presented to the companies for their opinion. In general, most of the respondents rated the factors as very important. A very interesting point to be noted is that under the external environment, on an average only about 50 percent of the respondents considered as very important.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

FACTOR	Yes	Percent	No	Percent	Total
Brand/ Company	16	40.0	24	60.0	100.0
Media	16	40.0	24	60.0	100.0
Seller	0	0	40	100.0	100.0
Public	0	0	40	100.0	100.0
Social Media	8	20.0	32	80.0	100.0

The companies were asked to give their opinion the first and primary source of information about crisis for the public. To this only 60 percent agreed that the brand or the company should be the first source and 40 percent disagreed. However, a great majority, 60 percent of the companies disagreed that media should not be the first potential source to public on crisis and only 40 percent agreed. An overwhelming majority of 100 percent said sellers or retailers cannot be the primary source of information on company crisis followed by a very small percentage, first source of information on crisis. When public they can spread the message of crisis 100 percent of the companies yes. Finally, when the companies come to social media as primary source of information were equally divided on the proposition 80 percent agreed and 20 percent said disagreed.

Q5. The following traits and approaches are demonstrated by the crisis management team and their effectiveness on the situation.

(Rank top 10 in order of importance. 1 being the least and 10 the highest)-

Objective 3

DEMONSTRATION

Variables	SUM	RANK
P_B_Q5A_1 Calmness	149	3
P_B_Q5A_2 Honesty	152	2
P_B_Q5A_3 Promptness	28	21
P_B_Q5A_4 Announcing the problem	7	26
P_B_Q5A_5 Solution giving capability	199	1
P_B_Q5A_6 Avoiding extreme reaction	69	13
P_B_Q5A_7 Attitude	68	14
P_B_Q5A_8 Developing appropriate response	115	8
P_B_Q5A_9 Understanding that media needs a story	99	9
P_B_Q5A_10 Flexibility	37	19
P_B_Q5A_11 Corporate profile	147	4
P_B_Q5A_12 Media Relations:- Print, electronic and radio	55	15
P_B_Q5A_13 Events	70	12
P_B_Q5A_14 Social media interaction	29	20
P_B_Q5A_15 Employee communication	77	10
P_B_Q5A_16 Press kit	15	23
P_B_Q5A_17 Press release	73	11
P_B_Q5A_18 Fact sheets	54	16
P_B_Q5A_19 Press conference	21	22
P_B_Q5A_20 Media tracking	9	24
P_B_Q5A_21 CSR	9	24
P_B_Q5A_22 Journals/ Newsletters(internal)	145	5
P_B_Q5A_23 Dialogue. Interaction(internal)	134	6
P_B_Q5A_24 Video releases	50	18
P_B_Q5A_25 Know your competition	52	17

P_B_Q5A_26 Identifying and building relationships with influential people	127	7
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Variables	SUM	RANK
P_B_Q5A_5 Solution giving capability	199	1
P_B_Q5A_2 Honesty	152	2
P_B_Q5A_1 Calmness	149	3
P_B_Q5A_11 Corporate profile	147	4
P_B_Q5A_22 Journals/ Newsletters(internal)	145	5
P_B_Q5A_23 Dialogue. Interaction(internal)	134	6
P_B_Q5A_26 Identifying and building relationships with influential people	127	7
P_B_Q5A_8 Developing appropriate response	115	8
P_B_Q5A_9 Understanding that media needs a story	99	9
P_B_Q5A_15 Employee communication	77	10
P_B_Q5A_17 Press release	73	11
P_B_Q5A_13 Events	70	12
P_B_Q5A_6 Avoiding extreme reaction	69	13
P_B_Q5A_7 Attitude	68	14
P_B_Q5A_12 Media Relations: - Print, electronic and radio	55	15
P_B_Q5A_18 Fact sheets	54	16
P_B_Q5A_25 Know your competition	52	17
P_B_Q5A_24 Video releases	50	18
P_B_Q5A_10 Flexibility	37	19
P_B_Q5A_14 Social media interaction	29	20
P_B_Q5A_3 Promptness	28	21
P_B_Q5A_19 Press conference	21	22

P_B_Q5A_16 Press kit	15	23
P_B_Q5A_20 Media tracking	9	24
P_B_Q5A_21 CSR	9	24
P_B_Q5A_4 Announcing the problem	7	26

The company executives were given 26 features that would demonstrate traits most need for the functioning of a crisis management team in a company during crisis. The company executives were asked to rank them on 1 to 10 ranking scale of which 1 being the lowest and 10 being the highest. The executives opined that ‘Solution giving capability’, ‘Honesty’, ‘Calmness’ ‘Corporate profile’ and ‘Journals/ Newsletters(internal)’ were some of the characteristics a crisis management team should possess and demonstrate it during crisis management. The company executives also stated that characteristics like ‘Dialogue. Interaction (internal)’, ‘Identifying and building relationships with influential people’, ‘Developing appropriate response’ and ‘Understanding that media needs a story’ will demonstrate the efficiency of the crisis management team during crisis in a company

EFFECTIVENESS

Variables	SUM	RANK
P_B_Q5B_1 Calmness	133	2
P_B_Q5B_2 Honesty	76	9
P_B_Q5B_3 Promptness	13	22
P_B_Q5B_4 Announcing the problem	5	25
P_B_Q5B_5 Solution giving capability	164	1
P_B_Q5B_6 Avoiding extreme reaction	75	10
P_B_Q5B_7 Attitude	71	12
P_B_Q5B_8 Developing appropriate response	112	5
P_B_Q5B_9 Understanding that media needs a story	59	13
P_B_Q5B_10 Flexibility	42	16
P_B_Q5B_11 Corporate profile	115	4
P_B_Q5B_12 Media Relations:- Print, electronic and radio	24	21
P_B_Q5B_13 Events	33	18
P_B_Q5B_14 Social media interaction	34	17
P_B_Q5B_15 Employee communication	98	6

P_B_Q5B_16 Press kit	10	23
P_B_Q5B_17 Press release	57	14
P_B_Q5B_18 Fact sheets	75	10
P_B_Q5B_19 Press conference	28	20
P_B_Q5B_20 Media tracking	10	23
P_B_Q5B_22 Journals/ Newsletters(internal)	124	3
P_B_Q5B_23 Dialogue. Interaction(internal)	79	8
P_B_Q5B_24 Video releases	29	19
P_B_Q5B_25 Know your competition	46	15
P_B_Q5B_26 Identifying and building relationships with influential people	94	7

Variables	SUM	RANK
P_B_Q5B_5 Solution giving capability	164	1
P_B_Q5B_1 Calmness	133	2
P_B_Q5B_22 Journals/ Newsletters(internal)	124	3
P_B_Q5B_11 Corporate profile	115	4
P_B_Q5B_8 Developing appropriate response	112	5
P_B_Q5B_15 Employee communication	98	6
P_B_Q5B_26 Identifying and building relationships with influential people	94	7
P_B_Q5B_23 Dialogue. Interaction(internal)	79	8
P_B_Q5B_2 Honesty	76	9
P_B_Q5B_6 Avoiding extreme reaction	75	10
P_B_Q5B_18 Fact sheets	75	10
P_B_Q5B_7 Attitude	71	12
P_B_Q5B_9 Understanding that media needs a story	59	13
P_B_Q5B_17 Press release	57	14
P_B_Q5B_25 Know your competition	46	15

P_B_Q5B_10 Flexibility	42	16
P_B_Q5B_14 Social media interaction	34	17
P_B_Q5B_13 Events	33	18
P_B_Q5B_24 Video releases	29	19
P_B_Q5B_19 Press conference	28	20
P_B_Q5B_12 Media Relations:- Print, electronic and radio	24	21
P_B_Q5B_3 Promptness	13	22
P_B_Q5B_16 Press kit	10	23
P_B_Q5B_20 Media tracking	10	23
P_B_Q5B_4 Announcing the problem	5	25
P_B_Q5B_5 Solution giving capability	164	1

Besides, the ability of the crisis management team, it needs to be a effective well-knit team to function effectively in resolving the crisis. The company executives were given 26 characteristics to rank them on a 10-point scale. The data analysed has shown that traits like ‘Solution giving capability’, ‘Calmness’, ‘Developing appropriate response’ and ‘Employee communication’ are the top priority qualities of a crisis management team which support in resolving the crisis. Besides, the company executives also identified that ‘Identifying and building relationships with influential people’, ‘Honesty’, ‘Avoiding extreme reaction’ and ‘Attitude’ of the team are desirable in for a crisis management to function effectively.

Q6 Communication channels used in crisis management.

(Rank in order of importance. 1 being the least and 5 the highest)- Objective 3

The companies were asked to give their opinion different communication channels, strategies that can used in crisis management. A list of nine communication channels for communication to internal public and nine communication channels for external public was given to the companies. They were asked to give their preference on five point scale.

Internal audience

FACTOR	1		2		3		4		5		TOTAL		MISSING	
	F	P	F	P	F	P	F	P	F	P	F	P	Frequency	Percentage

One to one meeting	1	2.5	2	5.0	7	17.5	7	17.5	4	10.0	21	52.5	19	47.5
Email	0	0	0	0	0	0	8	20.0	27	67.5	35	87.5	5	12.5
Noticeboard	2	5.0	2	5.0	13	32.5	9	22.5	7	17.5	33	82.5	7	17.5
Circular	0	0	3	7.5	15	37.5	10	25.0	7	17.5	35	87.5	5	12.5
Telephonic communication	6	15.0	7	17.5	19	47.5	0	0	0	0	32	80.0	8	20.0
Team meeting	0	0	1	2.5	8	20.0	4	10.0	17	42.5	30	75.0	10	25.0
Address to the audience	0	0	0	0	7	17.5	14	35.0	12	30.0	33	82.5	7	17.5
Internal group social media sharing	2	5.0	4	10.0	9	22.5	3	7.5	14	35.0	32	80.0	8	20.0
Intranet	0	0	1	2.5	5	12.5	7	17.5	18	45.0	31	77.5	9	22.5

The response to the question on communication channels that can be used for internal public is as follows. By and large more than 85 percent responded to this question while 15 percent did not respond. The presentation given below is based on those who have responded to the question. Among the communication channels preferred by the companies, 57.5 percent referred to team meeting and intranet. Some 52.5 percent said, direct address to the audience is very important, followed by 47.5 percent of the preferring internal group media as an important choice. About 40 percent of the respondents suggested emails and circulars are also important tools for internal communication. When it comes to one-to-one meeting most of them did not support and about 30 percent remained neutral. In fact, telephonic communication was not supported by 30 percent and 40 percent remained neutral to this suggestion.

External audience

FACTOR	1		2		3		4		5		TOTAL		MISSING	
	F	P	F	P	F	P	F	P	F	P	F	P	F	P
Media conference	0	0	4	10.0	17	42.5	8	20.0	4	10.0	33	82.5	7	17.5

Media release	0	0	3	7.5	6	15.0	10	25.0	18	45.0	37	92.5	3	7.5
Exclusive communication	0	0	2	5.0	12	30.0	10	25.0	12	30.0	36	90.0	4	10.0
Interview	0	0	1	2.5	13	32.5	12	30.0	11	27.5	37	92.5	3	7.5
Open house	0	0	18	45.0	11	27.5	5	12.5	3	7.5	37	92.5	3	7.5
Press visit	5	12.5	4	10.0	23	57.5	3	7.5	3	7.5	38	95.0	2	5.0
Social media sharing	2	5.0	5	12.5	15	37.5	5	12.5	9	22.5	36	90.0	4	10.0
Internet	1	2.5	5	12.5	9	22.5	3	7.5	20	50.0	38	95.0	2	5.0
Social Media	2	5.0	6	15.0	9	22.5	4	10.0	13	32.5	34	85.0	6	15.0

Regarding communication channels that can be used to communicate with external public, 55 percent of the professional preferred internet followed by 47.5 of the respondent's giving preference to media and media conference. The other, 42.5 percent telling media release is very important and 40 percent saying it is an important channel to reach out to the external public. Surprisingly, in the digital era, only 32.5 percent of the companies felt that use of social media is also very important. Open house and press visit which are extensively used to communicate with external public was least preferred by the companies.

Q7. Please select the option which most accurately reflects your opinion about the following statements

S.No	Situation	Response										TOTAL
		Yes to a large extent		Yes to some extent		Neutral		To some extent		Not at all		
		F	P	F	P	F	P	F	P	F	P	
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	3	7.5	8	20.0	8	20.0	17	42.5	4	10.0	100.00
2.	You empathize towards the	14	35.0	14	35.0	12	30.0	0	0	0	0	100.00

	brand during times of crisis:											
3.	Honest confession of the crisis is beneficial for the brand	17	42.5	9	22.5	14	35.0	0	0	0	0	100.00
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	9	22.5	5	12.5	20	50.0	6	15.0	0	0	100.00
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	22	55.0	7	17.5	11	27.5	0	0	0	0	100.00
6.	The extent to which advertisements strengthen consumer association with the brand	20	50.0	8	20.0	12	30.0	0	0	0	0	100.00
7.	The extent to which PSA's strengthen consumer association with the brand	17	42.5	10	25.0	13	32.5	0	0	0	0	100.00
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	15	37.5	11	27.5	5	12.5	9	22.5	0	0	100.00
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	19	47.5	8	20.0	5	12.5	8	20.0	0	0	100.00
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	4	10.0	9	22.5	4	10.0	18	45.0	5	12.5	100.00

11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	23	57.5	10	25.0	0	0	7	17.5	0	0	100.00
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	19	47.5	14	35.0	0	0	7	17.5	0	0	100.00
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	19	47.5	17	42.5	4	10.0	0	0	0	0	100.00
14.	Mass media plays an important role during crisis	18	45.0	22	55.0	0	0	0	0	0	0	100.00
15.	The portrayal of crisis by the media is generally believed	19	47.5	17	42.5	4	10.0	0	0	0	0	100.00
16.	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	21	52.5	17	42.5	2	5.0	0	0	0	0	100.00
17.	Social media availability and interaction of a brand during crisis more effective and reliable	15	37.5	20	50.0	3	7.5	2	5.0	0	0	100.00

The companies were given 17 statements relating to various aspects of crisis management, mitigation of crisis and finally resolving the crisis in an organization. These statements are designed be strategies in crisis management. The analysis of the responses provided by the companies is given as follows. The analysed data is presented taking each statement into consideration. More than 42.5 percent of the respondents were neutral the statement 'Change in perception in case a trusted brand due to crises and 32.5 percent said no change perception to some extent. To another statement 'Empathizing with the brand during crisis', 42.5 percent of them said to some extent and 40 percent held no opinion. Similarly, 'Honest confession of the crisis is beneficial for the brand' was perceived to positively impact the brand due to crisis.

'Purchase decisions is impacted if the brand was facing a crisis situation', 'Important to receive constant communication', 'Advertisements strengthen consumer association with the brand' and 'The extent to which PSA's strengthen consumer association with the brand' were perceived on the positive side of the scale by the companies . More than 60 percent on an average considered these statements would have an impact brand during crisis. Another factor 'The extent of negative feeling if the brand is not being communicative during times of crises to impact brand was supported by more than 67 percent of the respondent.

Factors like 'Clear and honest communication retains your trust', 'Direct communication from top executives or head of the company helps build trust' and 'It is important for the consumer to stay connected and track the progress of the situation of the brand' found support from more than 70 percent of the companies as having impact on brand or company during crisis. Besides, other media related factors like 'Mass media plays an important role during crisis', 'The portrayal of crisis by the media is generally believed' and 'Media portrayal affects consumer perception, understanding of the crisis situation' were also strongly agreed to by a majority of the companies. Lastly, 'Social media availability and interaction of a brand during crisis is more effective and reliable' was strongly perceived by the professional as positive during crisis and its management.

Part_B_Q7_B Please select the option which most accurately reflects your opinion about the following statements

FACTORSS ACCORDING TO RANK

Factor	Mean	Rank
In case of a trusted brand there is a change in your perception of the brand due to one crisis event	2.725	16
You empathize towards the brand during times of crisis	4.05	12
Honest confession of the crisis is beneficial for the brand	4.075	11
The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	3.425	15
It is important to receive constant communication about latest developments with the brand during times of crisis	4.275	5
The extent to which advertisements strengthen consumer association with the brand	4.2	7
The extent to which PSA's strengthen consumer association with the brand	4.1	10
Change in your perception and reaction to the situation based on celebrity association and assurance	3.8	14
The extent of negative feeling if the brand is not being communicative during times of crisis	3.95	13
Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	2.725	16
Clear and honest communication retains your trust, perception, loyalty and association towards the brand	4.225	6
Direct communication from top executives or head of the company helps build trust during time of crisis	4.125	9
It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	4.375	3
Mass media plays an important role during crisis	4.45	2
The portrayal of crisis by the media is generally believed	4.375	3
Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	4.475	1
Social media availability and interaction of a brand during crisis more effective and reliable	4.2	7

STATEMENTS ACCORDING TO RANK

1. Media portrayal affects consumer perception, understanding and analysing of the crisis situation
2. Mass media plays an important role during crisis
3. The portrayal of crisis by the media is generally believed
4. It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis
5. It is important to receive constant communication about latest developments with the brand during times of crisis

6. Clear and honest communication retains your trust, perception, loyalty and association towards the brand
7. Social media availability and interaction of a brand during crisis more effective and reliable
8. The extent to which advertisements strengthen consumer association with the brand
9. Direct communication from top executives or head of the company helps build trust during time of crisis
10. The extent to which PSA's strengthen consumer association with the brand
11. Honest confession of the crisis is beneficial for the brand
12. You empathize towards the brand during times of crisis
13. The extent of negative feeling if the brand is not being communicative during times of crisis
14. Change in your perception and reaction to the situation based on celebrity association and assurance
15. The extent to which your purchase decisions is impacted if the brand was facing a crisis situation
16. Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past
17. In case of a trusted brand there is a change in your perception of the brand due to one crisis event

CHI-SQUARE

S.No	FACTOR	Value	df	Asymp. Sig. (2-sided)
VARIABLE 1-BROAD CATEGORY OF ORGANISATION				
Q1-A (Crisis Preparedness)				
16.	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	.669	2	.716
17.	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	3.199	2	.202
18.	Includes training programs, demonstrations, exercises and live simulations	3.808	2	.149

Q1-B (Crisis Prevention)				
4.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	4.025	2	.134
5.	Include identification, prioritization, strategy development and implementation	.512	2	.774
6.	Includes infrastructure, documentation and training.	.30	2	.985
Q1-C (Crisis Management)				
4.	Includes the transition from emergency, objective assessment, early recognition.	.830	2	.660
5.	Includes the activation process, system for callout, availability of back-ups, system redundancy.	4.683	2	.096
6.	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	1.280	2	.527
Q1-D (Post Crisis Management)				
16.	Includes operational recovery, financial costs, market retention, business momentum.	1.81	2	.554
17.	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	.966	2	.617
18.	Includes root cause analysis, management assessment, process review, implementation of change.	3.883	2	.143
Q3- INTERNAL				
30.	Appointment of a Crisis Management Team	3.093	3	.378
31.	Contingency planning	2.123	2	.346
32.	Crisis recognition	.169	2	.919
33.	Taking stock of potential perils	1.795	2	.408
34.	Containment	.892	2	.640
35.	Fact sheet on Crisis	.032	2	.984
36.	Brainstorming/ Planning	.125	2	.939

37.	Developing a response	4.552	2	.103
38.	Crisis resolution	2.048	2	.359
39.	Official Spokesperson	2.669	2	.259
40.	Mastering media	2.137	3	.545
41.	Communication with employees through all mediums available	2.935	2	.231
42.	Learning from own experience	4.732	2	.094
43.	Take responsibility	3.028	2	.220
44.	Proactive, Transparency, Accountability	2.106	2	.349
45.	Script the Story	.800	2	.670
46.	Face social media backlash	4.662	4	.324
47.	Empathize	3.950	3	.267
48.	Apologize and take action	.196	2	.907
49.	Monitor, Plan And Communicate	.460	2	.795
50.	Seek to understand the situation	.577	2	.749
51.	Team First – listen in	1.140	2	.566
52.	Be Prepared	6.932	2	.031
53.	Avoid Knee-Jerk Reactions	2.629	2	.269
54.	Develop strong organizational brand culture	1.418	2	.492
55.	Update the media	1.129	2	.569
56.	Communicate	3.961	2	.138
57.	Set branding goals	1.630	4	.803
58.	Don't lie	1.881	2	.392
Q3-EXTERNAL				
30.	Appointment of a Crisis Management Team	2.106	2	.349
31.	Contingency planning	.311	2	.856
32.	Crisis recognition	.239	2	.887
33.	Taking stock of potential perils	4.970	2	.083
34.	Containment	.689	2	.709
35.	Fact sheet on Crisis	.502	2	.778
36.	Brainstorming/ Planning	2.654	2	.265
37.	Developing a response	.188	2	.910
38.	Crisis resolution	1.245	2	.537
39.	Official Spokesperson	.190	2	.909
40.	Mastering media	1.693	2	.429
41.	Communication with employees through all mediums available	1.719	2	.423
42. 809	Learning from own experience	.424	2	.809
43.	Take responsibility	8.888	2	.012

44.	Proactive, Transparency, Accountability	1.926	2	.382
45.	Script the Story	1.144	3	.766
46.	Face social media backlash	14.343	3	.002
47.	Empathize	.477	2	.788
48.	Apologize and take action	.542	2	.763
49.	Monitor, Plan And Communicate	5.308	2	.070
50.	Seek to understand the situation	.173	2	.917
51.	Team First – listen in	1.606	2	.448
52.	Be Prepared	1.992	2	.369
53.	Avoid Knee-Jerk Reactions	.677	2	.713
54.	Develop strong organizational brand culture	3.762	2	.152
55.	Update the media	1.688	2	.430
56.	Communicate	2.741	2	.254
57.	Set branding goals	1.418	2	.492
58.	Don't lie	3.051	2	.217
Q4				
6.	Brand/ Company	3.009	1	.083
7.	Media	3.532	1	.070
8.	Seller	0	0	0
9.	Public	0	0	0
10.	Social Media	0	0	0
Q7				
18.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	1.719	4	.787
19.	You empathize towards the brand during times of crisis:	.472	2	.790
20.	Honest confession of the crisis is beneficial for the brand	1.898	2	.387
21.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	5.364	3	.147
22.	It is important to receive constant communication about latest developments with the brand during times of crisis	.005	2	.998
23.	The extent to which advertisements strengthen consumer association with the brand	1.170	2	.557
24.	The extent to which PSA's strengthen consumer association with the brand	3.258	2	.196

25.	Change in your perception and reaction to the situation based on celebrity association and assurance	.523	3	.914
26. 1	The extent of negative feeling if the brand is not being communicative during times of crisis	5.233	3	.155
27.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	3.469	4	.483
28.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	3.298	2	.192
29.	Direct communication from top executives or head of the company helps build trust during time of crisis	.025	2	.987
30.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	1.707	2	.426
31.	Mass media plays an important role during crisis	2.129	1	.145
32.	The portrayal of crisis by the media is generally believed	4.378	2	.112
33.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	1.694	2	.429
34.	Social media availability and interaction of a brand during crisis more effective and reliable	5.977	3	.113
VARIABLE 2- ORGANISATION SECTOR				
Q1-A (Crisis Preparedness)				
16.	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	1.108	2	.575
17.	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	5.965	2	.051
18.	Includes training programs, demonstrations, exercises and live simulations	3.509	2	.173

Q1-B (Crisis Prevention)

4.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	14.335	2	.001
5.	Include identification, prioritization, strategy development and implementation	2.072	2	.355
6.	Includes infrastructure, documentation and training.	18.947	2	.000

Q1-C (Crisis Management)

4.	Includes the transition from emergency, objective assessment, early recognition.	.652	2	.722
5.	Includes the activation process, system for callout, availability of back-ups, system redundancy.	3.725	2	.155
6.	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	2.406	2	.300

Q1-D (Post Crisis Management)

9.	Includes operational recovery, financial costs, market retention, business momentum.	2.218	2	.339
10.	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	3.509	2	.173
11.	Includes root cause analysis, management assessment, process review, implementation of change.	4.372	2	.112

Q3- INTERNAL

30.	Appointment of a Crisis Management Team	.614	3	.893
31.	Contingency planning	.714	2	.700
32.	Crisis recognition	1.003	2	.606
33.	Taking stock of potential perils	.517	2	.772
34.	Containment	1.368	2	.504
35.	Fact sheet on Crisis	1.368	2	.504
36.	Brainstorming/ Planning	.702	2	.704

37.	Developing a response	2.982	2	.225
38.	Crisis resolution	.780	2	.677
39.	Official Spokesperson	5.828	2	.054
40.	Mastering media	10.760	3	.013
41.	Communication with employees through all mediums available	1.905	2	.386
42.	Learning from own experience	2.327	2	.312
43.	Take responsibility	3.725	2	.155
44.	Proactive, Transparency, Accountability	.355	2	.837
45.	Script the Story	9.298	2	.010
46.	Face social media backlash	6.316	4	.177
47.	Empathize	4.912	3	.178
48.	Apologize and take action	1.404	2	.496
49.	Monitor, Plan and Communicate	.702	2	.794
50.	Seek to understand the situation	.842	2	.656
51.	Team First – listen in	2.632	2	.268
52.	Be Prepared	2.213	2	.331
53.	Avoid Knee-Jerk Reactions	1.529	2	.466
54.	Develop strong organizational brand culture	.324	2	.850
55.	Update the media	4.035	2	.133
56.	Communicate	1.306	2	.520
57.	Set branding goals	21.053	4	.000
58.	Don't lie	.780	2	.677
Q3- EXTERNAL				
30.	Appointment of a Crisis Management Team	4.663	2	.097
31.	Contingency planning	1.634	2	.442
32.	Crisis recognition	.430	2	.807
33.	Taking stock of potential perils	1.779	2	.411
34.	Containment	1.859	2	.395
35.	Fact sheet on Crisis	2.281	2	.320
36.	Brainstorming/ Planning	1.529	2	.466
37.	Developing a response	3.158	2	.206
38.	Crisis resolution	.314	2	.855
39.	Official Spokesperson	6.316	2	.043
40.	Mastering media	4.474	2	.197
41.	Communication with employees through all mediums available	2.105	2	.349
42. 142	Learning from own experience	3.910	2	.142
43.	T314ake responsibility	2.319	2	.314

44.	Proactive, Transparency, Accountability	.606	2	.739
45.	Script the Story	2.632	3	.452
46.	Face social media backlash	5.497	3	.139
47.	Empathize	.355	2	.837
48.	Apologize and take action	1.634	2	.442
49.	Monitor, Plan And Communicate	4.812	2	.086
50.	Seek to understand the situation	11.930	2	.003
51.	Team First – listen in	.213	2	.899
52.	Be Prepared	.355	2	.837
53.	Avoid Knee-Jerk Reactions	4.211	2	.122
54.	Develop strong organizational brand culture	3.509	2	.173
55.	Update the media	.810	2	.667
56.	Communicate	9.925	2	.007
57.	Set branding goals	6.532	2	.038
58.	Don't lie	.936	2	.626
Q4				
6.	Brand/ Company	1.404	1	.246
7.	Media	3.158	1	.076
8.	Seller	0	0	.0
9.	Public	0	0	.0
10.	Social Media	.526	1	.468
Q7				
18.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	8.421	4	.077
19.	You empathize towards the brand during times of crisis:	3.910	2	.142
20.	Honest confession of the crisis is beneficial for the brand	1.472	2	.479
21.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	2.105	3	.551
22.	It is important to receive constant communication about latest developments with the brand during times of crisis	1.859	2	.395
23.	The extent to which advertisements strengthen consumer association with the brand	2.281	2	.320

24.	The extent to which PSA's strengthen consumer association with the brand	2.848	2	.241
25.	Change in your perception and reaction to the situation based on celebrity association and assurance	1.212	3	.750
26.	The extent of negative feeling if the brand is not being communicative during times of crisis	3.213	3	.360
27.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	2.573	4	.632
28.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	.915	2	.633
29.	Direct communication from top executives or head of the company helps build trust during time of crisis	.507	2	.776
30.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	.241	2	.886
31.	Mass media plays an important role during crisis	1.722	1	.189
32.	The portrayal of crisis by the media is generally believed	4.396	2	.111
33. 386	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	1.905	2	.386
34.	Social media availability and interaction of a brand during crisis more effective and reliable	.351	3	.950
VARIABLE 3- NUMBER OF YEARS IN SERVICE				
Q1-A (Crisis Preparedness)				
1.	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	6.532	6	.366
2.	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	5.254	6	.512

3.	Includes training programs, demonstrations, exercises and live simulations	11.594	6	.072
Q1-B (Crisis Prevention)				
1.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	5.762	6	.450
2.	Include identification, prioritization, strategy development and implementation	5.993	6	.424
3.	Includes infrastructure, documentation and training.	6.043	6	.418
Q1-C (Crisis Management)				
1.	Includes the transition from emergency, objective assessment, early recognition.	7.310	6	.293
2.	Includes the activation process, system for callout, availability of back-ups, system redundancy.	9.749	6	.136
3.	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	7.645	6	.265
Q1-D (Post Crisis Management)				
1.	Includes operational recovery, financial costs, market retention, business momentum.	1.279	6	.973
2.	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	2.634	6	.853
3.	Includes root cause analysis, management assessment, process review, implementation of change.	11.462	6	.975
Q3- INTERNAL				
1.	Appointment of a Crisis Management Team	12.361	9	.194
2.	Contingency planning	3.411	6	.756
3.	Crisis recognition	4.466	6	.614
4.	Taking stock of potential perils	4.004	6	.676
5.	Containment	3.892	6	.691

6.	Fact sheet on Crisis	4.200	6	.650
7.	Brainstorming/ Planning	11.750	6	.068
8.	Developing a response	3.527	6	.740
9.	Crisis resolution	6.793	6	.340
10.	Official Spokesperson	2.763	6	.838
11.	Mastering media	10.638	9	.301
12.	Communication with employees through all mediums available	9.137	6	.166
13.	Learning from own experience	6.131	6	.409
14.	Take responsibility	2.654	6	.851
15.	Proactive, Transparency, Accountability	4.900	6	.557
16.	Script the Story	3.619	6	.728
17.	Face social media backlash	23.358	12	.025
18.	Empathize	6.278	9	.712
19.	Apologize and take action	1.957	6	.824
20.	Monitor, Plan And Communicate	12.267	6	.056
21.	Seek to understand the situation	3.547	6	.738
22.	Team First – listen in	7.879	6	.247
23.	Be Prepared	12.434	6	.053
24.	Avoid Knee-Jerk Reactions	5.250	6	.512
25.	Develop strong organizational brand culture	8.692	6	.182
26.	Update the media	8.928	6	.236
27.	Communicate	6.889	6	.331
28.	Set branding goals	6.400	12	.885
29.	Don't lie	6.938	6	.327
Q3-EXTERNAL				
1.	Appointment of a Crisis Management Team	4.952	6	.550
2.	Contingency planning	5.221	6	.516
3.	Crisis recognition	2.060	6	.914
4.	Taking stock of potential perils	5.520	6	.479
5.	Containment	9.545	6	.145
6.	Fact sheet on Crisis	6.533	6	.366
7.	Brainstorming/ Planning	7.281	6	.296
8.	Developing a response	7.417	6	.284
9.	Crisis resolution	10.703	6	.098
10.	Official Spokesperson	6.655	6	.354
11.	Mastering media	3.875	6	.694
12.	Communication with employees through all mediums available	7.157	6	.307

13.	Learning from own experience	8.675	6	.193
14.	Take responsibility	10.325	6	.112
15.	Proactive, Transparency, Accountability	7.475	6	.279
16.	Script the Story	12.130	9	.206
17.	Face social media backlash	8.815	9	.455
18.	Empathize	2.253	6	.895
19.	Apologize and take action	2.472	6	.872
20.	Monitor, Plan And Communicate	3.122	6	.783
21.	Seek to understand the situation	1.833	6	.934
22.	Team First – listen in	6.163	6	.405
23.	Be Prepared	3.866	6	.695
24.	Avoid Knee-Jerk Reactions	6.920	6	.328
25.	Develop strong organizational brand culture	5.172	6	.522
26.	Update the media	4.562	6	.601
27.	Communicate	2.030	6	.917
28.	Set branding goals	2.094	6	.911
29.	Don't lie	5.778	6	.449
Q4				
1.	Brand/ Company	6.181	3	.103
2.	Media	6.319	3	.097
3.	Seller	0	0	.0
4.	Public	0	0	.0
5.	Social Media	1.458	3	.692
Q7				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	5.172	12	.952
2.	You empathize towards the brand during times of crisis:	9.206	6	.162
3.	Honest confession of the crisis is beneficial for the brand	7.401	6	.285
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	15.356	9	.982
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	7.372	6	.288
6.	The extent to which advertisements strengthen consumer association with the brand	11.144	6	.084

7.	The extent to which PSA's strengthen consumer association with the brand	11.152	6	.084
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	15.510	9	.078
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	8.344	9	.500
10. 480	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	11.574	12	.480
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	4.892	6	.558
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	5.990	6	.424
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	2.554	6	.852
14.	Mass media plays an important role during crisis	3.434	3	.329
15.	The portrayal of crisis by the media is generally believed	6.564	6	.363
16.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	4.252	6	.643
17.	Social media availability and interaction of a brand during crisis more effective and reliable	17.233	9	.945
VARIABLE 4-GEOGRAPHICAL AREA				
Q1-A (Crisis Preparedness)				
1.	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	1.648	2	.439
2.	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	.118	2	.943

3.	Includes training programs, demonstrations, exercises and live simulations	2.201	2	.333
Q1-B (Crisis Prevention)				
1.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	2.576	2	.276
2.	Include identification, prioritization, strategy development and implementation	2.288	2	.319
3.	Includes infrastructure, documentation and training.	5.182	2	.075
Q1-C (Crisis Management)				
1.	Includes the transition from emergency, objective assessment, early recognition.	2.393	2	.302
2. 209	Includes the activation process, system for callout, availability of back-ups, system redundancy.	3.134	2	.209
3.	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	4.109	2	.128
Q1-D (Post Crisis Management)				
1.	Includes operational recovery, financial costs, market retention, business momentum.	2.056	2	.358
2.	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	2.246	2	.355
3.	Includes root cause analysis, management assessment, process review, implementation of change.	2.909	2	.233
Q3- INTERNAL				
1.	Appointment of a Crisis Management Team	5.603	3	.133
2.	Contingency planning	1.734	2	.420
3.	Crisis recognition	2.172	2	.337
4.	Taking stock of potential perils	.26	2	.987

5.	Containment	2.149	2	.341
6.	Fact sheet on Crisis	1.941	2	.379
7.	Brainstorming/ Planning	3.191	2	.203
8.	Developing a response	.325	2	.850
9.	Crisis resolution	967	2	.617
10.	Official Spokesperson	2.004	2	.367
11.	Mastering media	1.854	3	.603
12.	Communication with employees through all mediums available	2.013	2	.365
13.	Learning from own experience	8.075	2	.018
14.	Take responsibility	1.591	2	.451
15.	Proactive, Transparency, Accountability	1.490	2	.475
16.	Script the Story	1.036	2	.596
17.	Face social media backlash	6.713	4	.152
18.	Empathize	4.198	3	.241
19.	Apologize and take action	.026	2	.987
20.	Monitor, Plan and Communicate	1.254	2	.534
21.	Seek to understand the situation	7.909	2	.019
22.	Team First – listen in	2.196	2	.333
23.	Be Prepared	.830	2	.660
24.	Avoid Knee-Jerk Reactions	1.419	2	.492
25.	Develop strong organizational brand culture	.728	2	.695
26.	Update the media	3.723	2	.155
27.	Communicate	.321	2	.852
28.	Set branding goals	3.305	4	.508
29.	Don't lie	5.508	2	.064
Q3- EXTERNAL				
1.	Appointment of a Crisis Management Team	1.594	2	.451
2.	Contingency planning	.386	2	.824
3.	Crisis recognition	3.716	2	.156
4.	Taking stock of potential perils	2.411	2	.300
5.	Containment	4.154	2	.125
6.	Fact sheet on Crisis	.456	2	.796
7.	Brainstorming/ Planning	.642	2	.725
8.	Developing a response	1.026	2	.599
9.	Crisis resolution	3.490	2	.175
10.	Official Spokesperson	1.138	2	.566
11.	Mastering media	8.376	2	.015

12.	Communication with employees through all mediums available	3.600	2	.165
13.	Learning from own experience	9.621	2	.008
14.	Take responsibility	1.491	2	.475
15.	Proactive, Transparency, Accountability	1.702	2	.427
16.	Script the Story	3.247	3	.355
17.	Face social media backlash	2.666	3	.446
18.	Empathize	.662	2	.718
19.	Apologize and take action	2.276	2	.321
20.	Monitor, Plan and Communicate	4.323	2	.115
21.	Seek to understand the situation	1.297	2	.523
22.	Team First – listen in	2.502	2	.286
23.	Be Prepared	2.142	2	.343
24.	Avoid Knee-Jerk Reactions	.615	2	.735
25.	Develop strong organizational brand culture	.950	2	.622
26.	Update the media	3.357	2	.187
27.	Communicate	1.786	2	.409
28.	Set branding goals	1.736	2	.420
29.	Don't lie	6.420	2	.040
Q4				
1.	Brand/ Company	.684	1	.408
2.	Media	.019	1	.890
3.	Seller	0	0	.0
4.	Public	0	0	.0
5.	Social Media	1.396	1	.237
Q7				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	6.348	4	.175
2. 919	You empathize towards the brand during times of crisis:	.168	2	.919
3.	Honest confession of the crisis is beneficial for the brand	1.368	2	.504
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	6.698	3	.082
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	.129	2	.938

6.	The extent to which advertisements strengthen consumer association with the brand	3.001	2	.223
7.	The extent to which PSA's strengthen consumer association with the brand	.348	2	.840
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	2.096	3	.553
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	4.732	3	.192
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	5.660	4	.226
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	.350	2	.839
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	2.367	2	.306
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	.340	2	.844
14.	Mass media plays an important role during crisis	.609	1	.435
15.	The portrayal of crisis by the media is generally believed	4.464	2	.107
16.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	1.030	2	.597
17.	Social media availability and interaction of a brand during crisis more effective and reliable	1.406	3	.704

VARIABLE 5-CUSTOMER ORIENTATION				
Q1-A (Crisis Preparedness)				

1.	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	3.077	2	.215
2.	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	1.388	2	.500
3.	Includes training programs, demonstrations, exercises and live simulations	4.103	2	.129

Q1-B (Crisis Prevention)				
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1.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	1.328	2	.515
2.	Include identification, prioritization, strategy development and implementation	1.254	2	.534
3.	Includes infrastructure, documentation and training.	1.709	2	.425

Q1-C (Crisis Management)				
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1.	Includes the transition from emergency, objective assessment, early recognition.	2.393	2	.302
2.	Includes the activation process, system for callout, availability of back-ups, system redundancy.	.839	2	.657
3.	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	.928	2	.629

Q1-D (Post Crisis Management)				
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1.	Includes operational recovery, financial costs, market retention, business momentum.	1.538	2	.463
2.	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	4.193	2	.129
3.	Includes root cause analysis, management assessment, process review, implementation of change.	3.533	2	.171

Q3- INTERNAL

1.	Appointment of a Crisis Management Team	40.000	3	.000
2.	Contingency planning	1.538	2	.463
3.	Crisis recognition	3.077	2	.215
4.	Taking stock of potential perils	.928	2	.629
5.	Containment	.615	2	.735
6.	Fact sheet on Crisis	.615	2	.735
7.	Brainstorming/ Planning	1.026	2	.599
8.	Developing a response	2.704	2	.259
9.	Crisis resolution	.494	2	.781
10.	Official Spokesperson	.758	2	.685
11.	Mastering media	1.388	3	.708
12.	Communication with employees through all mediums available	.928	2	.629
13.	Learning from own experience	1.134	2	.567
14.	Take responsibility	.839	2	.657
15.	Proactive, Transparency, Accountability	1.905	2	.380
16.	Script the Story	.684	2	.710
17.	Face social media backlash	3.077	4	.545
18.	Empathize	2.393	3	.495
19.	Apologize and take action	.684	2	.710
20.	Monitor, Plan And Communicate	.342	2	.843
21.	Seek to understand the situation	.615	2	.735
22.	Team First – listen in	4.103	2	.129
23.	Be Prepared	.552	2	.759
24.	Avoid Knee-Jerk Reactions	.928	2	.629
25.	Develop strong organizational brand culture	.552	2	.759
26.	Update the media	.648	2	.710
27.	Communicate	.494	2	.781
28.	Set branding goals	1.026	4	.906
29.	Don't lie	.494	2	.781

Q3-EXTERNAL

1.	Appointment of a Crisis Management Team	.839	2	.657
2.	Contingency planning	1.134	2	.567
3.	Crisis recognition	.758	2	.685
4.	Taking stock of potential perils	.684	2	.710
5.	Containment	.839	2	.657
6.	Fact sheet on Crisis	1.026	2	.599
7.	Brainstorming/ Planning	.928	2	.629

8.	Developing a response	1.026	2	.599
9.	Crisis resolution	.758	2	.685
10.	Official Spokesperson	2.130	2	.345
11.	Mastering media	1.026	2	.599
12.	Communication with employees through all mediums available	1.388	2	.500
13.	Learning from own experience	1.026	2	.599
14.	Take responsibility	.758	2	.685
15.	Proactive, Transparency, Accountability	.839	2	.657
16.	Script the Story	1.134	3	.769
17.	Face social media backlash	3.533	3	.317
18.	Empathize	.839	2	.657
19.	Apologize and take action	1.134	2	.567
20.	Monitor, Plan And Communicate	.615	2	.735
21.	Seek to understand the situation	1.026	2	.599
22.	Team First – listen in	.928	2	.629
23.	Be Prepared	.839	2	.657
24.	Avoid Knee-Jerk Reactions	.615	2	.75
25.	Develop strong organizational brand culture	3.077	2	.215
26.	Update the media	.552	2	.759
27.	Communicate	2.794	2	.259
28.	Set branding goals	2.130	2	.345
29.	Don't lie	.342	2	.843
Q4				
1.	Brand/ Company	.684	1	.408
2.	Media	.684	1	.408
3.	Seller	0	0	.0
4.	Public	0	0	.0
5.	Social Media	4.103	1	.043
Q7				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	1.388	4	.846
2.	You empathize towards the brand during times of crisis:	1.905	2	.386
3.	Honest confession of the crisis is beneficial for the brand	3.533	2	.171
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	1.026	3	.785

5.	It is important to receive constant communication about latest developments with the brand during times of crisis	.839	2	.657
6.	The extent to which advertisements strengthen consumer association with the brand	2.393	2	.302
7.	The extent to which PSA's strengthen consumer association with the brand	2.130	2	.345
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	3.533	3	.317
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	4.103	3	.251
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	1.254	4	.869
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	4.835	2	.089
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	4.835	2	.089
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	1.388	2	.500
14.	Mass media plays an important role during crisis	.839	1	.360
15.	The portrayal of crisis by the media is generally believed	1.388	2	.500
16.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	1.388	2	.500
17.	Social media availability and interaction of a brand during crisis more effective and reliable	12.650	3	.005

VARIABLE 6-SERVICE AREA				
Q1-A (Crisis Preparedness)				

1.	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	2.010	4	.734
2.	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	4.804	4	.308
3.	Includes training programs, demonstrations, exercises and live simulations	4.353	4	.360

Q1-B (Crisis Prevention)				
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1.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	2.957	4	.725
2.	Include identification, prioritization, strategy development and implementation	1.627	4	.804
3.	Includes infrastructure, documentation and training.	2.679	4	.613

Q1-C (Crisis Management)				
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1.	Includes the transition from emergency, objective assessment, early recognition.	1.369	4	.850
2.	Includes the activation process, system for callout, availability of back-ups, system redundancy.	1.503	4	.826
3.	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	7.033	4	.134

Q1-D (Post Crisis Management)				
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1.	Includes operational recovery, financial costs, market retention, business momentum.	1.460	4	.834
2.	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	4.350	4	.361
3.	Includes root cause analysis, management assessment, process review, implementation of change.	2.131	4	.712

Q3- INTERNAL

1.	Appointment of a Crisis Management Team	1.733	4	.785
2.	Contingency planning	1.816	4	.770
3.	Crisis recognition	1.746	4	.782
4.	Taking stock of potential perils	.516	4	.972
5.	Containment	5.065	4	.281
6.	Fact sheet on Crisis	7.125	4	.129
7.	Brainstorming/ Planning	1.826	4	.768
8.	Developing a response	2.641	4	.620
9.	Crisis resolution	1.568	4	.814
10.	Official Spokesperson	3.394	4	.494
11.	Mastering media	2.814	4	.590
12.	Communication with employees through all mediums available	.882	4	.927
13.	Learning from own experience	1.250	4	.870
14.	Take responsibility	7.219	4	.125
15.	Proactive, Transparency, Accountability	1.288	4	.863
16.	Script the Story	4.505	6	.609
17.	Face social media backlash	10.409	6	.108
18.	Empathize	3.356	4	.500
19.	Apologize and take action	1.816	4	.770
20.	Monitor, Plan and Communicate	1.083	4	.897
21.	Seek to understand the situation	1.604	4	.808
22.	Team First – listen in	4.167	4	.384
23.	Be Prepared	1.688	4	.793
24.	Avoid Knee-Jerk Reactions	7.175	4	.127
25.	Develop strong organizational brand culture	3.094	4	.542
26.	Update the media	2.327	4	.676
27.	Communicate	4.318	4	.365
28.	Set branding goals	3.930	4	.416
29.	Don't lie	10.667	4	.031

Q3- EXTERNAL				
1.	Appointment of a Crisis Management Team	1.733	4	.785
2.	Contingency planning	1.816	4	.770
3.	Crisis recognition	1.746	4	.782
4.	Taking stock of potential perils	.516	4	.972
5.	Containment	5.065	4	.281
6.	Fact sheet on Crisis	7.125	4	.129
7.	Brainstorming/ Planning	1.826	4	.768
8.	Developing a response	2.641	4	.620
9.	Crisis resolution	1.568	4	.814
10.	Official Spokesperson	3.394	4	.494
11.	Mastering media	2.813	4	.590
12.	Communication with employees through all mediums available	.882	4	.927
13.	Learning from own experience	1.250	4	.870
14.	Take responsibility	7.219	4	.125
15.	Proactive, Transparency, Accountability	1.288	4	.863
16.	Script the Story	4.505	6	.609
17.	Face social media backlash	10.409	6	.108
18.	Empathize	3.356	4	.500
19.	Apologize and take action	1.816	4	.770
20.	Monitor, Plan and Communicate	1.083	4	.879
21.	Seek to understand the situation	1.604	4	.803
22.	Team First – listen in	4.167	4	.384
23.	Be Prepared	1.689	4	.793
24.	Avoid Knee-Jerk Reactions	7.175	4	.127
25.	Develop strong organizational brand culture	3.095	4	.542
26.	Update the media	2.327	4	.676
27.	Communicate	4.318	4	.365
28.	Set branding goals	3.930	4	.416
29.	Don't lie	10.667	4	.031
Q4				
1.	Brand/ Company	3.672	2	.259
2.	Media	5.104	2	.078
3.	Seller	0	0	.0
4.	Public	0	0	.0
5.	Social Media	1.33	2	.568
Q7				
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event	2.665	8	.954

2.	You empathize towards the brand during times of crisis:	.833	4	.934
3.	Honest confession of the crisis is beneficial for the brand	3.491	4	.479
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	3.681	6	.720
5.	It is important to receive constant communication about latest developments with the brand during times of crisis	3.807	4	.433
6.	The extent to which advertisements strengthen consumer association with the brand	2.802	4	.591
7.	The extent to which PSA's strengthen consumer association with the brand	4.197	4	.380
8.	Change in your perception and reaction to the situation based on celebrity association and assurance	2.439	6	.875
9.	The extent of negative feeling if the brand is not being communicative during times of crisis	4.893	6	.558
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	5.271	8	.728
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand	3.136	4	.535
12.	Direct communication from top executives or head of the company helps build trust during time of crisis	1.245	4	.871
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	3.375	4	.497
14.	Mass media plays an important role during crisis	1.742	2	.418
15.	The portrayal of crisis by the media is generally believed	2.770	4	.597
16.	Media portrayal affects consumer perception, understanding and analysing of the crisis situation	1.282	4	.865

17.	Social media availability and interaction of a brand during crisis more effective and reliable	3.813	6	.792
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Variable 1- Brand Category

P_A_Q1 Broad category of organization * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and manufacturing or service category of company

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and manufacturing or service category of company

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live

simulations and manufacturing or service category of company

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and manufacturing or service category of company

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and manufacturing or service category of company

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and manufacturing or service

category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and manufacturing or service category of company

Ha - There is a significant relationship between includes infrastructure, documentation and training and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and manufacturing or service category of company

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and organization represented is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and manufacturing or service category of company

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and manufacturing or service category of company

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company by does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and manufacturing or service category of company

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with

stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and manufacturing or service category of company

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders and manufacturing or service category of company is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

P_A_Q1 Broad category of organization * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and manufacturing or service category of company

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and manufacturing or service category of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and organization represented is not rejected. It can be concluded that the type of manufacturing or service category of company does not influence the crisis issue on hand.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management .

• (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)– Objective 3

INTERNAL ENVIRONMENT

P_A_Q1 Is your industry/organization * P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between Appointment of a Crisis Management Team and the type of company

Ha - There is a significant relationship between Appointment of a Crisis Management Team and the type of company

The question deals with whether is a significant difference between different types of companies with regards to appointment of crisis management team. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between Appointment of a Crisis Management Team and the type of company is accepted. This indicates that the companies think similarly with regard to appointment of crisis management team.

P_A_Q1 Is your industry/organization * P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between need for Contingency planning and the type of company

Ha - There is a significant relationship between need for Contingency planning and the type of company

Most companies generally have an alternate contingency plan to deal with crisis. In this case for the need of a contingency plan, the null hypothesis of there is no significant relationship between need for contingency planning and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between need for crisis recognition and the type of company

Ha - There is a significant relationship between need for crisis recognition and the type of company

At the time of crisis recognition in the company's most of the crisis known to them. In such circumstance the need for crisis recognition, the null hypothesis of there is no significant relationship between need for crisis recognition and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between need for taking stock of potential perils and the type of company

Ha - There is a significant relationship between need for taking stock of potential perils and the type of company

The companies understand the ability and potential of their infrastructure. In such occurrence the need for taking stock of potential perils, the null hypothesis of there is no significant relationship between need for taking stock of potential perils and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_5 Containment

Ho – There is no significant relationship between need for containment of crisis and the type of company

Ha - There is a significant relationship between need for containment of crisis and the type of company

The question deals with whether is a significant relationship between different types of companies with regards to containment of crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for containment of crisis and the type of company is not rejected. This indicates that the companies have similar opinion with regard to containment of crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between need for providing fact sheet on crisis and the type of company

Ha - There is a significant relationship between need for providing fact sheet on crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to providing fact sheet on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for providing fact sheet on crisis and the type of company is not rejected. This indicates that the companies have similar opinion with regard to providing fact sheet on crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_7 Brainstorming and Planning

Ho – There is no significant relationship between need for Brainstorming/ Planning and the type of company

Ha - There is a significant relationship between need for Brainstorming/ Planning and the type of company

The companies usually have an alternate contingency plan to deal with crisis. In such situation for the need of Brainstorming/ Planning, the null hypothesis of there is no significant relationship between need for Brainstorming/ Planning and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between need for developing a response and the type of company

Ha - There is a significant relationship between need for developing a response and the type of company

The companies commonly have substituted some developing response to deal with crisis. In that condition for the need of developing a response, the null hypothesis of there is no significant relationship between need for developing a response and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between need for crisis resolution and the type of company

Ha - There is a significant relationship between need for crisis resolution and the type of company

The question deals with whether is a significant relationship between different types of

companies with regards to crisis resolution. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for crisis resolution and the type of company is not rejected. This indicates that the companies have similar opinion with regard to crisis resolution.

P_A_Q1 Is your industry/organization * P_B_Q3A_10 Official Spokesperson

Ho – There is no significant relationship between need for using an official spokesperson on crisis and the type of company

Ha - There is a significant relationship between need for using an official spokesperson on crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to using an official spokesperson on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and the type of company is not rejected. This indicates that the companies have alike outlook with regard to using an official spokesperson on crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between need for mastering media on crisis and the type of company

Ha - There is a significant relationship between need for mastering media on crisis and the type of company

The company understand the ability and potential of their media management. In such situation the need for mastering media on crisis, the null hypothesis of there is no significant relationship between need for mastering media on crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_12 Communication with employees through all media available

Ho – There is no significant relationship between need for communication with employees on crisis and the type of company

Ha - There is a significant relationship between need for communication with employees and the type of company

The companies usually have alternative plan to communication with employees on crisis. In such condition for the need of communication with employees on crisis, the null hypothesis of there is no significant relationship between need for communication with employees on crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between need for learning from self-expectance about crisis and the type of company

Ha - There is a significant relationship between need for learning from self-expectance about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to learning from self-expectance about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and the type of company is not rejected. This shows that the companies have identical viewpoint with regard to learning from self-expectance about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_14 Taking responsibility

Ho – There is no significant relationship between need for taking responsibilities about crisis and the type of company

Ha - There is a significant relationship between need for taking responsibilities about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to taking responsibilities about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for taking responsibilities about crisis and the type of company is not rejected. This shows that the companies have identical viewpoint with regard to taking responsibilities about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between need for being proactive, transparent and accountable about crisis and the type of company

Ha - There is a significant relationship between need for being proactive, transparent and accountable about crisis and the type of company

The companies usually have alternative plan to being proactive, transparent and accountable about crisis. In such condition for the need of being proactive, transparent and accountable about crisis, the null hypothesis of there is no significant relationship between need for being proactive, transparent and accountable about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_16 Scripting the Story

Ho – There is no significant relationship between need for scripting the story about crisis and the type of company
Ha - There is a significant relationship between need for scripting the story about crisis and the type of company
The company understand the ability and potential of their staff management. In such situation the need for scripting the story about crisis, the null hypothesis of there is no significant relationship between need for scripting the story about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between need for dealing with social media backlash about crisis and the type of company

Ha - There is a significant relationship between need for dealing with social media backlash about crisis and the type of company

The companies generally have alternative plan to dealing with social media crisis. In such condition for the need of dealing with social media backlash about crisis, the null hypothesis of there is no significant relationship between need for dealing with social media backlash about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_18 Empathizing

Ho – There is no significant relationship between need for empathizing about crisis and the type of company

Ha - There is a significant relationship between need for empathizing about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to empathizing about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for empathizing about crisis and the type of company is not rejected. This displays that the companies have same viewpoint with regard to empathizing about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between need for apologies and take necessary action on crisis and the type of company

Ha - There is a significant relationship between need for apologies and take necessary action on crisis and the type of company

The company recognize the ability and potential of their management policy. In such situation the need for apologies and take necessary action on crisis, the null hypothesis of there is no significant relationship between need for apologies and take necessary action on crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between need for Monitor, Plan And Communicate about crisis and the type of company

Ha - There is a significant relationship between need for Monitor, Plan and Communicate about crisis and the type of company

The companies usually have alternative plan to Monitor, Plan and Communicate about crisis. In such condition for the need of Monitor, Plan and Communicate about crisis, the null hypothesis of there is no significant relationship between need for Monitor, Plan and Communicate about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between need for seek to understand the situation about crisis and the type of company

Ha - There is a significant relationship between need for seek to understand the situation about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to understand the situation about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for to understand the situation about crisis and the type of company is not rejected. This exhibits that the companies have similar viewpoint with regard to understand the situation about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between need for understanding the team first to listen during crisis and the type of company

Ha - There is a significant relationship between need for understanding the team first to listen during crisis and the

type of company

The companies generally have alternative plan to understanding the team during crisis. In such condition for the need of understanding the team first to listen during crisis, the null hypothesis of there is no significant relationship between need for understanding the team first to listen during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_23 Being Prepared

Ho – There is no significant relationship between need for being well prepared during crisis and the type of company

Ha - There is a significant relationship between need for being well prepared during crisis and the type of company

The question deals with whether is a significant relationship or difference between different types of companies with regards to being well prepared during crisis. As the calculated value is larger than the table critical value, the null hypothesis of there is no significant relationship between being well prepared during crisis and the type of company is rejected. The alternate hypothesis there is a significant relationship between being well prepared during crisis and the type of company is accepted. This indicates that the companies think differently with regard to being well prepared during crisis.

P_A_Q1 Is your industry/organization * P_B_Q3A_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between need for avoiding Knee-Jerk reactions during crisis and the type of company

Ha - There is a significant relationship between need for avoiding Knee-Jerk reactions during crisis and the type of company

The company recognize the ability and potential of their management capability. In such situation the need for avoiding Knee-Jerk reactions during crisis, the null hypothesis of there is no significant relationship between need for avoiding Knee-Jerk reactions during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between need to develop strong organizational brand culture during crisis and the type of company

Ha - There is a significant relationship between need to develop strong organizational brand culture during crisis and the type of company

The question deals on whether there is a significant relationship between different types of companies with regards to develop strong organizational brand culture during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to develop strong organizational brand culture during crisis and the type of company is not rejected. This exhibits that the companies have similar viewpoint with regard to develop strong organizational brand culture during crisis

P_A_Q1 Is your industry/organization * P_B_Q3A_26 Update the media regularly

Ho – There is no significant relationship between need for regularly updating the media during crisis and the type of company

Ha - There is a significant relationship between need to regularly update the media during crisis and the type of company

The companies generally have alternative plan to regularly updating the media during crisis. In such condition for the need of regularly updating the media during crisis, the null hypothesis of there is no significant relationship between need for regularly updating the media during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_27 Communicate

Ho – There is no significant relationship between need to communicate regularly during crisis and the type of company

Ha - There is a significant relationship between need to communicate regularly during crisis and the type of company

The company identify the ability and potential of their communication competency. In such condition the need for communicate regularly during crisis, the null hypothesis of there is no significant relationship between need for communicate regularly during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3A_28 Set branding goals

Ho – There is no significant relationship between need to set strong branding goals during crisis and the type of company

Ha - There is a significant relationship between need to set strong branding goals during crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to set strong branding goals during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to set strong branding goals during crisis and the type of company is not rejected. This exhibits that the companies have similar viewpoint with regard to set strong branding goals during crisis.

P_A_Q2 Is your industry/organization * P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between need not to lie about crisis and the type of company

Ha - There is a significant relationship between need not to lie about crisis and the type of company

This exhibits that the companies have similar viewpoint with regard to not to lie about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need not to lie about crisis and the type of company is not rejected.

EXTERNAL ENVIRONMENT

P_A_Q1 Is your industry/organization * P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between Appointment of a Crisis Management Team and the type of company

Ha - There is a significant relationship between Appointment of a Crisis Management Team and the type of company

To a question on whether there is a significant difference between different types of companies with regards to appointment of crisis management team. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between Appointment of a Crisis Management Team and the type of company is accepted. This indicates that the companies think similarly with regard to appointment of crisis management team.

P_A_Q1 Is your industry/organization * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between need for Contingency planning and the type of company

Ha - There is a significant relationship between need for Contingency planning and the type of company

The companies usually have an another contingency plan to deal with crisis. In this case for the need of a contingency plan, the null hypothesis of there is no significant relationship between need for contingency planning and the type of company cannot be

rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between need for crisis recognition and the type of company

Ha - There is a significant relationship between need for crisis recognition and the type of company

At the time of crisis recognition in the company's most of the crisis known to them. In such circumstance the need for crisis recognition, the null hypothesis of there is no significant relationship between need for crisis recognition and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between need for taking stock of potential perils and the type of company

Ha - There is a significant relationship between need for taking stock of potential perils and the type of company

The company understand the ability and potential of their organization. In such occurrence the need for taking stock of potential perils, the null hypothesis of there is no significant relationship between need for taking stock of potential perils and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_5 Containment

Ho – There is no significant relationship between need for containment of crisis and the type of company

Ha - There is a significant relationship between need for containment of crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to containment of crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for containment of crisis and the type of company is not rejected. This indicates that the companies have similar opinion with regard to containment of crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between need for providing fact sheet on crisis and the type of company

Ha - There is a significant relationship between need for providing fact sheet on crisis and the type of company

The question deal with whether is a significant relationship between different types of companies with regards to providing fact sheet on crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship

between need for providing fact sheet on crisis and the type of company is not rejected. This indicates that the companies have similar opinion with regard to providing fact sheet on crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between need for Brainstorming/ Planning and the type of company

Ha - There is a significant relationship between need for Brainstorming/ Planning and the type of company

The companies usually have an alternate contingency plan to deal with crisis. In such situation for the need of Brainstorming/ Planning, the null hypothesis of there is no significant relationship between need for Brainstorming/ Planning and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between need for developing a response and the type of company

Ha - There is a significant relationship between need for developing a response and the type of company

The companies normally have additional developing reaction plan to deal with crisis. In that condition for the need of developing a response, the null hypothesis of there is no significant relationship between need for developing a response and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between need for crisis resolution and the type of company

Ha - There is a significant relationship between need for crisis resolution and the type of company

The question deals with whether is a significant relationship between different types of companies with regards to crisis resolution. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for crisis resolution and the type of company is not rejected. This indicates that the companies have similar opinion with regard to crisis resolution.

P_A_Q1 Is your industry/organization * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between need for using an official spokesperson on crisis and the type of company

Ha - There is a significant relationship between need for using an official spokesperson on crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to using an official spokesperson on crisis. As the calculated

value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and the type of company is not rejected. This indicates that the companies have alike outlook with regard to using an official spokesperson on crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between need for mastering media on crisis and the type of company

Ha - There is a significant relationship between need for mastering media on crisis and the type of company

The company recognize the ability and potential of their media management. In such situation the need for mastering media on crisis, the null hypothesis of there is no significant relationship between need for mastering media on crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_12 Communication with employees through all media available

Ho – There is no significant relationship between need for communication with employees on crisis and the type of company

Ha - There is a significant relationship between need for communication with employees and the type of company

The companies usually have alternative plan to communication with employees on crisis. In such condition for the need of communication with employees on crisis, the null hypothesis of there is no significant relationship between need for communication with employees on crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between need for learning from self-expectance about crisis and the type of company

Ha - There is a significant relationship between need for learning from self-expectance about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to learning from self-expectance about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for using an official spokesperson on crisis and the type of company is not rejected. This shows that the companies have identical viewpoint with regard to learning from self-expectance about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between need for taking responsibilities about crisis and the type of company

Ha - There is a significant relationship between need for taking responsibilities about crisis and the type of company

The question deal with whether is a significant relationship between different types of companies with regards to taking responsibilities about crisis. As the calculated value is more than the table critical value, the null hypothesis of there is no significant relationship between need for taking responsibilities about crisis and the type of company is rejected. It displays that the companies have different viewpoint with regard to taking responsibilities about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between need for being proactive, transparent and accountable about crisis and the type of company

Ha - There is a significant relationship between need for being proactive, transparent and accountable about crisis and the type of company

The companies usually have alternative plan to being proactive, transparent and accountable about crisis. In such condition for the need of being proactive, transparent and accountable about crisis, the null hypothesis of there is no significant relationship between need for being proactive, transparent and accountable about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between need for scripting the story about crisis and the type of company

Ha - There is a significant relationship between need for scripting the story about crisis and the type of company

The company understand the ability and potential of their staff management. In such situation the need for scripting the story about crisis, the null hypothesis of there is no significant relationship between need for scripting the story about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between need for dealing with social media backlash about crisis and the type of company

Ha - There is a significant relationship between need for dealing with social media backlash about crisis and the type of company

The question deals with whether is a significant relationship or difference between different types of companies with regards to dealing with social media backlash about crisis. As the calculated value is larger than the table critical value, the null hypothesis of there is no significant relationship between dealing with social media backlash about crisis and the type of company is rejected. The alternate hypothesis there is a significant relationship between dealing with social media backlash about crisis and the type of company is accepted. This indicates that the companies think differently with regard to dealing with social media backlash about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between need for empathizing about crisis and the type of company

Ha - There is a significant relationship between need for empathizing about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to empathizing about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for empathizing about crisis and the type of company is not rejected. This displays that the companies have same viewpoint with regard to empathizing about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between need for apologies and take necessary action on crisis and the type of company

Ha - There is a significant relationship between need for apologies and take necessary action on crisis and the type of company

The company recognize the ability and potential of their management policy. In such situation the need for apologies and take necessary action on crisis, the null hypothesis of there is no significant relationship between need for apologies and take necessary action on crisis and the type of company cannot be rejected as the calculated value is

less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between need for Monitor, Plan And Communicate about crisis and the type of company

Ha - There is a significant relationship between need for Monitor, Plan And Communicate about crisis and the type of company

The companies usually have alternative plan to Monitor, Plan and Communicate about crisis. In such condition for the need of Monitor, Plan and Communicate about crisis, the null hypothesis of there is no significant relationship between need for Monitor, Plan and Communicate about crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between need for seek to understand the situation about crisis and the type of company

Ha - There is a significant relationship between need for seek to understand the situation about crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to understand the situation about crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need for to understand the situation about crisis and the type of company is not rejected. This exhibits that the companies have similar viewpoint with regard to understand the situation about crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between need for understanding the team first to listen during crisis and the type of company

Ha - There is a significant relationship between need for understanding the team first to listen during crisis and the type of company

The companies generally have alternative plan to understanding the team during crisis. In such condition for the need of understanding the team first to listen during crisis, the null hypothesis of there is no significant relationship between need for understanding the team first to listen during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between need for being well prepared during crisis and the type of company

Ha - There is a significant relationship between need for being well prepared during crisis and the type of company
The companies mostly have alternative plan to prepared during crisis. In such condition for the need of being well prepared during crisis, the null hypothesis of there is no significant relationship between need for being well prepared during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between need avoiding Knee-Jerk reactions during crisis and the type of company

Ha - There is a significant relationship between need for avoiding Knee-Jerk reactions during crisis and the type of company

The company recognize the ability and potential of their management capability. In such situation the need for avoiding Knee-Jerk reactions during crisis, the null hypothesis of there is no significant relationship between need for avoiding Knee-Jerk reactions during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between need to develop strong organizational brand culture during crisis and the type of company

Ha - There is a significant relationship between need to develop strong organizational brand culture during crisis and the type of company

The question deals on whether there is a significant relationship between different types of companies with regards to develop strong organizational brand culture during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to develop strong organizational brand culture during crisis and the type of company is not rejected. This exhibits that the companies have similar viewpoint with regard to develop strong organizational brand culture during crisis

P_A_Q1 Is your industry/organization * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between need for regularly updating the media during crisis and the type of company

Ha - There is a significant relationship between need to regularly update the media during crisis and the type of company

The companies generally have alternative plan to regularly updating the media during crisis. In such condition for the need of regularly updating the media during crisis, the null hypothesis of there is no significant relationship between need for regularly updating the media during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between need to communicate regularly during crisis and the type of company

Ha - There is a significant relationship between need to communicate regularly during crisis and the type of company

The company identify the ability and potential of their communication competency. In such condition the need for communicate regularly during crisis, the null hypothesis of there is no significant relationship between need for communicate regularly during crisis and the type of company cannot be rejected as the calculated value is less than the table critical value.

P_A_Q1 Is your industry/organization * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between need to set strong branding goals during crisis and the type of company

Ha - There is a significant relationship between need to set strong branding goals during crisis and the type of company

To a question on whether there is a significant relationship between different types of companies with regards to set strong branding goals during crisis. As the calculated value is less than the table critical value, the null hypothesis of there is no significant relationship between need to set strong branding goals during crisis and the type of company is not rejected. This exhibits that the companies have similar viewpoint with regard to set strong branding goals during crisis.

P_A_Q1 Is your industry/organization * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and private or public type of company

Ha - There is a significant relationship between don't lie and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between don't lie and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q1 Broad category of organization * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between Brand/ Company and The Broad category of organization

Ha - There is a significant relationship between Brand/ Company and The Broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand/Company and The Broad category of organization is not rejected. It can be concluded that the Broad category of organization does not influence the preference towards The Brand/Company being the source they hear about the crisis from.

P_A_Q1 Broad category of organization * P_B_Q4_2 social media

Ho – There is no significant relationship between Social Media and The Broad category of organization

Ha - There is a significant relationship between Social Media and The Broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Social Media and The Broad category of organization is not rejected. It can be concluded that The Broad category of organization does not influence the preference towards Social Media being the source they hear about the crisis from.

P_A_Q1 Broad category of organization * P_B_Q4_4 Media

Ho – There is no significant relationship between Media and The Broad category of organization

Ha - There is a significant relationship between Media and The Broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between media and the Broad category of organization is not rejected. It can be concluded that The Broad category of organization does not influence the preference towards the Media being the source they hear about the crisis from.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q1 Broad category of organization * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and broad category of organization

Ha - There is a significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and number of years of service

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and number of years of service

As the calculated chi-square value is less than th table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and broad category of organization

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and broad category of organization

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between Honest confession of the crisis is beneficial for the brand and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and broad category of organization

Ha - There is a significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship extent to which the purchase decisions is impacted if the brand was facing a crisis situation and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and broad category of organization

Ha - There is a significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and broad category of organization

Ha - There is a significant relationship between extent to which advertisements strengthen consumer association

with the brand and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and broad category of organization

Ha - There is a significant relationship between extent to which PSA's strengthen consumer association with the brand and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and broad category of organization

Ha - There is a significant relationship between empathy towards the brand during times of crisis and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and broad category of organization

Ha - There is a significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and broad category of organization

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and broad category of organization

Ha - There is a significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and broad category of organization

Ha - There is a significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and broad category of organization

Ha - There is a significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between role of mass media during times of crisis and broad category of organization

Ha - There is a significant relationship between role of mass media during times of crisis and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between role of mass media during times of crisis and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between portrayal of crisis by the media is generally believed and broad category of organization

Ha - There is a significant relationship between portrayal of crisis by the media is generally believed and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayal of crisis by the media is generally believed and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and broad category of organization

Ha - There is a significant relationship between Media portrayal affects consumer perception, understanding and analysing of the crisis situation and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media portrayal affects consumer perception, understanding and analyzing of the crisis situation and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

P_A_Q1 Broad category of organization * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and broad category of organization

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis

more effective and reliable and broad category of organization

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and broad category of organization is not rejected. It can be concluded that broad category of organization does not influence issues affecting crisis in a company.

VARIABLE 2

TYPE OF INDUSTRY/ORGANISATION

P_A_Q2 Is your industry/organization * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and private or public type of company

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and private or public type of company category of company is not rejected. It can be concluded that private or public type of company of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1A_2 Includes crisis management infrastructure equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and private or public type of company

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and private or public type of company category of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and private or public type of company

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and private or public category of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and private or public type of company

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and private or public category of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and private or public type of company

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and private or public category of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and private or public type of company

Ha - There is a significant relationship between includes infrastructure, documentation and training and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training and private or public category of company is is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and private or public type of company

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and organization represented is not rejected. It can be concluded that the type of private or public of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and private or public type of company

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy private or public category of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and private or public type of company

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and private or public category of company is not rejected. It can be concluded that the type of private or public category of company by does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and private or public type of company

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, and market retention, business momentum private or public category of company not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and private or public type of company

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders and private or public of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and private or public type of company

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and organization represented is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management .

. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)

INTERNAL ENVIRONMENT

P_A_Q2 Is your industry/organization * P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and private or public type of company

Ha - There is a significant relationship between appointment of crisis management team and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between contingency planning and private or public type of company

Ha - There is a significant relationship between contingency planning and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between contingency planning and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and private or public type of company

Ha - There is a significant relationship between Crisis recognition and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between appointment of crisis management team and private or public type of company

Ha - There is a significant relationship between appointment of crisis management team and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment of crisis management team and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_5 Containment

Ho – There is no significant relationship between Containment and private or public type of company

Ha - There is a significant relationship between Containment and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and private or public type of company

Ha - There is a significant relationship between Fact sheet on Crisis and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_7 Brainstorming and Planning

Ho – There is no significant relationship between Brainstorming and Planning and private or public type of company

Ha - There is a significant relationship between Brainstorming and Planning and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brainstorming and Planning and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between developing a response and private or public type of company

Ha - There is a significant relationship between developing a response and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and private or public type of company

Ha - There is a significant relationship between Crisis resolution and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_10 Official Spokesperson

Ho – There is no significant relationship between appointment Official Spokesperson and private or public type of company

Ha - There is a significant relationship between appointment Official Spokesperson and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment Official Spokesperson and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between Mastering media and private or public type of company

Ha - There is a significant relationship between Mastering media and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and private or public type of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_12 Communication with employees through all media available

Ho – There is no significant relationship between Communications with employees through all media available and private or public type of company

Ha - There is a significant relationship between Communications with employees through all media available and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and private or public type of companies not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or public type of company

Ha - There is a significant relationship between Learning from own experience and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_14 Taking responsibility

Ho – There is no significant relationship between Taking responsibility and private or public type of company

Ha - There is a significant relationship between Taking responsibility and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking responsibility and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and private or public type of company

Ha - There is a significant relationship between Proactive, Transparency, Accountability and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_16 Scripting the Story

Ho – There is no significant relationship between scripting the Story and private or public type of company

Ha - There is a significant relationship between Scripting the Story and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between scripting the Story and private or public type of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and private or public type of company

Ha - There is a significant relationship between Face social media backlash and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_18 Empathizing

Ho – There is no significant relationship between Empathizing and private or public type of company

Ha - There is a significant relationship between Empathizing and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathizing and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and private or public type of company
Ha - There is a significant relationship between Apologize and take action and private or public type of company
As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_20 Monitor, Plan and Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or public type of company
Ha - There is a significant relationship between Monitor, Plan and Communicate and private or public type of company
As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and private or public type of company
Ha - There is a significant relationship between Seek to understand the situation and private or public type of company
As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and private or public type of company
Ha - There is a significant relationship between Team First –listen in and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_23 Being Prepared

Ho – There is no significant relationship between Being Prepared and private or public type of company

Ha - There is a significant relationship between Being Prepared and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Being Prepared and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_24 Avoid Knee-Jerk

Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and private or public type of company

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and private or public type of company

Ha - There is a significant relationship between Develop strong organizational brand culture and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and private or public type of company is not rejected. It

can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_26 Update the media regularly

Ho – There is no significant relationship between Update the media regularly and private or public type of company

Ha - There is a significant relationship between Update the media regularly and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media regularly and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_27 Communicate

Ho – There is no significant relationship between Communicate and private or public type of company

Ha - There is a significant relationship between Communicate and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and private or public type of company

Ha - There is a significant relationship between Set branding goals and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and private or public type of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between don't lie and private or public type of company

Ha – There is a significant relationship between don't lie and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between don't lie and private or

public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

EXTERNAL ENVIRONMENT

P_A_Q2 Is your industry/organization * P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and private or public type of company

Ha - There is a significant relationship between appointment of crisis management team and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between Contingency planning and private or public type of company

Ha - There is a significant relationship between Contingency planning and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Contingency planning and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and private or public type of company

Ha - There is a significant relationship between Crisis recognition and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and private or public type of company

Ha - There is a significant relationship Taking stock of potential perils and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking stock of potential perils and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and private or public type of company

Ha - There is a significant relationship between Containment and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and private or public type of company

Ha - There is a significant relationship between Fact sheet on Crisis and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and private or public type of company

Ha - There is a significant relationship between Brainstorming and Planning and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of – There is no significant relationship between Brainstorming and Planning and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between developing a response and private or public type of company

Ha - There is a significant relationship between developing a response and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and private or public type of company

Ha - There is a significant relationship between Crisis resolution and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between appointment of Official Spokesperson and private or public type of company

Ha - There is a significant relationship between appointment of Official Spokesperson and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between appointment of Official Spokesperson and private or public type of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and private or public type of company

Ha - There is a significant relationship between Mastering media and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_12 Communication with employees through all media available

Ho – There is no significant relationship between Communications with employees through all media available and private or public type of company

Ha - There is a significant relationship between Communications with employees through all media available and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or public type of company

Ha - There is a significant relationship between Learning from own experience and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Take responsibility and private or public type of company

Ha - There is a significant relationship between Take responsibility and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Take responsibility and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and private or public type of company

Ha - There is a significant relationship between Proactive, Transparency, Accountability and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency,

Accountability and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between Script the Story and private or public type of company

Ha - There is a significant relationship between Script the Story and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Script the Story and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and private or public type of company

Ha - There is a significant relationship between Face social media backlash and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathize team and private or public type of company

Ha - There is a significant relationship between Empathize and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathize team and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and private or public type of company

Ha - There is a significant relationship Apologize and take action and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action

and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or public type of company

Ha - There is a significant relationship between Monitor, Plan and Communicate and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and private or public type of company

Ha - There is a significant relationship between Seek to understand the situation and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and private or public type of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and private or public type of company

Ha - There is a significant relationship between Team First – listen in and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between Be Prepared and private or public type of company

Ha - There is a significant relationship between Be Prepared and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Be Prepared and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_24 Avoid Knee-Jerk

Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and private or public type of company

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and private or public type of company

Ha - There is a significant relationship between Develop strong organizational brand culture and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media and private or public type of company

Ha - There is a significant relationship between Update the media and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between Communicate and private or public type of company

Ha - There is a significant relationship between Communicate and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and private or public type of company

Ha - There is a significant relationship between Set branding goals and private or public type of company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and private or public type of company is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q2 Is your industry/organization * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and private or public type of company

Ha - There is a significant relationship between don't lie and private or public type of company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between don't lie and private or public type of company is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q2 Is your industry/organization * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between Brand/ Company and the type of industry/ organisation

Ha - There is a significant relationship between Brand/ Company and the type of industry/ organisation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand/Company and the type of industry/ organisation is not rejected. It can be concluded that the type of

industry/ organisation

does not influence the preference towards the Brand/Company being the source they hear about the crisis from.

P_A_Q2 Is your industry/organization * P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and The type of industry/ organisation

Ha - There is a significant relationship between Social Media and The type of industry/ organisation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Social Media and The type of industry/ organisation is not rejected. It can be concluded that the type of industry/ organisation

does not influence the preference towards Social Media being the source they hear about the crisis from.

P_A_Q2 Is your industry/organization * P_B_Q4_4 Media

Ho – There is no significant relationship between Media and The type of industry/ organisation

Ha - There is a significant relationship between Media The type of industry/ organisation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media and The type of industry/ organisation is not rejected. It can be concluded that The type of industry/ organisation does not influence the preference towards the Media being the source they hear about the crisis from.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q2 Is your industry/organization * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and industry/organization type

Ha - There is a significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between trusted brands there is a

change in your perception of the brand due to one crisis event and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and industry/organization type

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and industry/organization type

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Honest confession of the crisis is beneficial for the brand and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and industry/organization type

Ha - There is a significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship extent to which the purchase

decisions is impacted if the brand was facing a crisis situation and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and industry/organization type

Ha - There is a significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and industry/organization type

Ha - There is a significant relationship between extent to which advertisements strengthen consumer association with the brand and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and industry/organization type

Ha - There is a significant relationship between extent to which PSA's strengthen consumer association with the brand and industry/organization type

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and industry/organization type

Ha - There is a significant relationship between empathy towards the brand during times of crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and industry/organization type

Ha - There is a significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and industry/organization type

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and industry/organization type

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and industry/organization type

Ha - There is a significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and industry/organization type

Ha - There is a significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and industry/organization type

Ha - There is a significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between role of mass media during times of crisis and industry/organization type

Ha - There is a significant relationship between role of mass media during times of crisis and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between role of mass media during times of crisis and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between portrayal of crisis by the media is generally believed and industry/organization type

Ha - There is a significant relationship between portrayal of crisis by the media is generally believed and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayal of crisis by the media is generally believed and industry/organization type is not rejected. It can be

concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and industry/organization type

Ha - There is a significant relationship between Media portrayal affects consumer perception, understanding and analysing of the crisis situation and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media portrayal affects consumer perception, understanding and analyzing of the crisis situation and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

P_A_Q2 Is your industry/organization * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and industry/organization type

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and industry/organization type

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and industry/organization type is not rejected. It can be concluded that industry/organization type does not influence issues affecting crisis in a company.

VARIABLE 3- NUMBER OF YEARS IN SERVICE

Q1. According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)

P_A_Q4 Number years in service * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and number of years of service

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and number of years of service

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and number of years of service

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between; Includes training programs, demonstrations, exercises and live simulations number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and number of years of service

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and number of years of service

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and number of years of service

Ha - There is a significant relationship between includes infrastructure, documentation and training and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and number of years of service

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and number of years of service

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and number of years of service

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and number of years of service

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and number of years of service

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders and number of years of service is not rejected. It can be concluded that the number of years of service not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and number of years of service

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

- **(Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)**

INTERNAL ENVIRONMENT

P_A_Q4 Number years in service * P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and number of years of service

Ha - There is a significant relationship between appointment of crisis management team and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between contingency planning and number of years of service

Ha - There is a significant relationship between contingency planning and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between contingency planning and number of years of service is not rejected. It can be concluded that the type of number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and number of years of service

Ha - There is a significant relationship between Crisis recognition and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and number of years of service is not rejected. It can be concluded that the type of number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and number of years of service

Ha - There is a significant relationship between Taking stock of potential perils and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment of crisis management team and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_5 Containment

Ho – There is no significant relationship between Containment and number of years of service

Ha - There is a significant relationship between Containment and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and number of years of service is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and number of years of service

Ha - There is a significant relationship between Fact sheet on Crisis and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and number of years of service

Ha - There is a significant relationship between Brainstorming and Planning and private or number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brainstorming and

Planning and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between developing a response and number of years of service

Ha - There is a significant relationship between developing a response and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and number of years of service

Ha - There is a significant relationship between Crisis resolution and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company

P_A_Q4 Number years in service * P_B_Q3A_10 Official Spokesperson

Ho – There is no significant relationship between appointment Official Spokesperson and number of years of service

Ha - There is a significant relationship between appointment Official Spokesperson and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment Official Spokesperson and number of years of service is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between Mastering media and number of years of service

Ha - There is a significant relationship between Mastering media and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_12 Communication with employees through all media available

Ho – There is no significant relationship between Communications with employees through all media available and number of years of service

Ha - There is a significant relationship between Communications with employees through all media available and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or number of years of service

Ha - There is a significant relationship between Learning from own experience and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_14 Take responsibility

Ho – There is no significant relationship between Taking responsibility and number of years of service

Ha - There is a significant relationship between Taking responsibility and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking responsibility and number of years of service is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company

P_A_Q4 Number years in service * P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and number of years of service

Ha - There is a significant relationship between Proactive, Transparency, Accountability and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and number of years of service is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_16 Script the Story

Ho – There is no significant relationship between scripting the Story and number of years of service

Ha - There is a significant relationship between Scripting the Story and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between scripting the Story and number of years of service is rejected. It can be concluded that the number of years of service does influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash number of years of service

Ha - There is a significant relationship between Face social media backlash and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash number of years of service is rejected. It can be concluded that the number of years of service does influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_18 Empathize

Ho – There is no significant relationship between Empathizing and private number of years of service

Ha - There is a significant relationship between Empathizing and private or number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathizing and number of years of service is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and number of years of service

Ha - There is a significant relationship between Apologize and take action and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company

P_A_Q4 Number years in service * P_B_Q3A_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or number of years of service

Ha - There is a significant relationship between Monitor, Plan and Communicate and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and number of years of service

Ha - There is a significant relationship between Seek to understand the situation and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and number of years of service

Ha - There is a significant relationship between Team First – listen in and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_23 Be Prepared

Ho – There is no significant relationship between Being Prepared and private or number of years of service

Ha - There is a significant relationship between Being Prepared and private or number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Being Prepared and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and number of years of service

Ha - There is a significant relationship between Develop strong organizational brand culture and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_26 Update the media

Ho – There is no significant relationship between Update the media regularly and private or number of years of service

Ha - There is a significant relationship between Update the media regularly and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media regularly and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_27 Communicate

Ho – There is no significant relationship between Communicate and private or number of years of service

Ha - There is a significant relationship between Communicate and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Communicate and a

number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and private or number of years of service

Ha - There is a significant relationship between Set branding goals number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and number of years of service is rejected. It can be concluded that the number of years of service does influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between don't lie and number of years of service

Ha - There is a significant relationship between don't lie and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and number of years of service is rejected. It can be concluded that number of years of service does influence factors affecting crisis in a company.

EXTERNAL ENVIRONMENT

P_A_Q4 Number years in service * P_B_Q3B_1 Appointment of a Crisis

Management Team

Ho – There is no significant relationship between appointment of crisis management team and number of years of service

Ha - There is a significant relationship between appointment of crisis management team and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between Contingency planning and number of years of service

Ha - There is a significant relationship between Contingency planning and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Contingency planning and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and number of years of service

Ha - There is a significant relationship between Crisis recognition and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and number of years of service

Ha - There is a significant relationship Taking stock of potential perils and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking stock of potential perils and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and number of years of service

Ha - There is a significant relationship between Containment and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and number of years of service is not rejected. It can be concluded that the number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and number of years of service

Ha - There is a significant relationship between Fact sheet on Crisis and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Fact sheets on Crisis and the area company serves is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and number of years of service

Ha - There is a significant relationship between Brainstorming and Planning and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of – There is no significant relationship between Brainstorming and Planning and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between developing a response and number of years of service

Ha - There is a significant relationship between developing a response and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and number of years of service

Ha - There is a significant relationship between Crisis resolution and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between appointment of Official Spokesperson and number of years of service

Ha - There is a significant relationship between appointment of Official Spokesperson and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between appointment of Official Spokesperson and number of years of service is rejected. It can be concluded that the

type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and number of years of service

Ha - There is a significant relationship between Mastering media and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_12 Communication with employees through all mediums available

Ho – There is no significant relationship between Communications with employees through all media available and number of years of service

Ha - There is a significant relationship between Communications with employees through all media available and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and number of years of service

Ha - There is a significant relationship between Learning from own experience and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Take responsibility and number of years of service

Ha - There is a significant relationship between Take responsibility and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Take responsibility and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and number of years of service

Ha - There is a significant relationship between Proactive, Transparency, Accountability and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Proactive, Transparency, Accountability and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between Script the Story and number of years of service

Ha - There is a significant relationship between Script the Story and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Script the Story and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and number of years of service

Ha - There is a significant relationship between Face social media backlash and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and number of years of service is not rejected. It can be concluded that the type of

private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathize team and number of years of service

Ha - There is a significant relationship between Empathize and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathize team and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and number of years of service

Ha - There is a significant relationship Apologize and take action and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_20 Monitor, Plan and Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and number of years of service

Ha - There is a significant relationship between Monitor, Plan and Communicate and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and number of years of service

Ha - There is a significant relationship between Seek to understand the situation and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and number of years of service is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company

P_A_Q4 Number years in service * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and number of years of service

Ha - There is a significant relationship between Team First – listen in and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company

P_A_Q4 Number years in service * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between Be Prepared and number of years of service

Ha - There is a significant relationship between Be Prepared and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Be Prepared and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company

P_A_Q4 Number years in service * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and number of years of service

Ha - There is a significant relationship between Develop strong organizational brand culture and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media and number of years of service

Ha - There is a significant relationship between Update the media and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between updating the media and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between Communicate and number of years of service

Ha - There is a significant relationship between Communicate and number of years of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and number of years of service is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and number of years of service

Ha - There is a significant relationship between Set branding goals and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and

number of years of service is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and number of years of service

Ha - There is a significant relationship between don't lie and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie number of years of service is rejected. It can be concluded that number of years of service of service does influence factors affecting crisis in a company .

P_A_Q4 Number years in service * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between don't lie and number of years of service

Ha - There is a significant relationship between don't lie and number of years of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and number of years of service is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q4 Number years in service * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between Brand/ Company and The Number years in service

Ha - There is a significant relationship between Brand/ Company and The Number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand/Company and the number years in service is not rejected. It can be concluded that The Number years in service does not influence the preference towards the Brand/Company being the source they hear about the crisis from.

P_A_Q4 Number years in service * P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and The Number years in service

Ha - There is a significant relationship between Social Media and The Number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Social Media and The Number years in service is not rejected. It can be concluded that The Number years in service does not influence the preference towards Social Media being the source they hear about the crisis from.

P_A_Q4 Number years in service * P_B_Q4_4 Media

Ho – There is no significant relationship between Media and The Number years in service

Ha - There is a significant relationship between Media and The Number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media and The Number years in service

is not rejected. It can be concluded that The Number years in service does not influence the preference towards the Media being the source they hear about the crisis from.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q4 Number years in service * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and number of years of service

Ha - There is a significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and number years in service

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and number years in service

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Honest confession of the crisis is beneficial for the brand and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and number years in service

Ha - There is a significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship extent to which the purchase decisions is impacted if the brand was facing a crisis situation and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and number years in service

Ha - There is a significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and number years in service

Ha - There is a significant relationship between extent to which advertisements strengthen consumer association with the brand and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and number years in service

Ha - There is a significant relationship between extent to which PSA's strengthen consumer association with the brand and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and number years in service

Ha - There is a significant relationship between empathy towards the brand during times of crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and number years in service

Ha - There is a significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and number years in service

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and number years in service

Ha - There is a significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and number years in service is not rejected. It can be concluded that number

years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and number years in service

Ha - There is a significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and number years in service

Ha - There is a significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between role of mass media during times of crisis and number years in service

Ha - There is a significant relationship between role of mass media during times of crisis and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between role of mass media during times of crisis and number years in service is not rejected. It can be concluded that

number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between portrayal of crisis by the media is generally believed and number years in service

Ha - There is a significant relationship between portrayal of crisis by the media is generally believed and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayal of crisis by the media is generally believed and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and number years in service

Ha - There is a significant relationship between Media portrayal affects consumer perception, understanding and analysing of the crisis situation and number years in service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media portrayal affects consumer perception, understanding and analyzing of the crisis situation and number years in service is not rejected. It can be concluded that number years in service does not influence issues affecting crisis in a company.

P_A_Q4 Number years in service * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and number years in service

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and number years in service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and number years

in service is rejected. It can be concluded that number years in service does influence issues affecting crisis in a company.

VARIABLE 4- GEOGRAPHICAL AREA

P_A_Q6 Is your organization * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and geographical area of service

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and geographical area of service

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and geographical area of service

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between; Includes training

programs, demonstrations, exercises and live simulations geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and geographical area of service

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and geographical area of service

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and number of years of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and geographical area of service

Ha - There is a significant relationship between includes infrastructure, documentation and training and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and geographical area of service

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and geographical area of service

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and geographical area of service

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and geographical area of service

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and geographical area of service

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders and geographical area of service is not rejected. It can be concluded that the geographical area of service not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and geographical area of service

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

INTERNAL ENVIRONMENT

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

• (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)

P_A_Q6 Is your organization * P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and geographical area of service

Ha - There is a significant relationship between appointment of crisis management team and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between contingency planning and geographical area of service

Ha - There is a significant relationship between contingency planning and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between contingency planning and

geographical area of service is not rejected. It can be concluded that the type of geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and geographical area of service

Ha - There is a significant relationship between Crisis recognition and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and geographical area of service is not rejected. It can be concluded that the type of geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and geographical area of service

Ha - There is a significant relationship between Taking stock of potential perils and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment of crisis management team and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3A_5 Containment

Ho – There is no significant relationship between Containment and geographical area of service

Ha - There is a significant relationship between Containment and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and geographical area of service

Ha - There is a significant relationship between Fact sheet on Crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and geographical area of service

Ha - There is a significant relationship between Brainstorming and Planning and private or geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brainstorming and Planning and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between developing a response and geographical area of service

Ha - There is a significant relationship between developing a response and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and geographical area of service

Ha - There is a significant relationship between Crisis resolution and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3A_10 Official Spokesperson

Ho – There is no significant relationship between appointment Official Spokesperson and geographical area of service

Ha - There is a significant relationship between appointment Official Spokesperson and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment Official Spokesperson and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between Mastering media and geographical area of service

Ha - There is a significant relationship between Mastering media and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_12 Communication with employees through all mediums available

Ho – There is no significant relationship between Communications with employees through all media available and geographical area of service

Ha - There is a significant relationship between Communications with employees through all media available and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or geographical area of service

Ha - There is a significant relationship between Learning from own experience and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and geographical area of service is t rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_14 Take responsibility

Ho – There is no significant relationship between Taking responsibility and geographical area of service

Ha - There is a significant relationship between Taking responsibility and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking responsibility and

geographical area of service is not rejected. It can be concluded that number of years of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and geographical area of service

Ha - There is a significant relationship between Proactive, Transparency, Accountability and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_16 Script the Story

Ho – There is no significant relationship between scripting the Story and geographical area of service

Ha - There is a significant relationship between Scripting the Story and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between scripting the Story and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash geographical area of service

Ha - There is a significant relationship between Face social media backlash and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_18 Empathize

Ho – There is no significant relationship between Empathizing and private geographical area of service

Ha - There is a significant relationship between Empathizing and private or geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathizing and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and geographical area of service

Ha - There is a significant relationship between Apologize and take action and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or geographical area of service

Ha - There is a significant relationship between Monitor, Plan and Communicate and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and geographical area of service

Ha - There is a significant relationship between Seek to understand the situation and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and geographical area of service

Ha - There is a significant relationship between Team First – listen in and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_23 Be Prepared

Ho – There is no significant relationship between Being Prepared and private or geographical area of service

Ha - There is a significant relationship between Being Prepared and private or geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Being Prepared and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and geographical area of service

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and geographical area of service

Ha - There is a significant relationship between Develop strong organizational brand culture and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_26 Update the media

Ho – There is no significant relationship between Update the media regularly and private or geographical area of service

Ha - There is a significant relationship between Update the media regularly and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media regularly

and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_27 Communicate

Ho – There is no significant relationship between Communicate and private or geographical area of service

Ha - There is a significant relationship between Communicate and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Communicate and an geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and private or geographical area of service

Ha - There is a significant relationship between Set branding goals geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between don't lie and geographical area of service

Ha - There is a significant relationship between don't lie and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and geographical area of service is rejected. It can be concluded that geographical area of service does influence factors affecting crisis in a company.

EXTERNAL ENVIRONMENT

P_A_Q6 Is your organization * P_B_Q3B_1 Appointment of a Crisis

Management Team

Ho – There is no significant relationship between appointment of crisis management team and geographical area of service

Ha - There is a significant relationship between appointment of crisis management team and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team geographical area of service is

not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between Contingency planning and geographical area of service

Ha - There is a significant relationship between Contingency planning and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Contingency planning and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and geographical area of service

Ha - There is a significant relationship between Crisis recognition and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and geographical area of service

Ha - There is a significant relationship Taking stock of potential perils and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking stock of potential perils and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and geographical area of service

Ha - There is a significant relationship between Containment and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and geographical area of service

Ha - There is a significant relationship between Fact sheet on Crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Fact sheets on Crisis and the area company serves is not rejected. It can be concluded that geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and geographical area of service

Ha - There is a significant relationship between Brainstorming and Planning and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of – There is no significant relationship between Brainstorming and Planning and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between developing a response and geographical area of service

Ha - There is a significant relationship between developing a response and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and geographical area of service

Ha - There is a significant relationship between Crisis resolution and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between appointment of Official Spokesperson and geographical area of service

Ha - There is a significant relationship between appointment of Official Spokesperson and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between appointment of Official Spokesperson and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and geographical area of service

Ha - There is a significant relationship between Mastering media and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_12 Communication with employees through all mediums available

Ho – There is no significant relationship between Communications with employees through all media available and geographical area of service

Ha - There is a significant relationship between Communications with employees through all media available and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and geographical area of service

Ha - There is a significant relationship between Learning from own experience and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Take responsibility and geographical area of service

Ha - There is a significant relationship between Take responsibility and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Take responsibility and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and geographical area of service

Ha - There is a significant relationship between Proactive, Transparency, Accountability and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Proactive, Transparency, Accountability and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between Script the Story and geographical area of service

Ha - There is a significant relationship between Script the Story and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Script the Story and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and geographical area of service

Ha - There is a significant relationship between Face social media backlash and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathize team and geographical area of service

Ha - There is a significant relationship between Empathize and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathize team and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and geographical area of service

Ha - There is a significant relationship Apologize and take action and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_20 Monitor, Plan and Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and geographical area of service

Ha - There is a significant relationship between Monitor, Plan and Communicate and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and geographical area of service

Ha - There is a significant relationship between Seek to understand the situation and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and geographical area of service

Ha - There is a significant relationship between Team First – listen in and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between Be Prepared and geographical area of service

Ha - There is a significant relationship between Be Prepared and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Be Prepared and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and geographical area of service

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company

P_A_Q6 Is your organization * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and geographical area of service

Ha - There is a significant relationship between Develop strong organizational brand culture and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media and geographical area of service

Ha - There is a significant relationship between Update the media and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between updating the media and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between Communicate and geographical area of service

Ha - There is a significant relationship between Communicate and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and geographical area of service is not rejected. It can be concluded that the geographical area of service does not influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and geographical area of service

Ha - There is a significant relationship between Set branding goals and geographical area of service

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and geographical area of service is rejected. It can be concluded that the geographical area of service does influence factors affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and area the company serves

Ha - There is a significant relationship between don't lie and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and area the company serves is rejected. It can be concluded that the geographical area of service does influence the crisis issue on hand.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q6 Is your organization * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between Brand/ Company and The Geographical area of the organisation

Ha - There is a significant relationship between Brand/ Company and The Geographical area of the organisation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand/Company and The Geographical area of the organisation

is not rejected. It can be concluded that The Geographical area of the organisation does not influence the preference towards the Brand/Company being the source they hear about the crisis from.

P_A_Q6 Is your organization * P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and The Geographical area of the organisation

Ha - There is a significant relationship between Social Media and The Geographical area of the organisation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Social Media and The Geographical area of the organisation is not rejected. It can be concluded that The Geographical area of the organisation does not influence the preference towards Social Media being the source they hear about the crisis from.

P_A_Q6 Is your organization * P_B_Q4_4 Media

Ho – There is no significant relationship between Media and The Geographical area of the organisation

Ha - There is a significant relationship between Media and The Geographical area of the organisation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media and The Geographical area of the organisation is not rejected. It can be concluded that The Geographical area of the organisation does not influence the preference towards the Media being the source they hear about the crisis from.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q6 Is your organization * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and geographical area of service

Ha - There is a significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and geographical area of service

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and geographical area of service

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Honest confession of the crisis is beneficial for the brand and geographical area of service is not rejected. It can

be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and geographical area of service

Ha - There is a significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship extent to which the purchase decisions is impacted if the brand was facing a crisis situation and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and geographical area of service

Ha - There is a significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and geographical area of service

Ha - There is a significant relationship between extent to which advertisements strengthen consumer association with the brand and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which

advertisements strengthen consumer association with the brand and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and geographical area of service

Ha - There is a significant relationship between extent to which PSA's strengthen consumer association with the brand and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and geographical area of service

Ha - There is a significant relationship between empathy towards the brand during times of crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and geographical area of service

Ha - There is a significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which negative

feeling if the brand is not being communicative during times of crisis and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and geographical area of service

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and geographical area of service

Ha - There is a significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and geographical area of service

Ha - There is a significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communication from

top executives or head of the company helps build trust during time of crisis and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and geographical area of service

Ha - There is a significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between role of mass media during times of crisis and geographical area of service

Ha - There is a significant relationship between role of mass media during times of crisis and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between role of mass media during times of crisis and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

A_Q6 Is your organization * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between portrayal of crisis by the media is generally believed and geographical area of service

Ha - There is a significant relationship between portrayal of crisis by the media is generally believed and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayal of crisis by the media is generally believed and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and geographical area of service

Ha - There is a significant relationship between Media portrayal affects consumer perception, understanding and analysing of the crisis situation and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media portrayal affects consumer perception, understanding and analyzing of the crisis situation and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

P_A_Q6 Is your organization * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and geographical area of service

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and geographical area of service

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and geographical area of service is not rejected. It can be concluded that geographical area of service does not influence issues affecting crisis in a company.

VARIABLE 5

CUSTOMER ORIENTATION

P_A_Q7 What is the customer orientation? * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and customer orientation

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and customer orientations not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and customer orientation

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and customer orientation

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between; Includes training programs, demonstrations, exercises and live simulations customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and customer orientation

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and customer orientation

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and customer orientation

Ha - There is a significant relationship between includes infrastructure, documentation and training and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and customer orientation

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and customer orientation

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and customer orientation

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and customer orientation

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and customer orientation

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, and media scrutiny and connect with

stakeholders and customer orientation is not rejected. It can be concluded that the customer orientation not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and customer orientation

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)

INTERNAL ENVIRONMENT

P_A_Q7 What is the customer orientation? * P_B_Q3A_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and customer orientation

Ha - There is a significant relationship between appointment of crisis management team and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_2 Contingency planning

Ho – There is no significant relationship between contingency planning and customer orientation

Ha - There is a significant relationship between contingency planning and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between contingency planning and customer orientation is not rejected. It can be concluded that the type of customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and customer orientation

Ha - There is a significant relationship between Crisis recognition and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and customer orientation is not rejected. It can be concluded that the type of customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_4 Taking stock of potential perils

Ho – There is no significant relationship between appointment of crisis management team customer orientation

Ha - There is a significant relationship between appointment of crisis management team and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment of crisis management team and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_5 Containment

Ho – There is no significant relationship between Containment and customer orientation

Ha - There is a significant relationship between Containment and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and customer orientation is not rejected. It can be concluded that customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and customer orientation

Ha - There is a significant relationship between Fact sheet on Crisis and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_7 Brainstorming/

Planning

Ho – There is no significant relationship between Brainstorming and Planning and customer orientation

Ha - There is a significant relationship between Brainstorming and Planning and private or customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brainstorming and Planning and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_8 Developing a response

Ho – There is no significant relationship between developing a response and customer orientation

Ha - There is a significant relationship between developing a response and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and customer orientation

Ha - There is a significant relationship between Crisis resolution and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_10 Official

Spokesperson

Ho – There is no significant relationship between appointment Official Spokesperson and customer orientation

Ha - There is a significant relationship between appointment Official Spokesperson and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment Official Spokesperson and customer orientation is not rejected. It can be concluded that customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_11 Mastering media

Ho – There is no significant relationship between Mastering media and customer orientation

Ha - There is a significant relationship between Mastering media and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and customer orientation is rejected. It can be concluded that the customer orientation does influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_12 Communication with employees through all media available

Ho – There is no significant relationship between Communications with employees through all media available and customer orientation

Ha - There is a significant relationship between Communications with employees through all media available and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or customer orientation

Ha - There is a significant relationship between Learning from own experience and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own

experience and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_14 Take responsibility

Ho – There is no significant relationship between Taking responsibility and customer orientation

Ha - There is a significant relationship between Taking responsibility and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking responsibility and customer orientation is not rejected. It can be concluded that customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and customer orientation

Ha - There is a significant relationship between Proactive, Transparency, Accountability and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and customer orientation is not rejected. It can be concluded that customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_16 Script the Story

Ho – There is no significant relationship between scripting the Story and customer orientation

Ha - There is a significant relationship between Scripting the Story and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between scripting the Story and customer orientation is rejected. It can be concluded that the customer orientation does influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash customer orientation

Ha - There is a significant relationship between Face social media backlash and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash

customer orientation not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_18

Empathize

Ho – There is no significant relationship between Empathizing and private customer orientation

Ha - There is a significant relationship between Empathizing and private or customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathizing and customer orientation is not rejected. It can be concluded that customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and customer orientation

Ha - There is a significant relationship between Apologize and take action and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or customer orientation

Ha - There is a significant relationship between Monitor, Plan and Communicate and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and customer orientation

Ha - There is a significant relationship between Seek to understand the situation and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and customer orientation

Ha - There is a significant relationship between Team First – listen in and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_23 Be Prepared

Ho – There is no significant relationship between Being Prepared and private or customer orientation

Ha - There is a significant relationship between Being Prepared and private or customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Being Prepared and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and customer orientation

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and customer orientation

Ha - There is a significant relationship between Develop strong organizational brand culture and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_26 Update the media

Ho – There is no significant relationship between Update the media regularly and private or customer orientation

Ha - There is a significant relationship between Update the media regularly and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media regularly and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_27 Communicate

Ho – There is no significant relationship between Communicate and private or customer orientation

Ha - There is a significant relationship between Communicate and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Communicate and an customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and private or customer orientation

Ha - There is a significant relationship between Set branding goals customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and customer orientation is rejected. It can be concluded that the customer orientation does influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3A_29 Don't lie

Ho – There is no significant relationship between don't lie and customer orientation

Ha - There is a significant relationship between don't lie and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and customer

orientation is rejected. It can be concluded that customer orientation does influence factors affecting crisis in a company.

EXTERNAL ENVIRONMENT

P_A_Q7 What is the customer orientation? * P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and customer orientation

Ha - There is a significant relationship between appointment of crisis management team and customer orientation
As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between Contingency planning and customer orientation

Ha - There is a significant relationship between Contingency planning and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Contingency planning and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and customer orientation

Ha - There is a significant relationship between Crisis recognition and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and customer orientation

Ha - There is a significant relationship Taking stock of potential perils and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking stock of potential

perils and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and customer orientation

Ha - There is a significant relationship between Containment and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and customer orientation is not rejected. It can be concluded that the customer orientation does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and customer orientation

Ha - There is a significant relationship between Fact sheet on Crisis and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Fact sheets on Crisis and the area company serves is not rejected. It can be concluded that customer orientation does not influence factors affecting crisis in a company.

**P_A_Q7 What is the customer orientation? * P_B_Q3B_7 Brainstorming/
Planning**

Ho – There is no significant relationship between Brainstorming and Planning and customer orientation

Ha - There is a significant relationship between Brainstorming and Planning and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of – There is no significant relationship between Brainstorming and Planning and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

**P_A_Q7 What is the customer orientation? * P_B_Q3B_8 Developing a
response**

Ho – There is no significant relationship between developing a response and customer orientation

Ha - There is a significant relationship between developing a response and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and

customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and customer orientation

Ha - There is a significant relationship between Crisis resolution and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_10 Official

Spokesperson

Ho – There is no significant relationship between appointment of Official Spokesperson and customer orientation

Ha - There is a significant relationship between appointment of Official Spokesperson and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between appointment of Official Spokesperson and customer orientation is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and customer orientation

Ha - There is a significant relationship between Mastering media and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_12 Communication with employees through all media available

Ho – There is no significant relationship between Communications with employees through all media available and customer orientation

Ha - There is a significant relationship between Communications with employees through all media available and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and customer orientation

Ha - There is a significant relationship between Learning from own experience and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Take responsibility and customer orientation

Ha - There is a significant relationship between Take responsibility and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Take responsibility and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and customer orientation

Ha - There is a significant relationship between Proactive, Transparency, Accountability and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between Script the Story and customer orientation

Ha - There is a significant relationship between Script the Story and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Script the Story and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and customer orientation

Ha - There is a significant relationship between Face social media backlash and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathize team and customer orientation

Ha - There is a significant relationship between Empathize and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathize team and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and customer orientation

Ha - There is a significant relationship Apologize and take action and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and customer orientation

Ha - There is a significant relationship between Monitor, Plan and Communicate and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and customer orientation

Ha - There is a significant relationship between Seek to understand the situation and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and customer orientation is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and customer orientation

Ha - There is a significant relationship between Team First – listen in and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between Be Prepared and customer orientation

Ha - There is a significant relationship between Be Prepared and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Be Prepared and customer

orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and customer orientation

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and customer orientation

Ha - There is a significant relationship between Develop strong organizational brand culture and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media and customer orientation

Ha - There is a significant relationship between Update the media and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between updating the media and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between Communicate and customer orientation

Ha - There is a significant relationship between Communicate and customer orientation

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and customer orientation is not rejected. It can be concluded that the type of private or public category of company does not influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and customer orientation

Ha - There is a significant relationship between Set branding goals and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and customer orientation is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and customer orientation

Ha - There is a significant relationship between don't lie and customer orientation

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and customer orientation is rejected. It can be concluded that the type of private or public category of company does influence factors affecting crisis in a company.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q7 What is the customer orientation? * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between Brand/ Company and The customer orientation of the company/industry

Ha - There is a significant relationship between Brand/ Company and The customer orientation of the company/industry

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brand/Company and The customer orientation of the organisation is not rejected. it can be concluded that The customer orientation of the company/industry area of the organisation does not influence the preference towards the Brand/Company being the source they hear about the crisis from.

P_A_Q7 What is the customer orientation? * P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and The customer orientation of the company/industry

Ha - There is a significant relationship between Social Media and The customer orientation of the company/industry

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Social Media and The customer orientation of the company/industry is rejected. It can be concluded that The customer orientation of the company/industry the company/industry has an influence on the preference towards social media being the source they hear about the crisis from.

P_A_Q7 What is the customer orientation? * P_B_Q4_4 Media

Ho – There is no significant relationship between Media and The customer orientation of the company/industry

Ha - There is a significant relationship between Media and The customer orientation of the company/industry

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media and The customer orientation of the company/industry of the company/industry is not rejected. It can be concluded that and The customer orientation of the company/industry of the company/industry does not influence the preference towards the Media being the source they hear about the crisis from.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q7 What is the customer orientation? * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and customer orientation of the company

Ha - There is a significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and customer orientation of the company

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company

P_A_Q7 What is the customer orientation? * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and customer orientation of the company

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Honest confession of the crisis is beneficial for the brand and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and customer orientation of the company

Ha - There is a significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship extent to which the purchase decisions is impacted if the brand was facing a crisis situation and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and customer orientation of the company

Ha - There is a significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and customer orientation of the company

Ha - There is a significant relationship between extent to which advertisements strengthen consumer association with the brand and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and customer orientation of the company

Ha - There is a significant relationship between extent to which PSA's strengthen consumer association with the brand and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and customer orientation of the

company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and customer orientation of the company

Ha - There is a significant relationship between empathy towards the brand during times of crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and customer orientation of the company

Ha - There is a significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and customer orientation of the company

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company

P_A_Q7 What is the customer orientation? * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and customer orientation of the company

Ha - There is a significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and customer orientation of the company

Ha - There is a significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and customer orientation of the company

Ha - There is a significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between role of mass media during times of crisis and customer orientation of the company

Ha - There is a significant relationship between role of mass media during times of crisis and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between role of mass media during times of crisis and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between portrayal of crisis by the media is generally believed and customer orientation of the company

Ha - There is a significant relationship between portrayal of crisis by the media is generally believed and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayals of crisis by the media is generally believed and customer orientation of the company is not rejected. It

can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analysing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysing of the crisis situation and customer orientation of the company

Ha - There is a significant relationship between Media portrayal affects consumer perception, understanding and analysing of the crisis situation and customer orientation of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media portrayal affects consumer perception, understanding and analysing of the crisis situation and customer orientation of the company is not rejected. It can be concluded that customer orientation of the company does not influence issues affecting crisis in a company.

P_A_Q7 What is the customer orientation? * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and customer orientation of the company

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and customer orientation of the company

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and customer orientation of the company is rejected. It can be concluded that customer orientation of the company does influence issues affecting crisis in a company.

VARIABLE 6-Service area

P_A_Q8 Service area * P_B_Q1A_1 Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.

Ho – There is no significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and area the company serves

Ha - There is a significant relationship between includes putting planning in place, assigning roles and responsibilities, establishing process ownership and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes putting planning in

place, assigning roles and responsibilities, establishing process ownership and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1A_2 Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.

Ho – There is no significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and area the company serves

Ha - There is a significant relationship between includes crisis management infrastructure, equipment, war-rooms, resources and documentation and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of includes crisis management infrastructure, equipment, war-rooms, resources and documentation and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1A_3 Includes training programs, demonstrations, exercises and live simulations

Ho – There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations and area the company serves

Ha - There is a significant relationship between Includes training programs, demonstrations, exercises and live simulations and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Includes training programs, demonstrations, exercises and live simulations area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1B_1 Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.

Ho – There is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and area the company serves

Ha - There is a significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1B_2 Include identification, prioritization, strategy development and implementation

Ho – There is no significant relationship between include identification, prioritization, strategy development and implementation and area the company serves

Ha - There is a significant relationship between include identification, prioritization, strategy development and implementation and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of there is no significant relationship between include identification, prioritization, strategy development and implementation and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1B_3 Includes infrastructure, documentation and training.

Ho – There is no significant relationship between includes infrastructure, documentation and training and area the company serves

Ha - There is a significant relationship between includes infrastructure, documentation and training and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes infrastructure, documentation and training area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1C_1 Includes the transition from emergency, objective assessment, early recognition.

Ho – There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and area the company serves

Ha - There is a significant relationship between includes the transition from emergency, objective assessment, early recognition and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the transition from emergency, objective assessment, early recognition and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1C_2 Includes the activation process, system for callout, availability of back-ups, system redundancy.

Ho – There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and area the company serves

Ha - There is a significant relationship between need includes the activation process, system for callout, availability of back-ups, system redundancy area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes the activation process, system for callout, availability of back-ups, system redundancy and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1C_3 Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.

Ho – There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and area the company serves

Ha - There is a significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes strategy selection and implementation, damage mitigation, stakeholder management, media response and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1D_1 Includes operational recovery, financial costs, market retention, business momentum.

Ho – There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and area the company serves

Ha - There is a significant relationship between includes operational recovery, financial costs, market retention, business momentum and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes operational recovery, financial costs, market retention, business momentum and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1D_2 Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.

Ho – There is no significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and area the company serves

Ha - There is a significant relationship between includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders and area the company serves is not rejected. It can be concluded that the area the company serves not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q1D_3 Includes root cause analysis, management assessment, process review, implementation of change.

Ho – There is no significant relationship between includes root cause analysis, management assessment, process review, implementation of change and area the company serves

Ha - There is a significant relationship between includes root cause analysis, management assessment, process review, implementation of change and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between includes root cause analysis, management assessment, and process review, implementation of change and

area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

• (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)

INTERNAL ENVIRONMENT

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

• (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)

P_A_Q8 Service area * P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and area the company serves

Ha - There is a significant relationship between appointment of crisis management team and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between contingency planning and area the company serves

Ha - There is a significant relationship between contingency planning and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between contingency planning and area the company serves is not rejected. It can be concluded that the type of area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and area the company serves

Ha - There is a significant relationship between Crisis recognition and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and area the company serves is not rejected. It can be concluded that the type of area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between appointment of crisis management team area the company serves

Ha - There is a significant relationship between appointment of crisis management team and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment of crisis management team and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and area the company serves

Ha - There is a significant relationship between Containment and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and area the company serves is not rejected. It can be concluded that area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and area the company serves

Ha - There is a significant relationship between Fact sheet on Crisis and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Fact sheet on Crisis and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and area the company serves

Ha - There is a significant relationship between Brainstorming and Planning and private or area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Brainstorming and Planning and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between developing a response and area the company serves

Ha - There is a significant relationship between developing a response and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and area the company serves

Ha - There is a significant relationship between Crisis resolution and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between appointment Official Spokesperson and area the company serves

Ha - There is a significant relationship between appointment Official Spokesperson and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between appointment Official Spokesperson and area the company serves is not rejected. It can be concluded that area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and area the company serves

Ha - There is a significant relationship between Mastering media and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and area the company serves is rejected. It can be concluded that the area the company serves does influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_12 Communication with employees through all media available

Ho – There is no significant relationship between Communications with employees through all media available and area the company serves

Ha - There is a significant relationship between Communications with employees through all media available and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and private or area the company serves

Ha - There is a significant relationship between Learning from own experience and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Taking responsibility and area the company serves

Ha - There is a significant relationship between Taking responsibility and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking responsibility and area the company serves is not rejected. It can be concluded that area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and area the company serves

Ha - There is a significant relationship between Proactive, Transparency, Accountability and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and area the company serves is not rejected. It can be concluded that area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between scripting the Story and area the company serves

Ha - There is a significant relationship between Scripting the Story and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between scripting the Story and area the company serves is rejected. It can be concluded that the area the company serves does influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash area the company serves

Ha - There is a significant relationship between Face social media backlash and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash area the company serves not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathizing and private area the company serves

Ha - There is a significant relationship between Empathizing and private or area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathizing and area the company serves is not rejected. It can be concluded that area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and area the company serves

Ha - There is a significant relationship between Apologize and take action and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_20 Monitor, Plan and Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and private or area the company serves

Ha - There is a significant relationship between Monitor, Plan and Communicate and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and area the company serves

Ha - There is a significant relationship between Seek to understand the situation and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and area the company serves

Ha - There is a significant relationship between Team First – listen in and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between Being Prepared and private or area the company serves

Ha - There is a significant relationship between Being Prepared and private or area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Being Prepared and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and area the company serves

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and private or area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and area the company serves

Ha - There is a significant relationship between Develop strong organizational brand culture and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media regularly and private or area the company serves

Ha - There is a significant relationship between Update the media regularly and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Update the media regularly and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between Communicate and private or area the company serves

Ha - There is a significant relationship between Communicate and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Communicate and an area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and private or area the company serves

Ha - There is a significant relationship between Set branding goals area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and area the company serves is rejected. It can be concluded that the area the company serves does influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and area the company serves

Ha - There is a significant relationship between don't lie and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and area the company serves is rejected. It can be concluded that area the company serves does influence the crisis issue on hand.

EXTERNAL ENVIRONMENT

P_A_Q8 Service area * P_B_Q3B_1 Appointment of a Crisis Management Team

Ho – There is no significant relationship between appointment of crisis management team and area the company serves

Ha - There is a significant relationship between appointment of crisis management team and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of appointment of crisis management team area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_2 Contingency planning

Ho – There is no significant relationship between Contingency planning and area the company serves

Ha - There is a significant relationship between Contingency planning and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Contingency planning and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_3 Crisis recognition

Ho – There is no significant relationship between Crisis recognition and area the company serves

Ha - There is a significant relationship between Crisis recognition and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis recognition and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_4 Taking stock of potential perils

Ho – There is no significant relationship between Taking stock of potential perils and area the company serves

Ha - There is a significant relationship Taking stock of potential perils and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Taking stock of potential perils and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_5 Containment

Ho – There is no significant relationship between Containment and area the company serves

Ha - There is a significant relationship between Containment and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Containment and area the company serves is not rejected. It can be concluded that the area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_6 Fact sheet on Crisis

Ho – There is no significant relationship between Fact sheet on Crisis and area the company serves

Ha - There is a significant relationship between Fact sheet on Crisis and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between, Fact sheets on Crisis and the area company serves is not rejected. It can be concluded that area the company serves does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_7 Brainstorming/ Planning

Ho – There is no significant relationship between Brainstorming and Planning and area the company serves

Ha - There is a significant relationship between Brainstorming and Planning and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of – There is no significant relationship between Brainstorming and Planning and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_8 Developing a response

Ho – There is no significant relationship between developing a response and area the company serves

Ha - There is a significant relationship between developing a response and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between developing a response and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_9 Crisis resolution

Ho – There is no significant relationship between Crisis resolution and area the company serves

Ha - There is a significant relationship between Crisis resolution and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Crisis resolution and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_10 Official Spokesperson

Ho – There is no significant relationship between appointment of Official Spokesperson and area the company serves

Ha - There is a significant relationship between appointment of Official Spokesperson and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between appointment of Official Spokesperson and area the company serves is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_11 Mastering media

Ho – There is no significant relationship between Mastering media and area the company serves

Ha - There is a significant relationship between Mastering media and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Mastering media and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_12 Communication with employees through all mediums available

Ho – There is no significant relationship between Communications with employees through all media available and area the company serves

Ha - There is a significant relationship between Communications with employees through all media available and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communications with employees through all media available and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_13 Learning from own experience

Ho – There is no significant relationship between Learning from own experience and area the company serves

Ha - There is a significant relationship between Learning from own experience and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Learning from own experience and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_14 Take responsibility

Ho – There is no significant relationship between Take responsibility and area the company serves

Ha - There is a significant relationship between Take responsibility and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Take responsibility and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_15 Proactive, Transparency, Accountability

Ho – There is no significant relationship between Proactive, Transparency, Accountability and area the company serves

Ha - There is a significant relationship between Proactive, Transparency, Accountability and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Proactive, Transparency, Accountability and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_16 Script the Story

Ho – There is no significant relationship between Script the Story and area the company serves

Ha - There is a significant relationship between Script the Story and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Script the Story and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_17 Face social media backlash

Ho – There is no significant relationship between Face social media backlash and area the company serves

Ha - There is a significant relationship between Face social media backlash and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Face social media backlash and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_18 Empathize

Ho – There is no significant relationship between Empathize team and area the company serves

Ha - There is a significant relationship between Empathize and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Empathize team and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_19 Apologize and take action

Ho – There is no significant relationship between Apologize and take action and area the company serves

Ha - There is a significant relationship Apologize and take action and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Apologize and takes action and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_20 Monitor, Plan And Communicate

Ho – There is no significant relationship between Monitor, Plan and Communicate and area the company serves

Ha - There is a significant relationship between Monitor, Plan and Communicate and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Monitor, Plan and Communicate and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_21 Seek to understand the situation

Ho – There is no significant relationship between Seek to understand the situation and area the company serves

Ha - There is a significant relationship between Seek to understand the situation and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Seek to understand the situation and area the company serves is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_22 Team First – listen in

Ho – There is no significant relationship between Team First – listen in and area the company serves

Ha - There is a significant relationship between Team First – listen in and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Team First – listen in and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_23 Be Prepared

Ho – There is no significant relationship between Be Prepared and area the company serves

Ha - There is a significant relationship between Be Prepared and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Be Prepared and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_24 Avoid Knee-Jerk Reactions

Ho – There is no significant relationship between Avoid Knee-Jerk Reactions and area the company serves

Ha - There is a significant relationship between Avoid Knee-Jerk Reactions and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Avoid Knee-Jerk Reactions and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_25 Develop strong organizational brand culture

Ho – There is no significant relationship between Develop strong organizational brand culture and area the company serves

Ha - There is a significant relationship between Develop strong organizational brand culture and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Develop strong organizational brand culture and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_26 Update the media

Ho – There is no significant relationship between Update the media and area the company serves

Ha - There is a significant relationship between Update the media and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between updating the media and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_27 Communicate

Ho – There is no significant relationship between Communicate and area the company serves

Ha - There is a significant relationship between Communicate and area the company serves

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Communicate and area the company serves is not rejected. It can be concluded that the type of private or public category of company does not influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_28 Set branding goals

Ho – There is no significant relationship between Set branding goals and area the company serves

Ha - There is a significant relationship between Set branding goals and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between Set branding goals and area the company serves is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

P_A_Q8 Service area * P_B_Q3B_29 Don't lie

Ho – There is no significant relationship between don't lie and area the company serves

Ha - There is a significant relationship between don't lie and area the company serves

As the calculated chi-square value is more than the table critical value, the null hypothesis of There is no significant relationship between don't lie and area the company serves is rejected. It can be concluded that the type of private or public category of company does influence the crisis issue on hand.

Q4. It is highly appreciated if the consumer first hears about the crisis from:

P_A_Q8 Service area * P_B_Q4_1 Brand/Company

Ho – There is no significant relationship between Brand/ Company and The Service area of the company/industry

Ha - There is a significant relationship between Brand/ Company and The Service area of the company/industry

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between Brand/Company and The

Service area of the company/industry is not rejected. It can be concluded The Service

area of the company/industry does not influence the preference towards the

Brand/Company being the source they hear about the crisis from.

P_A_Q8 Service area * P_B_Q4_2 Social Media

Ho – There is no significant relationship between Social Media and The Service area of the company/industry

Ha - There is a significant relationship between Social Media and The Service area of the company/industry

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between Social Media and The

Service area of the company/industry is not rejected. It can be concluded that The

Service area of the company/industry does not influence the preference towards

Social Media being the source they hear about the crisis from.

P_A_Q8 Service area * P_B_Q4_4 Media

Ho – There is no significant relationship between Media and The Service area of the company/industry

Ha - There is a significant relationship between Media and The Service area of the company/industry

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between media The Service area of

the company/industry is not rejected. It can be concluded that and The Service area of

the company/industry does not influence the preference towards the Media being the

source they hear about the crisis from.

Q7. Please select the option which most accurately reflects your opinion about the following statements

P_A_Q8 Service area * P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event

Ho – There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and service area of the company

Ha - There is a significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between trusted brands there is a change in your perception of the brand due to one crisis event and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_2 You empathize towards the brand during times of crisis:

Ho – There is no significant relationship between empathy towards the brand during times of crisis and service area of the company

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between empathy towards the brand during times of crisis and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_3 Honest confession of the crisis is beneficial for the brand

Ho – There is no significant relationship between honest confession of the crisis is beneficial for the brand and service area of the company

Ha - There is a significant relationship between honest confession of the crisis is beneficial for the brand and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Honest confession of the crisis is beneficial for the brand and service area of the company is not rejected. It can

be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Ho – There is no significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and service area of the company

Ha - There is a significant relationship between extent to which the purchase decisions is impacted if the brand was facing a crisis situation and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship extent to which the purchase decisions is impacted if the brand was facing a crisis situation and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis

Ho – There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and service area of the company

Ha - There is a significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between important to receive constant communication about latest developments with the brand during times of crisis and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company

P_A_Q8 Service area * P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which advertisements strengthen consumer association with the brand and service area of the company

Ha - There is a significant relationship between extent to which advertisements strengthen consumer association with the brand and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which

advertisements strengthen consumer association with the brand and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand

Ho – There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and service area of the company

Ha - There is a significant relationship between extent to which PSA's strengthen consumer association with the brand and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which PSA's strengthen consumer association with the brand and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance

Ho – There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and service area of the company

Ha - There is a significant relationship between t empathy towards the brand during times of crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between change in perception and reaction to the situation based on celebrity association and assurance and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis

Ho – There is no significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and service area of the company

Ha - There is a significant relationship between extent to which negative feeling if the brand is not being communicative during times of crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between extent to which negative

feeling if the brand is not being communicative during times of crisis and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Ho – There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and service area of the company

Ha - There is a significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between consumer loyalties with the brand stays the same when a brand faces crisis more than once in the recent past and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand

Ho – There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and service area of the company

Ha - There is a significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between need for clear and honest communication retains your trust, perception, loyalty and association towards the brand and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis

Ho – There is no significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and service area of the company

Ha - There is a significant relationship between Direct communication from top executives or head of the company helps build trust during time of crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null

hypothesis of There is no significant relationship between direct communication from top executives or head of the company helps build trust during time of crisis and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis

Ho – There is no significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and service area of the company

Ha - There is a significant relationship between It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between it is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_14 Mass media plays an important role during crisis

Ho – There is no significant relationship between role of mass media during times of crisis and service area of the company

Ha - There is a significant relationship between role of mass media during times of crisis and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between role of mass media during times of crisis and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_15 The portrayal of crisis by the media is generally believed

Ho – There is no significant relationship between portrayal of crisis by the media is generally believed and service area of the company

Ha - There is a significant relationship between portrayal of crisis by the media is generally believed and service

area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between portrayal of crisis by the media is generally believed and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation

Ho – There is no significant relationship between media portrayal affects consumer perception, understanding and analysis of the crisis situation and service area of the company

Ha - There is a significant relationship between Media portrayal affects consumer perception, understanding and analysis of the crisis situation and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between Media portrayal affects consumer perception, understanding and analyzing of the crisis situation and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

P_A_Q8 Service area * P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable

Ho – There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and service area of the company

Ha - There is a significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and service area of the company

As the calculated chi-square value is less than the table critical value, the null hypothesis of There is no significant relationship between social media availability and interaction of a brand during crisis more effective and reliable and service area of the company is not rejected. It can be concluded that service area of the company does not influence issues affecting crisis in a company.

CHAPTER 6

SUMMARY AND CONCLUSION

Every industry organization is prone to crisis. Crisis happens sometimes without any warning and at times some symptoms open impending crisis to the management of the organizations. Dealing with crisis and managing it to upload the image identity and reputation of the organization is always challenging to the management. In general crisis is divided into three components that is pre-crisis, crisis and post crisis. At all levels of the crisis the management has to be prepared and has to work like a team to help maintain brand loyalty and brand image among all the stakeholders.

Corporate communication managers are given the responsibility to deal with the crisis in Association with the management. The PR department of the organization has the responsibility of dealing with creating communication strategies and taking the message to the customers media and Society outside. PR department uses both internal and external communication channels to communicate with publics and constantly update them with the information regarding the progress in mitigating the crisis. The department basically most forward using internal communication channels to assure the employees and those directly related with the company that the management is taking all steps in Crisis resolution. It also engages media to inform and educate the masses and to alter the perception negative ife any. Corporate communicators also use extensively social media to directly communicate with the external stakeholders and also release. Public Service announcements and advertisements are use to constantly inform the public outside about the efforts taken by the company in resolving the crisis. Various communication strategies and tools are developed to communicate with the stakeholders.

The currently research study deals with the role of management and corporate communication managers in dealing with crisis and finding a resolution. The major thrust areas of study are organizational, structure, stakeholder relations, strategies and initiatives in corporate communication. Corporate communication deals with creating a balance between public perception and the organization and its programmes to gain greater acceptance. The key concepts used in the research are the ‘informing’,

‘persuading’ and ‘promoting’. These concepts become the basis of any corporate communication in order to influence public and build the organizations reputation, identity and image.

Specifically, the study looks at understanding the impact of crisis on stakeholders of a company; evaluate the Corporate Communication initiatives in crisis management and analyse the Corporate Communication strategies in resolving the crisis. The study also aims at developing and providing a tool kit to the corporate communication managers.

Research study was conducted under exposed factor research method where in the variables has had their effect. In this study the major variable is crisis affecting the company and the associate variables are crisis management and crisis communication. The study evaluated the effect of crisis on customers in terms of brand image brand loyalty reputation identity and image of the company. The data was also collected from Professional practitioners regarding their opinion on crisis communication and Management. Besides top company executives were also interviewed to ascertain their perception on crisis communication and Management. Further the study also used case analysis method involving 40 different companies which have undergone crisis in recent times to understand the strategies developed by these companies in crisis resolution and crisis management. The data was analysed using both non-parametric and parametric tests to understand the interaction between the dependent and independent variables.

Following is the organization of the summary and conclusion chapter:

- **Case studies**
- **Consumer response**
- **Professionals’ response**
- **Company response**
- **Factor analysis**
- **Combined conclusion**
- **Objectives based conclusion**
- **Hypothesis based conclusion**
- **Tool kit**

Keeping in view the objectives of the research a questionnaire was design to collect data of the respondents from the study location. In the study the costumer was interview using a questionnaire and the following conclusion drawn on the basics of the data inference.

CASE STUDY

Case study method was applied to further investigate the as to how selected companies have developed strategies for crisis communication and management when they faced crisis in recent times. Forty companies belonging FMCG, Food Chain, Airlines and Online groups selected for the purpose of conducting case study.

The data has revealed that almost all the companies in the FMCG group used branding goals, operational recovery; strengthen consumer association, media relations and advertisements as their primary strategy. This was followed by early recognition, strategy selection and strategy implementation as a practice in 9 out of 10 companies. Besides, stakeholder management, constant communication and direct communication from top executives of the company were also extensively used as a prime strategy. Appointment of official spokesperson, press release, press conference and facing social media backlash was given considerable importance by these companies. However, Knee-Jerk reactions to crisis, CSR, celebrity association and PSA were carefully avoided in the resolution of the companies. The case study analysis also revealed that similar crisis management and crisis communication strategies were adopted by Airlines, Food chain and Online companies in the effort to resolve and mitigate crisis.

SUMMARY

FACTOR	TOTAL	YES		NO	
		Frequency	Percentage	Frequency	Percentage
Early recognition	40	31	77.5	9	22.5
Strategy selection	40	30	75	10	25
Strategy implementation	40	28	70	12	30
Announcing the problem	40	32	80	8	20
Take responsibility	40	30	75	10	25
Damage mitigation	40	27	67.5	13	32.5
Stakeholder management	40	29	72.5	11	27.5
Knee-Jerk Reactions	40	7	17.5	33	82.5
Apologize and take action	40	28	70	12	30
Honest communication	40	35	87.5	5	12.5
Receive constant communication	40	34	85	6	15
Direct communication from top executives or head of the company	40	36	90	4	10
Set branding goals	40	27	67.5	13	32.5

Media Relations: - Print, electronic and radio ETC	40	32	80	8	20
Official Spokesperson	40	35	87.5	5	12.5
Face social media backlash	40	33	82.5	7	17.5
Press release	40	28	70	12	30
Press conference	40	26	65	14	35
CSR	40	4	10	36	90
Video releases	40	21	52.5	19	47.5
Advertisements strengthen consumer association	40	16	40	24	60
Which PSA's strengthen consumer association	40	7	17.5	33	82.5
Celebrity association and assurance	40	7	17.5	33	82.5
Reputational damage	40	33	82.5	7	17.5
Operational recovery	40	35	87.5	5	12.5
Market retention	40	33	82.5	7	17.5

After analysing Industry-wise data, one can clearly state that 31 out of 40 companies (77.5%) recognize the crisis early stage, out of 40 companies contacted, 30 of them select strategies (75%) accordingly to minimize the impact. 28 out of 40 companies (70%) implement strategy at an early stage also, 32 out of 40 companies (80%) announce the problem to maintain the transparency with the customers, 30/40 companies (75%) take responsibility for the action, 27/40 companies (67.5%) try to mitigate the damage, 29/40 of companies (72.5%) also perform stakeholder management at the earlier stage of the crisis.

However, only 7/40 of companies (17.5%) realize the Knee-Jerk Reactions, 28/40 of companies (70%) also apologize and take action, and 35/40 of companies (87.5%) do honest communication with their respective customers. And 34/40 of companies (85%) believe in constant communication, 36/40 of companies (90%) do direct communication with top executives or the head of the company. After the crisis, 27/40 companies (67.5%) have set branding goals, and 32/40 companies (80%) also work on media relations: - print, electronic and radio, etc. And 35/40 companies (87.5%) also appoint an official spokesperson on behalf of the company. 33/40 companies (82.5%) face social media backlash. 28/40 of companies (70%) opt for press releases, and 26/40 companies (65%) also organize press conferences for media interaction. But only 0/10 companies do CSR, and 4/40 of companies (10%) releases video to interact. 16/40 companies (40%) believed that advertisements strengthen consumer association, and 7/40 companies (17.5%) also believe that PSA's strengthen consumer association. 7/10 only agree (17.5%) that celebrity association and assurance help in minimizing crisis management. Regarding the reputational damage – 33/40 firmly believe (82.5%) in that. And 35/40 of companies (87.5%) work on Operational recovery in crisis management and 33/40 of companies (82.5%) work on market retention.

CUSTOMER

AGE VARIABLE

Awareness of companies/products suffering from crisis in recent times

The awareness of products suffering from the crisis in the companies such as Maggi, Amul Ice cream, Aashirvaad Atta, KFC, Mc. Donald's, Swiggy, Zomato, Ola, Spicejet among the age variable does not stimulus the respondent's awareness about the crisis of these products. Among the Café Coffee Day (CCD), Jet Airways and Go Air in all these three products the calculated Chi square value is more than the calculated Chi square value, it means that there is a significant difference between the age group of respondents and the awareness among them about these products' crisis.

Opinion on the extent of effect of crisis on company

In the corporate organization reputation, image, identity, goodwill, sales, empathy and finances are the main aspects of Personal Relation in an organization. By way of these features the identify the relationship between the age of the customers and their insight

of these parts of an organization during crisis. It discloses that the age of the customer is not associated in their awareness of these faces of the company during crisis.

In these aspect of an organization Personal life of the owner, Media relations, Consumer Loyalty, Stock Market and Community the relationship between the age of the customers and their insight of these parts of an organization during crisis is significantly difference.

Consumer first source of information about the crisis

In the organization on first source of information about the crisis between Brand/ Company, media, seller, public and social media and consumer age variable all these sources are influence the respondent's awareness of the crisis as far source of information is concerned in the organization.

In the organization on opinion which most accurately reflects the statements given related to crisis such as Trusted brand, empathize toward brand, Honest confession, Purchase decisions is impacted, receive constant communication, advertisements strengthen consumer, PSA's strengthen consumer, Perception and reaction to the situation, Negative feeling if the brand, Consumer loyalty, Direct communication from top, Important for the consumer to stay connected, The portrayal of crisis by the media and Media portrayal affects consumer perception are identify the relationship between the age of the customers and their influence on these measures of the organization during crisis. It reveals that the age of the customer is not associated in their awareness of these faces of the company during crisis. But Clear and honest communication, Mass media plays an important role in crisis and social media availability and interaction are significantly different between the age group of respondents and the awareness among them on crisis.

GENDER VARIABLE

Maggi, Amul Ice cream, KFC and Mc. Donald's products suffering from the crisis in the companies among the gender variable does not stimulus the respondent's awareness about the crisis of these products. Among Aashirvaad Atta, the Café Coffee Day (CCD), Swiggy, Zomato, Ola, Jet Airways and Go Air all these products the calculated Chi square value more than the table value, which means that there is a significant

difference between the gender variable of respondents and the awareness among them about these products' crisis.

Opinion on the extent of effect of crisis on company

In the organization on opinion on status such as empathy, goodwill, sales, finances, Personal life of the owner, Media relations, Stock Market and Community are the main aspects of Personal Relation in an organization. Through these features the identification of the relationship between the gender of the customers and their awareness of these faces of an organization during crisis. It discloses that the gender of the customer is not associated in their awareness of these faces of the company during crisis.

An organization image, identity, consumer Loyalty and employees' relationship between the gender of the customers and their vision of these parts is significantly difference of an organization during crisis.

Consumer first source of information about the crisis

An organization on first source of information about the crisis between Brand/ Company, media, public and social media and consumer gender variable all these sources are not influence the respondent's awareness of the crisis as far source of information is concerned, but only seller as source of information significantly different in the organization.

In the organization on opinion which most accurately reflects the statements given related to crisis such as, empathize toward brand, honest confession, purchase decisions is impacted, receive constant communication, advertisements strengthen consumer, PSA's strengthen consumer, perception and reaction to the situation, negative feeling if the brand, consumer loyalty, direct communication from top, important for the consumer to stay connected, the portrayal of crisis by the media, media portrayal affects consumer perception, clear and honest communication, mass media plays an important role in crisis and social media availability and interaction are identify the relationship between the gender of the customers and their influence on these measures of the organization during crisis. It reveals that the gender of the customer is not associated in their awareness of these faces of the company during crisis. But only trusted brand are

significantly influence between the gender group of respondents and the awareness among them on crisis in the companies.

EDUCATION VARIABLE

Awareness of companies/products suffering from crisis in recent times

There is no significant difference between the educated people as respondents on the awareness among them about the companies and their products such as Maggi, Amul Ice cream, Aashirvaad Atta, the Café Coffee Day (CCD), Swiggy, Zomato, KFC, Mc. Donald, Ola, Jet Airways, Go Air and spicejet suffering from the crisis.

Opinion on the extent of effect of crisis on company

The main aspects of Personal Relation in an organization such as empathy, goodwill, sales, finances, personal life of the owner, stock market and community among the educated person on the extent of consequence of crisis in the organization are of similar opinion. However, only media relations between the education of the customers and their vision of the awareness about the crisis is significantly associated independent in the organization during crisis.

Consumer first source of information about the crisis

In the period of crisis among the educated person on first source of information about the crisis between Brand / Company, media, public and social media all these sources are not influence the respondent's awareness of the crisis. Seller as source of information was significantly different among the educated person in the organization.

Opinion which most accurately reflects the statements given related to crisis

Education as variable hardly influence in the organization on opinion which most accurately reflects the statements related to crisis such as empathize toward brand, honest confession, advertisements strengthen consumer, PSA's strengthen consumer, perception and reaction to the situation, negative feeling if the brand, consumer loyalty, direct communication from top, social media availability and interaction, important for the consumer to stay connected and the portrayal of crisis by the media are identify. It reveals that the education of the customer is not associated in their awareness of the company during crisis. On the other hand, purchase decisions is impacted, receive constant communication, clear and honest communication, mass media plays an

important role in crisis and media portrayal affects consumer perception are significantly impact between the education group of respondents and the awareness among them on crisis in the companies.

OCCUPATION VARIABLE

Awareness of companies/products suffering from crisis in recent times

Among the professional customer on awareness of recent crisis in the companies and the products of the company such as Maggi, Amul Ice cream, KFC, Mc. Donald, Ola, Go Air and spicejet suffering from the crisis are of similar opinion. It signifies that occupation as variables that are not associated independently and have identical viewpoint among them. While the occupational as independent variable consumer on the awareness of recent crisis in the companies and its products plays important role and think differently on products like Aashirvaad Atta, Café Coffee Day, Swiggy, Zomato and Jet Airways.

Opinion on the extent of effect of crisis on company

The professional as independent variable emerges as public opinion on image, identity, empathy, media relations and community between occupation of the customer is not associated in their perception of concern of the company during crisis. However, it reveals that the occupation of the customer is strongly associated in their perception of sales, goodwill, finances, personal life of the owner, employees, consumer loyalty and stock market of the company during crisis.

Consumer first source of information about the crisis

In the age of digital media, use of social media, media, public and seller by the company to inform public is substantial factor of PR in the organization. The identity of the relationship between the profession of the customers' and their perception of above factors as a first source of communication in an organization during crisis. It shows that the occupation of the customer is associated in their perception of first source of information to the consumers' during crisis. While only brand or company is not associated in their perception of brand or company being the consumers' first source of information during crisis.

Opinion which most accurately reflects the statements given related to crisis

During the period of crisis among the occupation respondents changes their perception due to crisis. It can be inferred on the bases of data shows in description that professional as variables does influence the customer when a company makes an honest confession, advertisements strengthen consumer, PSA's strengthen consumer, perception and reaction to the situation, negative feeling if the brand, consumer loyalty, direct communication fromtop, important for the consumer to stayconnected, purchase decisions is impacted, receive constant communication, clear and honest communication, mass media plays an important role in crisis, media portrayal affects consumer perception and the portrayal of crisis by the media about the crisis to its customers. In other words, the public perception remains similar irrespective of the occupation of the customer.

Although brand trust, empathize toward brand and social media availability and interaction is a significant factor in crisis management in the company. The customers change their perception due to crisis in the trust towards a brand. It reveals that the occupation of the respondent is associated with the effectiveness and reliability of brand trust, empathize toward brand and social media when a brand is in crisis and occupation of the respondents.

INCOME VARIABLE

Awareness of companies/products suffering from crisis in recent times

Among the Income group of respondents on awareness of recent crisis in the companies and the products of the company such as Maggi, Amul Ice cream, KFC, Mc. Donald, Swiggy, Zomato and spicejet suffering from the crisis are of similar opinion. It denotes that income as variables that are not associated independently and have identical viewpoint among them. Whereas the income as independent variable on products like Aashirvaad Atta, Café Coffee Day, Ola, Go Air and Jet Airways the awareness of recent crisis in the companies and its products plays important role and think differently. It represented that income as variables that are associated independently and have distinguishable perspective among them.

Opinion on the extent of effect of crisis on company

Income as independent variable appears as public opinion on image, identity, empathy, sales, goodwill, media relations, consumer loyalty and community between income group respondents and awareness is not associated in their perception of concern of the company during crisis. However, it disclosed that the income of the customer is strongly associated in their perception of finances, personal life of the owner, employees, and stock market of the company during crisis.

Consumer first source of information about the crisis

In the period of digital media, use of brand or company, media, public and seller by the company to inform public is substantial factor of PR in the organization. The identity of the relationship between the income of the customers' and their perception of above factors as a first source of communication in an organization during crisis. It displayed that the income of the customer is associated in their perception of first source of information to the consumers' during crisis. Although media and social media among the income group of respondents having significantly very different view in their perception as first source of information during crisis.

Opinion which most accurately reflects the statements given related to crisis

The income variable respondents change their perception during crisis. It can be established on the bases of data description that income as variables does influence the customer when a company makes an honest confession, advertisements strengthen consumer, perception and reaction to the situation, negative feeling if the brand, consumer loyalty, direct communication from top, important for the consumer to stay connected, purchase decisions is impacted, clear and honest communication, mass media plays an important role in crisis, media portrayal affects consumer perception, social media availability and interaction, empathize toward brand and the portrayal of crisis by the media about the crisis to its customers. In other words, the public perception remains similar regardless of the income of the customer.

Although receive constant communication and PSA's strengthen consumer is a significant factor in crisis management in the company. The customers change their perception due to crisis in the trust towards a company. It reveals that the income of the respondent is associated with the effectiveness and reliability of receive constant communication and PSA's strengthen consumer when a company is in crisis.

PROFESSIONALS

Professional internal environment

The professional identifies the ability and potential on their proficiency among the product manufacturing and service oriented proactive approaches for internal environment preparation during crisis management in the organization. All the below approaches show in the chi- square test that the calculated value is less than the table critical value with four, six and eight degrees of freedom, hence the null hypothesis of there is no significant relationship between below mention approaches and the professional is accepted. It discovered that the professionals think correspondingly with regard to below mention approaches for internal environment preparedness in crisis management during period of the crisis. Such approaches are Appointment of a Crisis Management Team, Contingency planning, Crisis recognition, Taking stock of potential perils, Containment, Fact sheet on Crisis, Brainstorming/ Planning, Developing a response, Crisis resolution, Official Spokesperson Mastering media, Communication with employees, Learning from own experience, Take responsibility, Proactive, Transparency and Accountability, Script the Story, Face social media backlash, Empathize, Apologize and take action, Monitor, Plan and Communicate, Seek to understand the situation, Team First – listen in, Avoid Knee-Jerk Reactions, Develop strong organizational brand culture, Update the media, be prepared, Set branding goals and Don't lie.

In the period of crisis, the professional potentially adopt healthy communication to resolve crisis. This specifies that only communication among the product manufacturing and service oriented by the professional in the organization. It shown that significant relationship between professionals with regards to communicate during crisis. As the calculated value is larger than the table critical value with two degrees of freedom. This concluded the null hypothesis of there is no significant relationship between communicate during crisis and the professionals is rejected. The data reveals that professionals are not associated with regards to communicate during the time of crisis.

Professional external environment

During crisis management in the organization externally the professional categorizes the talent and prospective on their skill product manufacturing and service oriented positive approaches for the company such as Such approaches are Appointment of a Crisis Management Team, Contingency planning, Crisis recognition, Taking stock of potential perils, Containment, Fact sheet on Crisis, Brainstorming/ Planning, Developing a response, Crisis resolution, Official Spokesperson Mastering media, Communication with employees, Learning from own experience, Take responsibility, Proactive, Transparency and Accountability, Script the Story, Face social media backlash, Empathize, Apologize and take action, Monitor, Plan and Communicate, Seek to understand the situation, Team First – listen in, Avoid Knee-Jerk Reactions, Develop strong organizational brand culture, Update the media, communicate, be prepared, Set branding goals and Don't lie. All the mention approaches shown in the chi- square test that the calculated value is less than the table critical value with four, six and eight degrees of freedom, hence the null hypothesis of there is no significant relationship between mention approaches and the professional is accepted. It revealed that the professionals think harmoniously with regard to mention approaches for external environment attentiveness in crisis management during time of the crisis. All mention above approaches are associates with professional externally not even single approaches are significantly different.

Option which most accurately reflects your opinion about the following statements

The professional recognizes the aptitude and likely on their product manufacturing and service oriented on opinion on trusted brand during the crisis arise change in their perception towards an organization. Such as trusted brand there is a change in your perception of the brand due to one crisis event, empathize towards the brand during times of crisis, Honest confession of the crisis is beneficial for the brand, The extent to which your purchase decisions is impacted if the brand was facing a crisis situation, It is important to receive constant communication about latest developments with the brand during times of crisis, The extent to which advertisements strengthen consumer

association with the brand, The extent to which PSA's strengthen consumer association with the brand, Change in your perception and reaction to the situation based on celebrity association and assurance, The extent of negative feeling if the brand is not being communicative during times of crisis, Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past, Clear and honest communication retains your trust, perception, loyalty and association towards the brand, Direct communication from top executives or head of the company helps build trust during time of crisis, It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis, Mass media plays an important role during crisis, The portrayal of crisis by the media is generally believed, Media portrayal affects consumer perception, understanding and analysing of the crisis situation, Social media availability and interaction of a brand during crisis more effective and reliable. In all above mention option opinions and the types of the professional the data reveals in Chi-Square that all mention opinion are similar in perception of the brand during the crisis. As calculated value is less than table critical value with one, two, three and four degrees of freedom. It revealed that the professional has identical viewpoint with regard to change in perception of an organization during the crisis.

COMPANY

Company internal environment

The paces to develop an active approach during the period of crisis in the company for internal environment preparedness in crisis management as Appointment of a Crisis Management Team, Contingency planning, Crisis recognition, Taking stock of potential perils, Containment, Fact sheet on Crisis, Brainstorming/ Planning, Developing a response, Crisis resolution, Official Spokesperson, Mastering media, Communication with employees, Learning from own experience, Take responsibility, Proactive, Transparency and Accountability, Script the Story, Face social media backlash, Empathize, Apologize and take action, Monitor, Plan and Communicate, Seek to understand the situation, Team First – listen in, Avoid Knee-Jerk Reactions, Develop strong organizational brand culture, Update the media, Communicate, Set branding goals and Don't lie. The data reveals that significant

difference between different types of companies with regards to different above mention approaches of crisis management. All the above approaches show in the chi-square test that the calculated value is less than the table critical value, hence the null hypothesis of there is no significant relationship between above mention approaches and the type of company is accepted. It revealed that the companies think similarly with regard to above mention approaches for internal environment preparedness in crisis management during the crisis.

In the period of crisis in the company to deals crisis potentially well prepared and think and adopt a plan different makes crisis resolve. This indicates in question deals with whether is a significant relationship or difference between different types of companies with regards to being well prepared during crisis. As the calculated value is larger than the table critical value, the null hypothesis of there is no significant relationship between being well prepared during crisis and the type of company is rejected. The alternate hypothesis there is a significant relationship between being well prepared during crisis and the type of company is accepted. This showed that the companies think differently with regard to being well prepared during crisis.

Company external environment

The rapidity to develop dynamic approach during the period of crisis in the company for external environment observance in crisis management as Appointment of a Crisis Management Team, Contingency planning, Crisis recognition, Taking stock of potential perils, Containment, Fact sheet on Crisis, Brainstorming/ Planning, Developing a response, Crisis resolution, Official Spokesperson, Mastering media, Communication with employees, Learning from own experience, Proactive, Transparency and Accountability, Script the Story, Empathize, be prepared, Apologize and take action, Monitor, Plan and Communicate, Seek to understand the situation, Team First – listen in, Avoid Knee-Jerk Reactions, Develop strong organizational brand culture, Update the media, Communicate, Set branding goals and Don't lie. The data discloses that important difference among different types of companies with regards to different above mention approaches of crisis management externally. All the above mention approaches display in the Chi- Square test that the calculated value is less than the table critical value, therefore the null hypothesis of there is no significant

relationship between above mention approaches and the type of company is accepted. It discovered that the companies think equally with regard to above mention approaches for external environment awareness in crisis management during the crisis.

During the time of crisis in the company to resolve crisis possibly such as to Face social media backlash and take responsibility. In these two approaches their important outlook indicates differently on significant relationship between different types of companies with regards to face social media backlash and take responsibility during crisis. As the calculated value is larger than the table critical value, the null hypothesis of there is no significant relationship between face social media backlash and take responsibility during crisis and the type of company is rejected. The alternate hypothesis there is a significant relationship between face social media backlash and take responsibility during crisis and the type of company is accepted. This exhibited that the companies not associated with regard to face social media backlash and take responsibility during crisis.

Option which most accurately reflects your opinion about the following statements

The companies identify the ability and potential on their statements competency among the product manufacturing and service oriented about opinion on trusted brand there is a change in your perception of the brand due to one crisis event, empathize towards the brand during times of crisis, Honest confession of the crisis is beneficial for the brand, The extent to which your purchase decisions is impacted if the brand was facing a crisis situation, It is important to receive constant communication about latest developments with the brand during times of crisis, The extent to which advertisements strengthen consumer association with the brand, The extent to which PSA's strengthen consumer association with the brand, Change in your perception and reaction to the situation based on celebrity association and assurance, The extent of negative feeling if the brand is not being communicative during times of crisis, Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past, Clear and honest communication retains your trust, perception, loyalty and association towards the brand, Direct communication from top executives or head of the company

helps build trust during time of crisis, It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis, Mass media plays an important role during crisis, The portrayal of crisis by the media is generally believed, Media portrayal affects consumer perception, understanding and analysing of the crisis situation, Social media availability and interaction of a brand during crisis more effective and reliable. In all these above option opinions and the types of the company the data reveals in Chi-Square that all these are associated in perception of the brand due to crisis. As calculated value is less than table critical value. It discovered that the companies have alike outlook with regard to change in perception of the brand due to crisis.

FACTOR ANALYSIS

As an inferential statistics factor analysis was applied to the responses from the customers, companies and professionals to find out how the certain factors that are related to each other against the communication and management strategies pre-crisis during crisis and post crisis. The factor analysis has revealed six components based on the responses from the customers, ten components from professionals and companies. The components that have exhibited a high degree (more than 0.500) from the consumer, professionals and companies' response have been identified and classified to further develop the tool kit.

Combined conclusion

Consumer based outcomes

Cross tabulation data analysis

AGE

Question number	Question	Outcome
2	Awareness of companies that suffered from crisis in recent times	Maggie; Aashirwad Aata; Café Coffee Day; Zomato; Swiggy; Jet Airways and Spice Jet were some of the companies which are more susceptible to crisis. The awareness regarding these companies was very high among respondents belonging age group of 38-47 and 48-57 and not among the younger generation.
3	The extent a company is affected by crisis	Image; Identity; Empathy; Sales; Finance; Goodwill; Media relations and Consumer loyalty are some of the characteristics of company which affect the company during crisis. The data analysis has revealed that respondents belonging to younger age group and middle age group are more aware of it and recognize as a factor during crisis.
4	The source consumer first hears about the crisis from	Media; Social Media and Seller as a first source of information among younger generation.
5	Which one most accurately reflects your opinion	The following were the opinion reflected by all age groups as per the data analysed:

		<p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>You empathize towards the brand during times of crisis:</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>It is important to receive constant communication about latest developments with the brand during times of crisis</p> <p>The extent to which advertisements strengthen consumer association with the brand.</p>
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CONSUMER BASED OUTCOMES

GENDER

Question number	Question	Outcome
2	Awareness of companies that suffered from crisis in recent times	Awareness of different companies suffering from crisis was more among Males than females according to the analysed data. This was revealed in almost all the companies listed.
3	The extent a company is affected by crisis	All the factors which affect the company during crisis was more clearly understood by the males than female respondents.

4	The source consumer first hears about the crisis from	Social media; Media; Pubic and Seller were the first source of information among male respondents.
5	Which one most accurately reflects your opinion	<p>The following were the opinion reflected by male respondents as per the data analysed:</p> <p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>You empathize towards the brand during times of crisis:</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>It is important to receive constant communication about latest developments with the brand during times of crisis</p> <p>The extent to which advertisements strengthen consumer association with the brand</p> <p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p> <p>Direct communication from top executives or head of the company helps build trust during time of crisis</p>

EDUCATION

Question number	Question	Outcome
2	Awareness of companies that suffered from crisis in recent times	Awareness about the companies which suffered from crisis recently Maggi; Amul Ice cream; Aashirvaad Atta; KFC; Swiggy; Zomato; Jet Airways; Go Air and Spice Jet was more with Graduates and Post graduates
3	The extent a company is affected by crisis	Image; Identity; Empathy; Sales; Goodwill; Media relations; Consumer Loyalty and Employees are affected by crisis in most companies. The knowledge of the factors was more among graduates and post graduates.
4	The source consumer first hears about the crisis from	Social media; Media; Public and Seller were the first source of information among higher education respondents.
5	Which one most accurately reflects your opinion	<p>The following were the opinion reflected by graduates and post graduate respondents as per the data analysed:</p> <p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>It is important to receive constant communication</p>

		<p>The extent to which advertisements strengthen consumer association with the brand</p> <p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p> <p>Direct communication from top executives or head of the company helps build trust during time of crisis</p>
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OCCUPATION

Question number	Question	Outcome
2	Awareness of companies that suffered from crisis in recent times	In general awareness about the companies which suffered from crisis recently Maggi; Amul Ice cream; Aashirvaad Atta; Swiggy; Zomato; Jet Airways; Go Air and Spice Jet was government and private employees along own business group
3	The extent a company is affected by crisis	Image; Identity; Empathy; Sales; Goodwill; Media relations; Consumer Loyalty and Employees are affected by crisis in most companies. The knowledge of the factors was more among all groups of occupation.
4	The source consumer first hears about the crisis from	Social media; Media; Pubic and Seller were the first source of information among all groups of occupation.

5	Which one most accurately reflects your opinion	<p>The following were the opinion reflected by service and own business respondents as per the data analysed:</p> <p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>It is important to receive constant communication</p> <p>The extent to which advertisements strengthen consumer association with the brand</p> <p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p> <p>Direct communication from top executives or head of the company helps build trust during time of crisis</p>
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INCOME

Question number	Question	Outcome
2	Awareness of companies that suffered from crisis in recent times	Awareness was very high among middle- and high-income groups about Maggie; Aashirwad Aata; Café Coffee Day; Zomato; Swiggy; Jet Airways and Spice Jet companies which suffered from crisis recently
3	The extent a company is affected by crisis	Image; Identity; Empathy; Sales; Goodwill; Media relations; Consumer Loyalty personal life of owner and Employees are affected by crisis in most companies. The knowledge of the factors was more among all groups of income.
4	The source consumer first hears about the crisis from	Brand/ Company; Media; Seller; Public and Social Media were quoted as first source of information among middle and higher income groups.
5	Which one most accurately reflects your opinion	<p>The following were the opinion reflected by all income groups respondents as per the data analysed:</p> <p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>Honest confession of the crisis is beneficial for the brand</p>

		<p>It is important to receive constant communication</p> <p>The extent to which advertisements strengthen consumer association with the brand</p> <p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p> <p>Direct communication from top executives or head of the company helps build trust during time of crisis</p> <p>Media portrayal affects consumer perception, understanding and analysing of the crisis situation</p> <p>Social media availability and interaction of a brand during crisis more effective and reliable</p>
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PROFESSIONAL BASED OUTCOMES

Descriptive outcome

Question number	Question	Outcome
1	Steps of different stages in crisis management	<p>Crisis Preparedness:</p> <p>Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.</p>

		<p>Includes training programs, demonstrations, exercises and live simulations</p> <p>Crisis Prevention</p> <p>Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management,</p> <p>Includes infrastructure, documentation and training.</p> <p>Crisis Management:</p> <p>Includes the transition from emergency, objective assessment, early recognition.</p> <p>Includes the activation process, system for callout, availability of back-ups, system redundancy.</p> <p>Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.</p> <p>Post Crisis Management:</p> <p>Includes operational recovery, financial costs, market retention, business momentum.</p> <p>Includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders.</p> <p>Includes root cause analysis, management assessment, process review, implementation of change.</p>
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2	Factors that are believed to initiate a crisis (Rating)	<p>Factors initiating crisis in order of ranking:</p> <p>TOP FIVE</p> <p>Unethical practice</p> <ul style="list-style-type: none"> - Insufficient training of professionals - Communication failure (Internal or External audience) - Product Quality Issues - Poor judgment of a situation
3	Steps to develop a proactive approach for internal and external environment preparedness in crisis management (Rating)	<p>Internal environment:</p> <ul style="list-style-type: none"> - Contingency planning - Crisis recognition - Taking stock of potential perils - Containment - Brainstorming/ Planning - Developing a response - Mastering media - Proactive, Transparency, Accountability - Empathize - Apologize and take action - Be Prepared - Develop strong organizational brand culture - Communicate - Don't lie

		<p>External environment:</p> <ul style="list-style-type: none"> - Appointment of a Crisis Management Team - Contingency planning - Crisis recognition - Containment - Fact sheet on Crisis - Brainstorming/ Planning - Official Spokesperson - Mastering media - Learning from own experience - Take responsibility - Proactive, Transparency, Accountability - Script the Story - Face social media backlash - Avoid Knee-Jerk Reactions - Develop strong organizational brand culture - Update the media - Communicate - Don't lie
4	Source from which consumer first hears about the crisis from	<p>First source of information in order of preference:</p> <ul style="list-style-type: none"> - Seller - Media - Public - Brand/ Company

		<ul style="list-style-type: none"> - Social media
5	Approaches are demonstrated by the crisis management team and their effectiveness on the situation	<p>Demonstration: (1-5)</p> <ul style="list-style-type: none"> - Calmness - Honesty - Solution giving capability - Employee communication - Developing appropriate response <p>Effectiveness: (1-5)</p> <ul style="list-style-type: none"> - Solution giving capability - Employee communication - Developing appropriate response - Dialogues. Interaction(internal) - Fact sheets
6	Communication channels used in crisis management	<p>Internal audience:</p> <ul style="list-style-type: none"> - One to one meeting - Email - Noticeboard - Circular - Team meeting <p>External audience:</p> <ul style="list-style-type: none"> - Media conference - Media release - Exclusive communication

		<ul style="list-style-type: none"> - Press visit - Social media sharing
7	Option which most accurately reflects your opinion in crisis management	<p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>Change in your perception and reaction to the situation based on celebrity association and assurance</p> <p>The extent of negative feeling if the brand is not being communicative during times of crisis</p> <p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p> <p>Direct communication from top executives or head of the company helps build trust during time of crisis</p> <p>It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis</p> <p>The portrayal of crisis by the media is generally believed</p>

		<p>Media portrayal affects consumer perception, understanding and analysing of the crisis situation</p> <p>Social media availability and interaction of a brand during crisis more effective and reliable</p>
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Chi-square based outcomes

Internal environment

Item	Internal environment
Appointment of a Crisis Management Team	<p>Chi-square data analysis between category of organization –PR department of private public sector professionals did not show any significant difference.</p> <p>It is concluded that the various factors related to external environment were not influenced by PR department of private public sector professionals and crisis.</p> <p>In other words the type of PR department of private public sector professionals is not a variable with regard to crisis and crisis will affect any category of company.</p>
Contingency planning	
Crisis recognition	
Taking stock of potential perils	
Containment	
Fact sheet on Crisis	
Brainstorming/ Planning	
Developing a response	
Crisis resolution	
Official Spokesperson	
Mastering media	

Communication with employees through all mediums available	
Learning from own experience	
Take responsibility	
Proactive, Transparency, Accountability	
Script the Story	
Face social media backlash	
Empathize	
Apologize and take action	
Monitor, Plan and Communicate	
Seek to understand the situation	
Team First – listen in	
Be Prepared	
Avoid Knee-Jerk Reactions	
Develop strong organizational brand culture	
Update the media	
Communicate	
Set branding goals	
Don't lie	

External environment

Item	External environment
Appointment of a Crisis Management Team	<p>Chi-square data analysis between category of organization –PR department of private public sector professionals did not show any significant difference.</p> <p>It is concluded that the various factors related to external environment were not influenced by PR department of private public sector professionals and crisis.</p> <p>In other words, the type of PR department of private public sector professionals is not a variable with regard to crisis and crisis will affect any category of company.</p>
Contingency planning	
Crisis recognition	
Taking stock of potential perils	
Containment	
Fact sheet on Crisis	
Brainstorming/ Planning	
Developing a response	
Crisis resolution	
Official Spokesperson	
Mastering media	
Communication with employees through all mediums available	
Learning from own experience	
Take responsibility	
Proactive, Transparency, Accountability	
Script the Story	
Face social media backlash	

Empathize	
Apologize and take action	
Monitor, Plan And Communicate	
Seek to understand the situation	
Team First – listen in	
Be Prepared	
Avoid Knee-Jerk Reactions	
Develop strong organizational brand culture	
Update the media	
Communicate	
Set branding goals	
Don't lie	

Situation	Response option which most accurately reflects your opinion
In case of a trusted brand there is a change in your perception of the brand due to one crisis event	Chi-square data analysis between category of organization – PR department of private public sector professionals did not show any significant difference. It is concluded that the various factors related to the public opinion were not influenced based on
You empathize towards the brand during times of crisis:	
Honest confession of the crisis is beneficial for the brand	

	the PR department of private public sector professionals,
The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	In other words, the type of company is not a variable with regard to crisis and opinion of situation will affect any PR department of private public sector professionals.
It is important to receive constant communication about latest developments with the brand during times of crisis	
The extent to which advertisements strengthen consumer association with the brand	
The extent to which PSA's strengthen consumer association with the brand	
Change in your perception and reaction to the situation based on celebrity association and assurance	
The extent of negative feeling if the brand is not being communicative during times of crisis	
Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past	

Clear and honest communication retains your trust, perception, loyalty and association towards the brand	
Direct communication from top executives or head of the company helps build trust during time of crisis	
It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis	
Mass media plays an important role during crisis	
The portrayal of crisis by the media is generally believed	
Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	
Social media availability and interaction of a brand during crisis more effective and reliable	

Professional based outcomes

Descriptive outcome

Question number	Question	Outcome
1	Steps of different stages in crisis management	<p>Crisis Preparedness:</p> <p>Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.</p> <p>Includes training programs, demonstrations, exercises and live simulations</p> <p>Crisis Prevention:</p> <p>Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management</p> <p>Includes infrastructure, documentation and training.</p> <p>Crisis Management:</p> <p>Includes the transition from emergency, objective assessment, early recognition.</p> <p>Includes the activation process, system for callout, availability of back-ups, system redundancy.</p> <p>Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.</p>

		<p>Post Crisis Management:</p> <p>Includes operational recovery, financial costs, market retention, business momentum.</p> <p>Includes litigation updating and informing, reputational damage, and media scrutiny and connect with stakeholders.</p> <p>Includes root cause analysis, management assessment, process review, implementation of change.</p>
2	Factors that are believed to initiate a crisis (Rating)	<p>Factors initiating crisis in order of ranking:</p> <p>TOP FIVE</p> <ul style="list-style-type: none"> - Unethical practice - Insufficient training of professionals - Communication failure (Internal or External audience) - Product Quality Issues - Poor judgment of a situation
3	Steps to develop a proactive approach for internal and external environment preparedness in crisis management (Rating)	<p>Internal environment:</p> <ul style="list-style-type: none"> - Contingency planning - Crisis recognition - Taking stock of potential perils - Containment - Brainstorming/ Planning - Developing a response - Mastering media - Proactive, - Transparency, Accountability

		<ul style="list-style-type: none"> - Empathize - Apologize and take action - Be Prepared - Develop strong organizational brand culture - Communicate - Don't lie <p>External environment:</p> <ul style="list-style-type: none"> - Appointment of a Crisis Management Team - Contingency planning - Crisis recognition - Containment - Fact sheet on Crisis - Brainstorming/ Planning - Official Spokesperson - Mastering media - Learning from own experience - Take responsibility - Proactive, - Transparency, Accountability - Script the Story - Face social media backlash - Avoid Knee-Jerk Reactions - Develop strong organizational brand culture - Update the media - Communicate
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		Don't lie
4	Source from which consumer first hears about the crisis from	<p>First source of information in order of preference:</p> <ul style="list-style-type: none"> - Seller - Media - Public - Brand/ Company - Social media
5	Approaches are demonstrated by the crisis management team and their effectiveness on the situation	<p>Demonstration: (1-5)</p> <ul style="list-style-type: none"> - Calmness - Honesty - Solution giving capability - Employee communication - Developing appropriate response <p>Effectiveness: (1-5)</p> <ul style="list-style-type: none"> - Solution giving capability - Employee communication - Developing appropriate response - Dialogues. Interaction(internal) - Fact sheets

6	Communication channels used in crisis management	<p>Internal audience:</p> <ul style="list-style-type: none"> - One to one meeting - Email - Noticeboard - Circular - Team meeting - External audience: - Media conference - Media release - Exclusive communication - Press visit - Social media sharing
7	Option which most accurately reflects your opinion in crisis management	<p>In case of a trusted brand there is a change in your perception of the brand due to one crisis event</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>Change in your perception and reaction to the situation based on celebrity association and assurance</p> <p>The extent of negative feeling if the brand is not being communicative during times of crisis</p>

		<p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p> <p>Direct communication from top executives or head of the company helps build trust during time of crisis</p> <p>It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis</p> <p>The portrayal of crisis by the media is generally believed</p> <p>Media portrayal affects consumer perception, understanding and analysing of the crisis situation</p> <p>Social media availability and interaction of a brand during crisis more effective and reliable</p>
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Chi-square based outcomes

Internal environment

Item	Internal environment
Appointment of a Crisis Management Team	Chi-square data analysis between category of organization –PR department of private public sector professionals did not show any significant difference.
Contingency planning	
Crisis recognition	

Taking stock of potential perils	<p>It is concluded that the various factors related to external environment were not influenced by PR department of private public sector professionals and crisis.</p> <p>In other words, the type of PR department of private public sector professionals is not a variable with regard to crisis and crisis will affect any category of company.</p>
Containment	
Fact sheet on Crisis	
Brainstorming/ Planning	
Developing a response	
Crisis resolution	
Official Spokesperson	
Mastering media	
Communication with employees through all mediums available	
Learning from own experience	
Take responsibility	
Proactive, Transparency, Accountability	
Script the Story	
Face social media backlash	
Empathize	
Apologize and take action	
Monitor, Plan And Communicate	
Seek to understand the situation	
Team First – listen in	

Be Prepared	
Avoid Knee-Jerk Reactions	
Develop strong organizational brand culture	
Update the media	
Communicate	
Set branding goals	
Don't lie	

External environment

Item	External environment
Appointment of a Crisis Management Team	<p>Chi-square data analysis between category of organization –PR department of private public sector professionals did not show any significant difference.</p> <p>It is concluded that the various factors related to external environment were not influenced by PR department of private public sector professionals and crisis.</p>
Contingency planning	
Crisis recognition	
Taking stock of potential perils	
Containment	
Fact sheet on Crisis	
Brainstorming/ Planning	
Developing a response	
Crisis resolution	

Official Spokesperson	In other words, the type of PR department of private public sector professionals is not a variable with regard to crisis and crisis will affect any category of company.
Mastering media	
Communication with employees through all mediums available	
Learning from own experience	
Take responsibility	
Proactive, Transparency, Accountability	
Script the Story	
Face social media backlash	
Empathize	
Apologize and take action	
Monitor, Plan And Communicate	
Seek to understand the situation	
Team First – listen in	
Be Prepared	
Avoid Knee-Jerk Reactions	
Develop strong organizational brand culture	
Update the media	
Communicate	
Set branding goals	

Don't lie	
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Situation	Response option which most accurately reflects your opinion
In case of a trusted brand there is a change in your perception of the brand due to one crisis event	Chi-square data analysis between category of organization – PR department of private public sector professionals did not show any significant difference. It is concluded that the various factors related to the public opinion were not influenced based on the PR department of private public sector professionals, In other words the type of company is not a variable with regard to crisis and opinion of situation will affect any PR department of private public sector professionals.
You empathize towards the brand during times of crisis:	
Honest confession of the crisis is beneficial for the brand	
The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	
It is important to receive constant communication about latest developments with the brand during times of crisis	
The extent to which advertisements strengthen consumer association with the brand	
The extent to which PSA's strengthen consumer association with the brand	

<p>Change in your perception and reaction to the situation based on celebrity association and assurance</p>	
<p>The extent of negative feeling if the brand is not being communicative during times of crisis</p>	
<p>Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past</p>	
<p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p>	
<p>Direct communication from top executives or head of the company helps build trust during time of crisis</p>	
<p>It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis</p>	

Mass media plays an important role during crisis	
The portrayal of crisis by the media is generally believed	
Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	
Social media availability and interaction of a brand during crisis more effective and reliable	

COMPANY BASED OUTCOMES

Basic descriptive outcome

Question number	Question	Outcome
1	Broad category of organization	Majority of the industries were product manufacturing and rest were service oriented.
2	Type of industry/organization	More than 95% were in private sector and the rest were from public sector.
3	Specifically which type of industry	Majority of the type are FMCG followed by automobile and tech.
4	Number years in service	Average number of years of service was in between 20 years and beyond 20 years.
5	Geographical area of organization	Majority have national level business and the rest are from international

6	The customer orientation	Majority of the industries had no specific customer orientation.
7	Service area	Majority had no specific area of service followed by small percentage having metro and large city service area.

PART – B

Descriptive outcome

Question number	Question	Outcome
1	Steps of different stages in crisis management	<p>Crisis Preparedness:</p> <p>Need for crisis management team and proper training to be provided.</p> <p>Crisis Prevention:</p> <p>Putting planning in place, assigning roles and responsibilities;</p> <p>Crisis Management:</p> <p>Crisis management infrastructure, equipment, war-rooms, resources and documentation.</p> <p>Training programs, demonstrations, exercises and live simulations</p> <p>Post Crisis Management:</p>

		Putting planning in place, assigning roles and responsibilities, establishing process ownership.
3	Steps to develop a proactive approach for internal and external environment preparedness in crisis management (Rating)	<p>Internal Environment:</p> <p>Following factor were ranked most on a FIVE-point scale.</p> <ul style="list-style-type: none"> - Contingency planning - Crisis recognition - Taking stock of potential perils - Containment - Fact sheet on Crisis - Brainstorming/ Planning - Developing a response - Crisis resolution - Official Spokesperson - Proactive, - Transparency, - Accountability - Script the Story - Monitor, Plan and Communicate - Seek to understand the situation - Be Prepared - Develop strong organizational brand culture - Communicate

		<p>External Environment:</p> <p>Following factor were ranked most on a FIVE-point scale.</p> <ul style="list-style-type: none"> - Taking stock of potential perils - Crisis resolution - Take responsibility - Face social media backlash - Monitor, Plan and Communicate - Avoid Knee-Jerk Reactions - Develop strong organizational brand culture - Update the media - Set branding goals - Don't lie
4	Source from which consumer first hears about the crisis from	<p>Most preferred first source of information in order of preference</p> <ul style="list-style-type: none"> - Seller - Public - Social Media - Brand/ Company - Media
6	Communication channels used in crisis management	<ul style="list-style-type: none"> - Internal audience: - Following factor were ranked most on a FIVE-point scale. - Email - Noticeboard - Circular - Telephonic communication - Internal group social media sharing

		<ul style="list-style-type: none"> – External audience: – Media conference – Media release – Exclusive communication – Interview – Social media sharing – Social Media
7	Option which most accurately reflects your opinion in crisis management	<p>Following are the opinion most accurately reflected by public:</p> <p>Empathize towards the brand during times of crisis:</p> <p>Honest confession of the crisis is beneficial for the brand</p> <p>To receive constant communication about latest developments with the brand during times of crisis</p> <p>The extent to which advertisements strengthen consumer association with the brand</p> <p>The extent to which PSA's strengthen consumer association with the brand</p> <p>The extent of negative feeling if the brand is not being communicative during times of crisis</p> <p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p>

		<p>Direct communication from top executives or head of the company helps build trust during time of crisis</p> <p>The portrayal of crisis by the media is generally believed</p> <p>Media portrayal affects consumer perception, understanding and analyzing of the crisis situation</p>
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Chi-square based outcomes

Internal environment

Item	Internal environment
Appointment of a Crisis Management Team	<p>Chi-square data analysis between category of organization – Service oriented and product manufacturing did not show any significant difference.</p> <p>It is concluded that the various factors related to internal environment were not influenced by the type of company and crisis.</p> <p>In other words, the type of company is not a variable with regard to crisis and crisis will affect any category of company.</p>
Contingency planning	
Crisis recognition	
Taking stock of potential perils	
Containment	
Fact sheet on Crisis	
Brainstorming/ Planning	
Developing a response	
Crisis resolution	

Official Spokesperson	
Mastering media	
Communication with employees through all mediums available	
Learning from own experience	
Take responsibility	
Proactive, Transparency, Accountability	
Script the Story	
Face social media backlash	
Empathize	
Apologize and take action	
Monitor, Plan And Communicate	
Seek to understand the situation	
Team First – listen in	
Be Prepared	
Avoid Knee-Jerk Reactions	
Develop strong organizational brand culture	
Update the media	
Communicate	
Set branding goals	

Don't lie	
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External environment

Item	External environment
Appointment of a Crisis Management Team	<p>Chi-square data analysis between category of organization – Service oriented and product manufacturing did not show any significant difference.</p> <p>It is concluded that the various factors related to external environment were not influenced by the type of company and crisis.</p> <p>In other words the type of company is not a variable with regard to crisis and crisis will affect any category of company.</p>
Contingency planning	
Crisis recognition	
Taking stock of potential perils	
Containment	
Fact sheet on Crisis	
Brainstorming/ Planning	
Developing a response	
Crisis resolution	
Official Spokesperson	
Mastering media	
Communication with employees through all mediums available	
Learning from own experience	
Take responsibility	

Proactive, Transparency, Accountability	
Script the Story	
Face social media backlash	
Empathize	
Apologize and take action	
Monitor, Plan And Communicate	
Seek to understand the situation	
Team First – listen in	
Be Prepared	
Avoid Knee-Jerk Reactions	
Develop strong organizational brand culture	
Update the media	
Communicate	
Set branding goals	
Don't lie	

Situation	Response option which most accurately reflects your opinion
In case of a trusted brand there is a change in your perception of the brand due to one crisis event	Chi-square data analysis between category of organization – Service oriented and product manufacturing did not show any significant difference. It is concluded that the various factors related to the public opinion were not influenced based on the type of company, In other words the type of company is not a variable with regard to crisis and opinion of situation will affect any category of company.
You empathize towards the brand during times of crisis:	
Honest confession of the crisis is beneficial for the brand	
The extent to which your purchase decisions is impacted if the brand was facing a crisis situation	
It is important to receive constant communication about latest developments with the brand during times of crisis	
The extent to which advertisements strengthen consumer association with the brand	
The extent to which PSA's strengthen consumer association with the brand	
Change in your perception and reaction to the situation based on celebrity association and assurance	

<p>The extent of negative feeling if the brand is not being communicative during times of crisis</p>	
<p>Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past</p>	
<p>Clear and honest communication retains your trust, perception, loyalty and association towards the brand</p>	
<p>Direct communication from top executives or head of the company helps build trust during time of crisis</p>	
<p>It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis</p>	
<p>Mass media plays an important role during crisis</p>	
<p>The portrayal of crisis by the media is generally believed</p>	

Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	
Social media availability and interaction of a brand during crisis more effective and reliable	

OBJECTIVE BASED CONCLUSION

Objectives of the study:

- To study the Corporate Communication initiatives in crisis management
- To understand the impact of crisis on stakeholders
- To analyse the Corporate Communication strategies in resolving the crisis
- To develop a Crisis Management module

Methodology applied to achieve outcomes of objectives:

Following were the research methodology used to attain the results based on each objective of the study.

Objective - To study the Corporate Communication initiatives in crisis management

Questionnaires to get response from different stake holders – public

Objective - To understand the impact of crisis on stakeholders

Case studies of four different categories of companies – FMCG, Food chains, Online and Airlines.

Objective - To analyse the Corporate Communication strategies in resolving the crisis

Interview schedule to elicit response from different stake holders -
professionals and companies

Objective - To develop a Crisis Management module

Based on case study and survey data analysis of different stakeholder –
public, professionals and companies

Objective based outcomes explained:

Objective: To study the Corporate Communication initiatives in crisis management

Study on communication strategies and initiatives in crisis management of different companies were conducted as ex-post-facto research. Among the four objectives the general objective was to find out the initiative taken by the corporate communication of different companies in crisis management. To achieve this extensive review of literature was conducted which in establishing the research questions and Research gaps.

Based on the research the questions, a questionnaire was designed and developed to elicit information from the public on the corporate communication strategies used by the companies during crisis management. The data was collected using survey methodology by contacting respondents from five major cities of India. Post data analysis results yielded public awareness, perception and opinion about the various communication strategies used by corporate communication managers in mitigating and resolving the crisis to maintain the image and reputation of the company.

The results have clearly indicated that the public have a fairly good knowledge about the likelihood of a company getting into crisis and how communication strategies are developed by the companies to inform educate and change the perception of the public in such a situation. The result also clearly indicates that company with better reputation

and business have good public backing during crisis. Besides, the data has also shown that public, do tend to support companies during and after crisis by supporting their brand and continue to do business.

The data has also revealed the customer awareness of the companies like Maggie, McDonald's, Cafe coffee day, Jet Airways and the like affected by companies. Also the study has shown that customer awareness of the effect of crisis on reputation image and identity of the company was very high. Further the study has shown that when crises afflict a company, their stock, sales, goodwill and community support is lost. However, proper and effective corporate communication strategies during crisis have given it good public support and empathy on its brand. However, the analysis of data has also revealed that, crisis creates a negative feeling about the company and media portrayal is critical in this direction. Lastly, the data analysis has shown that effective communication strategies adopted by the company will help in controlling the damage and mitigation of crisis.

Objective: To understand the impact of crisis on stakeholders

This objective is related to the impact of crisis communication on various stakeholders like consumers companies professionals etc. Understand the impact of crisis on companies in general an interview schedule was developed to elicit information from companies. The data yielded interesting results which shows that the companies under crisis need to develop specific strategies like appointment crisis management team to deal with the crisis, create a contingency plan of action which can resolve the crisis, develop response by appointing spoke's person who can inform different stakeholders, and also maintain transparency when dealing with crisis. Lastly the public should clearly understand that the companies account for whatever decision it has taken during and post crisis.

The data regarding crisis was divided into 3 parts, crisis preparedness crisis prevention and post crisis management. Broadly the outcome of crisis preparedness shows that putting into place a proper plan assigning role and responsibility and fixing a kind of crisis war room with trained crisis management team. When it comes to crisis prevention the data shows that majority of the respondents indicated to include crisis management infrastructure, other resources and proper documentation. This also

includes proper training programs exercises and demonstration to the crisis management team to deal with prevention of crisis. During first crisis or crisis management the stress was on assigning role and responsibility to members of crisis management team followed by ability to develop strategies for effective management of the crisis.

An important aspect of crisis management is to understand various factors that initiate crisis, the data has rebuild that the most important aspect of crisis management is crisis recognition followed by taking stock of potential perils and containment of crisis before it proves disaster to the company. Besides other effective strategies is brainstorming and planning developing a crisis response appointment of official for communication regular communication with employees and keeping the media well informed during the crisis.

Crisis management specifically deals with communication with both internal and external audience. Internal communication deals with meeting with employees, sending personal emails top management addressing the employees and effective use of intranet to keep the employees informed about the crisis. While dealing with external audience holding media conference, creating exclusive communication strategies, press visit and use of social media are highly effective.

Objective: To analyse the Corporate Communication strategies in resolving the crisis

Keeping the objective in view a case study method was adopted to understand the corporate communication strategies by various companies in resolving the crisis. Forty companies from four different categories like fast moving consumer goods FMCG, food chains online companies and airlines which are highly susceptible to crisis was selected. The case study in world analysing the crisis at each of these companies have gone through along with the potential outcome in resolving the crisis. The results of the qualitative data analysis are divided into one customer opinion professional judgement company insight on crisis communication and management,

Summary case study analysis of all the four companies has revealed that certain common criteria can be seen in crisis resolution among different companies. A number of actors were developed to understand to what extent this factors help in resolving the crisis. Factors which

got highest recognition are direct communication from top executives and hits of the company when the company is facing from crisis besides the data also should that media relations are very critical in resolution of crisis and maintenance of the reputation of the company besides appointment of official spokesperson facing social media criticism taking responsibility damage control and mitigation stakeholder management avoidance of major reaction honest communication are some of the factors that help a company in early and better resolution of the crisis. Apart from that holding press conferences corporate social responsibility issue impress release from time-to-time reputation and damage control market retention and operational recovery for also considered as the most important factors in crisis resolution.

Objective: To develop a Crisis Management module

This research is an extensive study which has successfully studied consumers across pan India, companies from the Consumer oriented industries and Corporate Communication professionals. An amalgam of these three diverse audiences, this study is not just a concrete analysis of the target audience but has also contributed in designing a tool kit which can be used by professionals from all consumer-oriented industries to deal with any nature of crisis for consumers from all over the country. As a conclusion a Tool Kit has been designed, including all the factors which were indicated to be of high importance by all the 3 aspects of this study (Consumers, Companies and Corporate Communication Professionals) and supported by past experiences in the form of case studies. The findings have been categorically listed in the tool kit thus providing a one stop solution from preventing crisis to post crisis evaluation.

HYPOTHESIS BASED CONCLUSION

RESEARCH HYPOTHESIS BASED OUTCOME

Objectives of the study:

- To study the Corporate Communication initiatives in crisis management
- To understand the impact of crisis on stakeholders
- To analyse the Corporate Communication strategies in resolving the crisis
- To develop a Crisis Management module

Hypothesis based outcomes:

Objective: To study the Corporate Communication initiatives in crisis management

H₁- Crisis in Consumer Oriented Industries is resolved through effective Communication Strategies.

The data was collected from consumers, companies and professional PR executives to understand the corporate communication strategies which are used by PR department to inform educate public about the crisis and initiatives taken to mitigate the crisis. The study has revealed that companies develop unique and effective communication strategies during crisis with the aim of informing the public to change their opinion and build favourable atmosphere towards the company during crisis and post crisis management. Some of the strategies developed are formation of crisis management team, regular update through media about the steps taken to resolve the crisis, social media management, open channel communication with internal and external public.

Objective: To understand the impact of crisis on stakeholders

H₂- In consumer-oriented industry every stake holder is affected by crisis.

In general crisis is a part of any industry's life. Particularly consumer-oriented industries are mostly affected by crisis. The companies like FMCG, Hotels or food chains and Airlines, Online companies, Hospitals, Railways, Metro etc. more prone to crisis when compared to others. When crisis afflicts a company, both internal public and external public are affected. Internal public like employees, dealers and distributors and shareholders are directly affected. The external public consisting of consumers, customers, immediate community and community who are outside the immediate reach along with national and international community are affected. The study has shown that honest communication, direct involvement of the top executives as part of communication team, proper management of media like open house, press visit etc. will help in building reputation, identity and image of the company among public.

According to professionals, 'putting planning in place, assigning roles and responsibilities, establishing process ownership' 'crisis management infrastructure, equipment, war-rooms, resources and documentation' as very important in crisis management. Besides, steps like 'Include training programs, demonstrations, exercises and live are other strategies.

Objective: To analyse the Corporate Communication strategies in resolving the crisis

H₃- Corporate Communication initiatives and strategies have a crucial role in management and mitigating the crisis.

Case study approach was adopted to understand the effect of crisis and the crisis resolution strategies. Forty companies, FMCG, Airlines, Food chains and Online both national and international in private and public sector were considered for the study. Case study was conducted to under the crisis of the company, evaluation of the case, reaction and response of the management, proposed changes and resolution of the crisis.

The case study data analysis has shown that Early recognition; Strategy selection; Strategy implementation; Announcing the problem; Direct communication from top executives or head of the company; Set branding goals; Media Relations: - Print,

electronic and radio Etc. Official Spokesperson; Face social media backlash were some the strategies used for effective crisis management and resolution of crisis.

Objective: To develop a Crisis Management module

H₄- There is an absence of a well-designed Corporate Communication strategy tool kit in Crisis Management.

This research is an extensive study which has successfully studied consumers across pan India, companies from the Consumer oriented industries and Corporate Communication professionals. An amalgam of these three diverse audiences, this study is not just a concrete analysis of the target audience but has also contributed in designing a tool kit which can be used by professionals from all consumer-oriented industries to deal with any nature of crisis for consumers from all over the country. As a conclusion a Tool Kit has been designed, including all the factors which were indicated to be of high importance by all the 3 aspects of this study (Consumers, Companies and Corporate Communication Professionals) and supported by past experiences in the form of case studies. The findings have been categorically listed in the tool kit thus providing a one stop solution from preventing crisis to post crisis evaluation.

TOOL KIT

INTRODUCTION

Crisis is inevitable, how and in what disguise will it hit an entity is unknown but the manner in which you deal with it and put in all you have as an organisation to minimise its impact on you and your stakeholders is what you can control and ensure.

Consumer oriented industries is one such sector of the corporate world which deals with the consumer on a more or less daily basis. The consumer not only depends on these industry types but also act as a Hawk's eye towards the brands. The industry today is leaving no stone unturned to ensure they are reaching out to their consumers through every possible medium and with the development of technology at such a great pace every information, every action and every happening is just a click away from the consumer. It has now become all the more important to ensure that the corporate is at it's top game when it comes to dealing with crisis.

The past two years have not only taught us the extent of destruction which a crisis can cause but also emphasised on the importance of effective communication during such testing times. Although neither is crisis new to the world nor is handling them with being a challenge. Over the years we have seen both good and bad examples of Communication being used to deal with crisis. But what has been missing is a road map to deal with them.

USE OF THE TOOL KIT

The tool kit has been comprehensively designed after studying all aspects involved in dealing with a crisis.

The tool kit will act as a plan of action right from preventing a crisis situation, to identifying one and later dealing with a crisis situation with the help of an efficient channel of communication.

The tool kit will also help in analysing the what caused the crisis and what were the short coming in the process of dealing with the crisis, which will help professionals in being further more prepared to deal with such situations in the future.

THE OBJECTIVES OF THIS TOOL KIT ARE

- To prepare a company/organisation to deal with crisis
- To provide a road map to the companies when crisis strikes
- To analyse where the team did great and what went wrong for the future

PARTS OF TOOL KIT: -

1. Checklist consisting of nature of crisis
2. Crisis Preparedness
3. Traits and expertise of professional
4. Crisis management
5. Post crisis evaluation
6. Communication Management
7. Consumer association and behaviour

CONCLUSION

It has been proven in the past that if dealt with cautiously crisis can not only be averted but also the process of dealing with crisis can be streamlined and the organisation can bounce back into the market in a shorter span of time with the support of it's stakeholders being an asset.

Although the nature of crisis cannot be predicted beforehand but we can brace ourselves for what the future might hold for us. The extensive nature of this tool kit and the research and experience behind it's formulation ensures that a company/organisation with the assistance of this tool kit will not only navigate through a crisis with much more ease but will also benefit from it in the form of a strong association with its stakeholders.

This tool kit will be furthermore be customised according to the category of the organisation/product/service and the nature of crisis which can occur or has occurred.

TOOL KIT

CHECKLIST CONSISTING OF NATURE OF CRISIS

- Bad planning and management
- Business and economic competition and animosity
- Communication failure (Internal or External audience)
- Financial breakdown
- Insufficient training of professionals
- Lack of checks
- Operational failure
- Organizational conflict
- Poor judgment of a situation
- Product Quality Issues
- Protests and demonstrations by employees or customers
- Unethical practice

CRISIS PREPAREDNESS

INTERNAL

- Appointment of a Crisis Management Team
- Be Prepared
- Brainstorming/ Planning
- Contingency planning
- Crisis recognition
- Developing a response
- Learning from own experience

- Mastering media
- Monitor, Plan and Communicate
- Official Spokesperson
- Seek to understand the situation

EXTERNAL

- Avoid Knee-Jerk Reactions
- Brainstorming/ Planning
- Communicate
- Contingency planning
- Crisis recognition
- Develop strong organizational brand culture
- Developing a response
- Learning from own experience
- Mastering media
- Monitor, Plan And Communicate
- Official Spokesperson
- Proactive, Transparency, Accountability
- Script the Story
- Take responsibility
- Update the media

TRAITS AND EXPERTISE OF PROFESSIONALS

- Avoiding extreme reaction
- Calmness
- Corporate profile
- Developing appropriate response

- Dialogue. Interaction(internal)
- Employee communication
- Fact sheets
- Honesty
- Identifying and building relationships with influential people
- Journals/ Newsletters(internal)
- Solution giving capability

CRISIS MANAGEMENT

INTERNAL

- Appointment of a Crisis Management Team
- Communication with employees through all mediums available
- Containment
- Contingency planning
- Crisis recognition
- Crisis resolution
- Develop strong organizational brand culture
- Developing a response
- Don't lie
- Empathize
- Face social media backlash
- Fact sheet on Crisis
- Learning from own experience
- Mastering media
- Official Spokesperson
- Proactive, Transparency, Accountability
- Seek to understand the situation
- Set branding goals

- Take responsibility
- Update the media

EXTERNAL

- Appointment of a Crisis Management Team
- Be Prepared
- Brainstorming/ Planning
- Communicate
- Containment
- Crisis recognition
- Don't lie
- Empathize
- Face social media backlash
- Learning from own experience
- Monitor, Plan And Communicate
- proactive, Transparency, Accountability
- Seek to understand the situation
- Set branding goals
- Update the media

POST CRISIS MANAGEMENT

- Connect with stakeholders.
- Financial costs management
- Management assessment
- Market retention

- Media scrutiny
- Regain business momentum.
- Root cause analysis
- Implementation of change.
- Litigation updating and informing
- Operational recovery
- Process review
- Reputational damage

COMMUNICATION MANAGEMENT

- Communication with all stakeholders using all communication mediums available
- Containment and Contingency planning
- Crisis resolution
- Don't lie
- Face social media backlash
- Fact sheet on Crisis
- It is important to receive constant communication about latest developments with the brand during times of crisis
- Learning from own experience
- Mass media plays an important role during crisis therefore mastering media handling
- Media portrayal affects consumer perception
- Official Spokesperson
- Script the Story
- Set branding goals
- Social media availability and interaction of a brand during crisis more effective and reliable
- Taking stock of potential perils

- Team First – listen in
- The extent to which advertisements strengthen consumer association with the brand
- Understanding and analysing of the crisis situation hence Monitor, Plan And Communicate
- Update the media

CONSUMER ASSOCIATION AND BEHAVIOUR

- Advertisements and PSA's strengthen consumer association with the brand to a great extent
- A Change occurs in the perception and reaction of the consumer towards the situation based on celebrity association and assurance
- A great extent of negative feelings are developed if the brand is not being communicative during times of crisis
- After a certain point the purchase decision of a consumer is impacted if the brand was facing a crisis situation
- Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past
- Direct communication from top executives or head of the company helps build trust during time of crisis
- Honest confession of the crisis is beneficial for the brand
- In case of a trusted brand there is a change to a certain extent in the consumer perception of the brand due to one crisis event
- It is important to receive deliver constant communication about latest developments with the brand during times of crisis
- It is important to stay connected with the consumer as they prefer to track the progress of the situation of the brand emerging from crisis
- Social media availability and interaction of a brand during crisis is more effective and reliable
- The consumers empathize towards the brand during times of crisis to a great extent

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APPENDICES

Corporate Communication Initiatives in Crisis Management: A Study among Consumer Oriented Industries

Instructions: - Respond with a Y for the selected option/options.

PART – A

Name:

Email id:

Q1

	Age group	Select
1	18-27	
2	28-37	
3	38-47	
4	48-57	
5	58 and above	

Q2

	Gender	Select
1	Male	
2	Female	

Q3

	Education	Select
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1	Graduate	
2	Post Graduate	
3	Doctorate	
4	Any other	

Q4

	Occupation	Select
1	Government service	
2	Private service	
3	Own business	
4	Student	
5	Housewife	
6	Professional practice	
7	Any other occupation	

Q5

	Income (Monthly)	Select
1	25001-50000	
2	50001-100000	
3	Above one lakh	

PART – B

1. Industries/organizations are susceptible to crisis at one time or the other in their lifetime.

	Factor	Select
1	Yes, I am aware	

2	No, I am not aware	
3	I Can't say anything	

2. The following companies/products suffered from crisis in recent times.

	Company	Yes/ No
1	Maggi	
2	Amul Ice cream	
3	Aashirvaad Atta	
4	KFC	
5	Mc. Donald's	
6	Café Coffee Day (CCD)	
7	Swiggy	
8	Zomato	
9	Ola	
10	Jet Airways	
11	Go Air	
12	Spicejet	
	Any other	

3. The extent of effect of crisis on the company.

	Factor	Yes to a large extent	Yes to some extent	Neutral	No to some extent	No not at all
1	Image					
2	Identity					
3	Empathy					
4	Sales					
5	Goodwill					
6	Finances					
7	Personal life of the owner					
8	Media relations					
9	Consumer Loyalty					
10	Employees					
11	Stock Market					
12	Community					

4. It is highly appreciated if the consumer first hears about the crisis from:

	Factor	Select
1	Brand/ Company	
2	Media	
3	Seller	
4	Public	

5	Social Media	
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5. Please select the option which most accurately reflects your opinion about the following statements

S.No	Situation	Response				
		Yes to a large extent	Yes to some extent	Neutral	No to some extent	No not at all
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event					
2.	You empathize towards the brand during times of crisis:					
3.	Honest confession of the crisis is beneficial for the brand					
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					
5.	It is important to receive constant communication about latest developments with the brand during times of crisis					

6.	The extent to which advertisements strengthen consumer association with the brand					
7.	The extent to which PSA's strengthen consumer association with the brand					
8.	Change in your perception and reaction to the situation based on celebrity association and assurance					
9.	The extent of negative feeling if the brand is not being communicative during times of crisis					
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand					
12.	Direct communication from top executives or head of the company helps					

	build trust during time of crisis					
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					
14.	Mass media plays an important role during crisis					
15.	The portrayal of crisis by the media is generally believed					
16.	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					
17.	Social media availability and interaction of a brand during crisis more effective and reliable					

**Corporate Communication Initiatives in Crisis Management: A
Study among Consumer Oriented Industries**

Instructions: - Respond with a Y for the selected option/options.

PART – A

Name of the organization:

Location:

Website:

Contact email:

1. Broad category of organization:(one choice)

SL	Category of the organization	Select one
1	Product manufacturing	
2	Marketing concern	
3	Service oriented	
4	Any other type, specify	

2. Is your industry/organization a: (one choice)

SL	Sector of industry/organization	Select one
1	Public sector	
2	Private sector	

3	Corporation	
4	Non-Government Organization (NGO)	
5	Any other sector	

3. Specifically which type of industry: (one choice)

SI No	Specifically which type of industry	Select one
1	Telecom	
2	Apparel and clothing	
3	Airlines	
4	Online platforms/ services/e-commerce	
5	Luxury brands	
6	Food chains	
7	FMCG	
8	Automobile	
9	Retail	
10	Hotels	
11	News media	
12	Oil	
13	Tech	

4. Number years in service :(one choice)

SL NO	Number years in service	Select one
a.	Less than five years	
b.	Between five to ten years	
c.	Between ten to twenty years	
d.	More than twenty years	

5 Total number of employees:

Total number of employees:	
-----------------------------------	--

6. Is your organization (Geographical area):(one choice)

SL No	Is your organization (service area)	Select one
a.	Local	
b.	Regional	
c.	National	
d.	International	

7. What is the customer orientation? (Multiple choices)

SL No	What is the customer orientation?	Multiple choices
a.	Youth	
b.	Adults	

c.	Senior citizens	
d.	Women only	
e.	Men only	
f.	No specific orientation	
g.	

8. Service area (Multiple choices)

SI No	Service area	Multiple choices
a.	Metro only	
b.	Large cities	
c.	Two tier cities	
d.	Rural	
e.	No specific area	

PART B

Q1. According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)-Objective 1

Crisis Preparedness:		RATING
	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	
	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	
	Includes training programs, demonstrations, exercises and live simulations	

Crisis Prevention:		RATING
1.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	
2.	Include identification, prioritization, strategy development and implementation	
3.	Includes infrastructure, documentation and training.	

Crisis Event Management:		RATING
	Includes the transition from emergency, objective assessment, early recognition.	
	Includes the activation process, system for callout, availability of back-ups, system redundancy.	
	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	

Post Crisis Management:		RANK
	Includes operational recovery, financial costs, market retention, business momentum.	
	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	

	Includes root cause analysis, management assessment, process review, implementation of change.	
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Q2. Which of the following factors are believed to initiate a crisis?

(Rank top 10 in order of importance. 1 being the least and 10 the highest)-

Objective 1

SI No	Factors initiating a crisis	RANK
	Issues(Quality or service)	
	Environmental hazard	
	Human Error	
	Operational failure	
	Bad planning and management	
	Leadership failure	
	Poor judgment of a situation	
	Material failure	
	Unethical practice	
	Insufficient training of professionals	
	Lack of checks	
	Organizational conflict	
	Technological issues	
	Communication failure (Internal or External audience)	
	Competition animosity	
	Business and economic competition	
	Product Quality Issues	
	Management Failure	
	Financial breakdown	
	Protests and demonstrations by employees or customers	

	Activists as a major challenge	
	Pressure groups	
	Promotional groups	
	Media Projection of a problem a company is facing	

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management .

. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)– Objective 3

Sl No	Item	RATE INTERNAL ENVIRONMENT	RATE EXTERNAL ENVIRONMENT
	Appointment of a Crisis Management Team		
	Contingency planning		
	Crisis recognition		
	Taking stock of potential perils		
	Containment		
	Fact sheet on Crisis		
	Brainstorming/ Planning		
	Developing a response		
	Crisis resolution		
	Official Spokesperson		
	Mastering media		
	Communication with employees through all mediums available		
	Learning from own experience		

	Take responsibility		
	Proactive, Transparency, Accountability		
	Script the Story		
	Face social media backlash		
	Empathize		
	Apologize and take action		
	Monitor, Plan And Communicate		
	Seek to understand the situation		
	Team First – listen in		
	Be Prepared		
	Avoid Knee-Jerk Reactions		
	Develop strong organizational brand culture		
	Update the media		
	Communicate		
	Set branding goals		
	Don't lie		

Q4. It is highly appreciated if the consumer first hears about the crisis from:

	Factor	Select
1	Brand/ Company	
2	Media	

3	Seller	
4	Public	
5	Social Media	

Q5. The following traits and approaches demonstrated by the crisis management team and their effectiveness on the situation.

(Rank top 10 in order of importance. 1 being the least and 10 the highest)-

Objective 3

Sl No	Item	RANK of demonstration	Rank of EFFECTIVENESS
	Calmness		
	Honesty		
	Promptness		
	Announcing the problem		
	Solution giving capability		
	Avoiding extreme reaction		
	Attitude		
	Developing appropriate response		
	Understanding that media needs a story		
	Flexibility		
	Corporate profile		
	Media Relations:- Print, electronic and radio		
	Events		
	Social media interaction		
	Employee communication		
	Press kit		
	Press release		

	Fact sheets		
	Press conference		
	Media tracking		
	CSR		
	Journals/ Newsletters(internal)		
	Dialogue. Interaction(internal)		
	Video releases		
	Know your competition		
	Identifying and building relationships with influential people		

Q6 Communication channels used in crisis management.

(Rank in order of importance. 1 being the least and 5 the highest)- Objective 3

SI No	Communication channels used in crisis management	
Internal audience :		RANK
	One to one meeting	
	Email	
	Noticeboard	
	Circular	
	Telephonic communication	
	Team meeting	
	Address to the audience	
	Internal group social media sharing	
	Intranet	
	Any other.....	

External audience:		RANK
	Media conference	
	Media release	
	Exclusive communication	
	Interview	
	Open house	
	Press visit	
	Social media sharing	
	Internet	
	Social Media	
	Any other.....	

Q7. Please select the option which most accurately reflects your opinion about the following statements

S.No	Situation	Response				
		Yes to a large extent	Yes to some extent	Neutral	No to some extent	No not at all
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event					
2.	You empathize towards the brand during times of crisis:					
3.	Honest confession of the crisis is beneficial for the brand					

4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					
5.	It is important to receive constant communication about latest developments with the brand during times of crisis					
6.	The extent to which advertisements strengthen consumer association with the brand					
7.	The extent to which PSA's strengthen consumer association with the brand					
8.	Change in your perception and reaction to the situation based on celebrity association and assurance					
9.	The extent of negative feeling if the brand is not being communicative during times of crisis					
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					

11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand					
12.	Direct communication from top executives or head of the company helps build trust during time of crisis					
13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					
14.	Mass media plays an important role during crisis					
15.	The portrayal of crisis by the media is generally believed					
16.	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					

17.	Social media availability and interaction of a brand during crisis more effective and reliable					
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**Corporate Communication Initiatives in Crisis Management: A
Study among Consumer Oriented Industries**

Instructions: - Respond with a Y for the selected option/options.

PART – A

Name of the professional: _____

Name of organization: _____

Website:

Contact email:

1. As a PR professional, which organization do you represent? (one choice)

SI No	As a PR professional, which organization do you represent?	(One choice)
2.	PR agency	
3.	PR Department (Public Sector)	
4.	PR Department (Private Sector)	
5.	PR Department (Corporation)	
6.	PR Department (Private NGO)	
7.	Freelance PR Service	

2. Number years in service as PR professional: (one choice)

SI No	Number years in service as PR professional:	(One choice)
1.	Less than five years	
2.	Between five to ten years	
3.	Between ten to twenty years	
4.	More than twenty years	

PART B

Q1. According to your understanding of crisis, rate each of the given steps of different stages in crisis management. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)-Objective 1

Crisis Preparedness:		RATING
	Includes putting planning in place, assigning roles and responsibilities, establishing process ownership.	
	Includes crisis management infrastructure, equipment, war-rooms, resources and documentation.	
	Includes training programs, demonstrations, exercises and live simulations	
Crisis Prevention:		RATING
4.	Includes processes such as audits, preventive maintenance, issue scanning, environment scanning, anticipatory management, future studies and identify potential crisis and possible solution.	
5.	Include identification, prioritization, strategy development and implementation	

6.	Includes infrastructure, documentation and training.	
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Crisis Management:		RATING
	Includes the transition from emergency, objective assessment, early recognition.	
	Includes the activation process, system for callout, availability of back-ups, system redundancy.	
	Includes strategy selection and implementation, damage mitigation, stakeholder management, media response.	

Post Crisis Management:		RANK
	Includes operational recovery, financial costs, market retention, business momentum.	
	Includes litigation updating and informing, reputational damage, media scrutiny and connect with stakeholders.	
	Includes root cause analysis, management assessment, process review, implementation of change.	

Q2. Which of the following factors are believed to initiate a crisis?

(Rank top 10 in order of importance. 1 being the least and 10 the highest)-

Objective 1

SI No	Factors initiating a crisis	RANK
	Issues (Quality or service)	

	Environmental hazard	
	Human Error	
	Operational failure	
	Bad planning and management	
	Leadership failure	
	Poor judgment of a situation	
	Material failure	
	Unethical practice	
	Insufficient training of professionals	
	Lack of checks	
	Organizational conflict	
	Technological issues	
	Communication failure (Internal or External audience)	
	Competition animosity	
	Business and economic competition	
	Product Quality Issues	
	Management Failure	
	Financial breakdown	
	Protests and demonstrations by employees or customers	
	Activists as a major challenge	
	Pressure groups	
	Promotional groups	
	Media Projection of a problem a company is facing	

Q3. Rate in order of preference the steps to develop a proactive approach for internal and external environment preparedness in crisis management.

. (Rate: 1 not at all important, 2 Low Important, 3 Neutral 4 Important and 5 Very important)– Objective 3

Sl No	Item	RATE INTERNAL	RATE EXTERNAL
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		ENVIRONMENT	ENVIRONMENT
	Appointment of a Crisis Management Team		
	Contingency planning		
	Crisis recognition		
	Taking stock of potential perils		
	Containment		
	Fact sheet on Crisis		
	Brainstorming/ Planning		
	Developing a response		
	Crisis resolution		
	Official Spokesperson		
	Mastering media		
	Communication with employees through all mediums available		
	Learning from own experience		
	Take responsibility		
	Proactive, Transparency, Accountability		
	Script the Story		
	Face social media backlash		
	Empathize		
	Apologize and take action		
	Monitor, Plan and Communicate		

	Seek to understand the situation		
	Team First – listen in		
	Be Prepared		
	Avoid Knee-Jerk Reactions		
	Develop strong organizational brand culture		
	Update the media		
	Communicate		
	Set branding goals		
	Don't lie		

Q4. It is highly appreciated if the consumer first hears about the crisis from:

	Factor	Select
1	Brand/ Company	
2	Media	
3	Seller	
4	Public	
5	Social Media	

Q5. The following traits and approaches are demonstrated by the crisis management team and their effectiveness on the situation.

(Rank top 10 in order of importance. 1 being the least and 10 the highest)-

Objective 3

Sl No	Item	RANK of demonstration	Rank of EFFECTIVENESS
	Calmness		
	Honesty		
	Promptness		
	Announcing the problem		
	Solution giving capability		
	Avoiding extreme reaction		
	Attitude		
	Developing appropriate response		
	Understanding that media needs a story		
	Flexibility		
	Corporate profile		
	Media Relations:- Print, electronic and radio		
	Events		
	Social media interaction		
	Employee communication		
	Press kit		
	Press release		
	Fact sheets		
	Press conference		
	Media tracking		
	CSR		
	Journals/ Newsletters(internal)		
	Dialogue. Interaction(internal)		
	Video releases		
	Know your competition		
	Identifying and building relationships with influential people		

Q6 Communication channels used in crisis management.

(Rank in order of importance. 1 being the least and 5 the highest)- Objective 3

Sl No	Communication channels used in crisis management	
Internal audience:		RANK
	One to one meeting	
	Email	
	Noticeboard	
	Circular	
	Telephonic communication	
	Team meeting	
	Address to the audience	
	Internal group social media sharing	
	Intranet	
	Any other.....	
External audience:		RANK
	Media conference	
	Media release	
	Exclusive communication	
	Interview	
	Open house	
	Press visit	
	Social media sharing	
	Internet	
	Social Media	
	Any other.....	

Q7. Please select the option which most accurately reflects your opinion about the following statements

S.No	Situation	Response				
		Yes to a large extent	Yes to some extent	Neutral	No to some extent	No not at all
1.	In case of a trusted brand there is a change in your perception of the brand due to one crisis event					
2.	You empathize towards the brand during times of crisis:					
3.	Honest confession of the crisis is beneficial for the brand					
4.	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation					
5.	It is important to receive constant communication about latest developments with the brand during times of crisis					
6.	The extent to which advertisements strengthen consumer association with the brand					

7.	The extent to which PSA's strengthen consumer association with the brand					
8.	Change in your perception and reaction to the situation based on celebrity association and assurance					
9.	The extent of negative feeling if the brand is not being communicative during times of crisis					
10.	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past					
11.	Clear and honest communication retains your trust, perception, loyalty and association towards the brand					
12.	Direct communication from top executives or head of the company helps build trust during time of crisis					

13.	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis					
14.	Mass media plays an important role during crisis					
15.	The portrayal of crisis by the media is generally believed					
16.	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					
17.	Social media availability and interaction of a brand during crisis more effective and reliable					

FACTOR ANALYSIS

COMPANY

Internal environment

ROTATED COMPONENT MATRIX^A

	Component									
	1	2	3	4	5	6	7	8	9	10
P_B_Q3A_1 Appointment of a Crisis Management Team	.698									
P_B_Q3A_2 Contingency planning		.540								
P_B_Q3A_3 Crisis recognition		.759								
P_B_Q3A_4 Taking stock of potential perils										
P_B_Q3A_5 Containment					.806					
P_B_Q3A_6 Fact sheet on Crisis			.799							
P_B_Q3A_7 Brainstormin g/ Planning					.804					
P_B_Q3A_8 Developing a response		.537								
P_B_Q3A_9 Crisis resolution										
P_B_Q3A_10 Official Spokesperson					.519					
P_B_Q3A_11 Mastering media	.617									

P_B_Q3A_12 Communicati on with employees through all mediums available								.756		
P_B_Q3A_13 Learning from own experience	.602									
P_B_Q3A_14 Take responsibility							.871			
P_B_Q3A_15 Proactive, Transparency, Accountabilit y			.647							
P_B_Q3A_16 Script the Story										
P_B_Q3A_17 Face social media backlash										
P_B_Q3A_18 Empathize										
P_B_Q3A_19 Apologize and take action										
P_B_Q3A_20 Monitor, Plan And Communicate	.834									
P_B_Q3A_21 Seek to				.819						

understand the situation										
P_B_Q3A_22 Team First – listen in									.729	
P_B_Q3A_23 Be Prepared										.841
P_B_Q3A_24 Avoid Knee-Jerk Reactions										
P_B_Q3A_25 Develop strong organizational brand culture										
P_B_Q3A_26 Update the media						.854				
P_B_Q3A_27 Communicate										
P_B_Q3A_28 Set branding goals		.658								
P_B_Q3A_29 Don't lie										

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 49 iterations.

Component	Statements
1	Monitor, Plan And Communicate
	Appointment of a Crisis Management Team
	Mastering media

	Learning from own experience
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Component	Statements
2	Developing a response
	Set branding goals
	Contingency planning
	Crisis recognition

Component	Statements
3	Fact sheet on Crisis
	Proactive, Transparency, Accountability

Component	Statements
4	Seek to understand the situation

Component	Statements
5	Official Spokesperson
	Developing a response
	Containment

Component	Statements
6	Update the media

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Component	Statements
7	Take responsibility

Component	Statements
8	Communication with employees through all mediums available

Component	Statements
9	Team First – listen in

Component	Statements
10	Be Prepared

EXTERNAL ENVIRONMENT

ROTATED COMPONENT MATRIX^A

	Component									
	1	2	3	4	5	6	7	8	9	10
P_B_Q3B_1 Appointment of a Crisis Management Team										
P_B_Q3B_2 Contingency planning			.69							
P_B_Q3B_3 Crisis recognition	.769									
P_B_Q3B_4 Taking stock of potential perils			.82							
P_B_Q3B_5 Containment								.53		
P_B_Q3B_6 Fact sheet on Crisis				.828						
P_B_Q3B_7 Brainstorming/ Planning								.75		
P_B_Q3B_8 Developing a response										

P_B_Q3B_9 Crisis resolution			.603						
P_B_Q3B_10 Official Spokesperson	.60								
P_B_Q3B_11 Mastering media	.66								
P_B_Q3B_12 Communication with employees through all mediums available				.608					
P_B_Q3B_13 Learning from own experience	.65								
P_B_Q3B_14 Take responsibility									
P_B_Q3B_15 Proactive, Transparency, Accountability		.55							
P_B_Q3B_16 Script the Story						.70			
P_B_Q3B_17 Face social									.84

media backlash										
P_B_Q3B_ 18 Empathize					.793					
P_B_Q3B_ 19 Apologize and take action									.711	
P_B_Q3B_ 20 Monitor, Plan And Communic ate						.67				
P_B_Q3B_ 21 Seek to understand the situation										
P_B_Q3B_ 22 Team First – listen in				.742						
P_B_Q3B_ 23 Be Prepared										
P_B_Q3B_ 24 Avoid Knee-Jerk Reactions	.511									
P_B_Q3B_ 25 Develop strong organizatio nal brand culture	.4					.88				

P_B_Q3B_26 Update the media		.614								
P_B_Q3B_27 Communicate		.550								
P_B_Q3B_28 Set branding goals		.870								
P_B_Q3B_29 Don't lie			.643							

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 44 iterations.

Component	Statements
1	Crisis recognition
	Mastering media
	Learning from own experience
	Official Spokesperson
	Avoid Knee-Jerk Reactions

Component	Statements
2	Set branding goals
	Update the media
	Communicate
	proactive, Transparency, Accountability

Component	Statements
3	Taking stock of potential perils
	Contingency planning
	Don't lie
	Crisis resolution

Component	Statements
4	Fact sheet on Crisis
	Team First – listen in
	Communication with employees through all mediums available

Component	Statements
5	Empathize

Component	Statements
6	Develop strong organizational brand culture
	Monitor, Plan And Communicate

Component	Statements
7	Script the Story

Component	Statements
8	Brainstorming/ Planning
	Containment

Component	Statements
9	Apologize and take action

Component	Statements
10	Face social media backlash

ROTATED COMPONENT MATRIX^A

COMMUNICATION MANAGEMENT, CONSUMER ASSOCIATION AND CONSUMER BEHAVIOR

	Component					
	1	2	3	4	5	6
P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event						

P_B_Q7_2 You empathize towards the brand during times of crisis:			.540			
P_B_Q7_3 Honest confession of the crisis is beneficial for the brand						
P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation						
P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis					.743	
P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand	.81					
P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand			.759			
P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance		.786				
P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis	.80					
P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past						.610
P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand						

P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis						.776
P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis			.683			
P_B_Q7_14 Mass media plays an important role during crisis						
P_B_Q7_15 The portrayal of crisis by the media is generally believed				.769		
P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation					.768	
P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable		.720				

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 18 iterations.

Component	Statements
1	The extent to which advertisements strengthen consumer association with the brand
	The extent of negative feeling if the brand is not being communicative during times of crisis

Component	Statements
2	Change in your perception and reaction to the situation based on celebrity association and assurance
	Social media availability and interaction of a brand during crisis more effective and reliable

Component	Statements
3	The extent to which PSA's strengthen consumer association with the brand
	It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis
	You empathize towards the brand during times of crisis:

Component	Statements
4	The portrayal of crisis by the media is generally believed

Component	Statements
5	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation
	It is important to receive constant communication about latest developments with the brand during times of crisis

Component	Statements

6	Direct communication from top executives or head of the company helps build trust during time of crisis
	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Component	Statements
7	Mass media plays an important role during crisis

PROFESSIONALS

INTERNAL ENVIRONMENT

Rotated Component Matrix^a

	Component									
	1	2	3	4	5	6	7	8	9	10
P_B_Q3A_1 Appointment of a Crisis Management Team				.588						
P_B_Q3A_2 Contingency planning			.754							
P_B_Q3A_3 Crisis recognition	.553		.546							

P_B_Q3A_4 Taking stock of potential perils					.76				
P_B_Q3A_5 Containment								.89	
P_B_Q3A_6 Fact sheet on Crisis									.82
P_B_Q3A_7 Brainstorming/ Planning	.69								
P_B_Q3A_8 Developing a response	.63								
P_B_Q3A_9 Crisis resolution							.60		
P_B_Q3A_10 Official Spokesperson	.65								
P_B_Q3A_11 Mastering media				.68					
P_B_Q3A_12 Communication with employees through all mediums available							.75		
P_B_Q3A_13 Learning from own experience				.56				.53	
P_B_Q3A_14 Take responsibility				.77					
P_B_Q3A_15 Proactive, Transparency, Accountability		.81							
P_B_Q3A_16 Script the Story					.74				
P_B_Q3A_17 Face social media backlash		.51							
P_B_Q3A_18 Empathize									.85
P_B_Q3A_19 Apologize and take action								.57	
P_B_Q3A_20 Monitor, Plan And Communicate						.70			
P_B_Q3A_21 Seek to understand the situation			.69						
P_B_Q3A_22 Team First – listen in									

P_B_Q3A_23 Be Prepared										
P_B_Q3A_24 Avoid Knee-Jerk Reactions										
P_B_Q3A_25 Develop strong organizational brand culture		.574								
P_B_Q3A_26 Update the media										.596
P_B_Q3A_27 Communicate						.841				
P_B_Q3A_28 Set branding goals										
P_B_Q3A_29 Don't lie		.823								

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 15 iterations.

Component	Statements
1	Brainstorming/ Planning
	Official Spokesperson
	Developing a response
	Crisis recognition

Component	Statements
2	Don't lie
	Proactive, Transparency, Accountability
	Develop strong organizational brand culture
	Face social media backlash

Component	Statements
	Contingency planning

3	Seek to understand the situation
	Crisis recognition

Component	Statements
4	Take responsibility
	Mastering media
	Appointment of a Crisis Management Team
	Learning from own experience

Component	Statements
5	Taking stock of potential perils
	Script the Story

Component	Statements
6	Communicate
	Monitor, Plan And Communicate

Component	Statements
7	Communication with employees through all mediums available
	Crisis resolution

Component	Statements
	Containment

8	Apologize and take action
	Learning from own experience

Component	Statements
9	Empathize

Component	Statements
10	Fact sheet on Crisis
	Update the media

EXTERNAL ENVIRONMENT

ROTATED COMPONENT MATRIX^A

	Component									
	1	2	3	4	5	6	7	8	9	10
P_B_Q3B_1 Appointment of a Crisis Management Team				.800						
P_B_Q3B_2 Contingency planning		.556								
P_B_Q3B_3 Crisis recognition				.586			.602			

P_B_Q3B_4 Taking stock of potential perils									.84	
P_B_Q3B_5 Containment										
P_B_Q3B_6 Fact sheet on Crisis								.61		
P_B_Q3B_7 Brainstorming/ Planning	.70									
P_B_Q3B_8 Developing a response	.72									
P_B_Q3B_9 Crisis resolution								.86		
P_B_Q3B_10 Official Spokesperson						.69				
P_B_Q3B_11 Mastering media										.56
P_B_Q3B_12 Communication with employees through all mediums available							.82			
P_B_Q3B_13 Learning from own experience					.52					
P_B_Q3B_14 Take responsibility	.79									
P_B_Q3B_15 Proactive, Transparency, Accountability		.68								
P_B_Q3B_16 Script the Story										
P_B_Q3B_17 Face social media backlash			.60							
P_B_Q3B_18 Empathize										
P_B_Q3B_19 Apologize and take action										
P_B_Q3B_20 Monitor, Plan And Communicate				.60						

P_B_Q3B_21 Seek to understand the situation					.634					
P_B_Q3B_22 Team First – listen in										
P_B_Q3B_23 Be Prepared					.844					
P_B_Q3B_24 Avoid Knee-Jerk Reactions										
P_B_Q3B_25 Develop strong organizational brand culture		.671								
P_B_Q3B_26 Update the media	.681									
P_B_Q3B_27 Communicate		.754								
P_B_Q3B_28 Set branding goals			.812							
P_B_Q3B_29 Don't lie				.553						

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Component	Statements
1	Take responsibility
	Developing a response
	Brainstorming/ Planning
	Update the media

Component	Statements
2	Communicate
	Proactive, Transparency, Accountability

	Develop strong organizational brand culture
	Contingency planning

Component	Statements
3	Set branding goals
	Face social media backlash

Component	Statements
4	Appointment of a Crisis Management Team
	Monitor, Plan And Communicate
	Crisis recognition
	Don't lie

Component	Statements
5	Be Prepared
	Seek to understand the situation
	Learning from own experience

Component	Statements
6	Communication with employees through all mediums available
	Official Spokesperson

Component	Statements

7	Crisis recognition
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Component	Statements
8	Crisis resolution
	Fact sheet on Crisis

Component	Statements
9	Crisis recognition

Component	Statements
10	Mastering media

ROTATED COMPONENT MATRIX^A

COMMUNICATION MANAGEMENT, CONSUMER ASSOCIATION AND CONSUMER BEHAVIOR

	Component							
	1	2	3	4	5	6	7	8
P_B_Q7_1 In case of a trusted brand there is a change in your perception of the brand due to one crisis event		.764						

P_B_Q7_2 You empathize towards the brand during times of crisis:							.650
P_B_Q7_3 Honest confession of the crisis is beneficial for the brand		.541					
P_B_Q7_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation				.501			
P_B_Q7_5 It is important to receive constant communication about latest developments with the brand during times of crisis				.584			
P_B_Q7_6 The extent to which advertisements strengthen consumer association with the brand	.780						
P_B_Q7_7 The extent to which PSA's strengthen consumer association with the brand		.778					
P_B_Q7_8 Change in your perception and reaction to the situation based on celebrity association and assurance				.888			
P_B_Q7_9 The extent of negative feeling if the brand is not being communicative during times of crisis				.891			
P_B_Q7_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past		.550					
P_B_Q7_11 Clear and honest communication retains your trust, perception, loyalty and association towards the brand							
P_B_Q7_12 Direct communication from top executives or head of the company helps build trust during time of crisis							.903
P_B_Q7_13 It is important for the consumer to stay connected and track the progress of the situation of the brand emerging from crisis							
P_B_Q7_14 Mass media plays an important role during crisis			.769				

P_B_Q7_15 The portrayal of crisis by the media is generally believed						.905		
P_B_Q7_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	.893							
P_B_Q7_17 Social media availability and interaction of a brand during crisis more effective and reliable					.620			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Component	Statements
1	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation
	The extent to which advertisements strengthen consumer association with the brand

Component	Statements
2	The extent to which PSA's strengthen consumer association with the brand
	In case of a trusted brand there is a change in your perception of the brand due to one crisis event
	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past
	Honest confession of the crisis is beneficial for the brand

Component	Statements
3	Mass media plays an important role during crisis

Component	Statements
4	Change in your perception and reaction to the situation based on celebrity association and assurance
	It is important to receive constant communication about latest developments with the brand during times of crisis
	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Component	Statements
5	The extent of negative feeling if the brand is not being communicative during times of crisis
	Social media availability and interaction of a brand during crisis more effective and reliable

Component	Statements
6	The portrayal of crisis by the media is generally believed

Component	Statements
7	You empathize towards the brand during times of crisis:

Component	Statements
8	Direct communication from top executives or head of the company helps build trust during time of crisis

CONSUMER

ROTATED COMPONENT MATRIX^A

COMMUNICATION MANAGEMENT, CONSUMER ASSOCIATION AND CONSUMER BEHAVIOR

	Component					
	1	2	3	4	5	6
Part_B_Q5_2 You empathize towards the brand during times of crisis:					.730	
Part_B_Q5_3 Honest confession of the crisis is beneficial for the brand			.653			
Part_B_Q5_4 The extent to which your purchase decisions is impacted if the brand was facing a crisis situation		.630				
Part_B_Q5_5 It is important to receive constant communication about latest developments with the brand during times of crisis				.545		
Part_B_Q5_7 The extent to which PSA's strengthen consumer association with the brand				.645		
Part_B_Q5_8 Change in your perception and reaction to the situation based on celebrity association and assurance		.630				
Part_B_Q5_9 The extent of negative feeling if the brand is not being communicative during times of crisis		.520				
Part_B_Q5_10 Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past						.86
Part_B_Q5_12 Direct communication from top executives or head of the company helps build trust during time of crisis			.701			
Part_B_Q5_14 Mass media plays an important role during crisis	.58					

Part_B_Q5_15 The portrayal of crisis by the media is generally believed	.60					
Part_B_Q5_16 Media portrayal affects consumer perception, understanding and analyzing of the crisis situation	.56					
Part_B_Q5_17 Social media availability and interaction of a brand during crisis more effective and reliable	.57					

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 29 iterations.

Component	Statements
1 Communication management	The portrayal of crisis by the media is generally believed
	Mass media plays an important role during crisis
	Social media availability and interaction of a brand during crisis more effective and reliable
	Media portrayal affects consumer perception, understanding and analyzing of the crisis situation
	Direct communication from top executives or head of the company helps build trust during time of crisis
	Honest confession of the crisis is beneficial for the brand
	It is important to receive constant communication about latest developments with the brand during times of crisis

Component	Statements
2	The extent to which your purchase decisions is impacted if the brand was facing a crisis situation

Consumer behaviour	Change in your perception and reaction to the situation based on celebrity association and assurance
	The extent of negative feeling if the brand is not being communicative during times of crisis

Component	Statements
3	The extent to which PSA's strengthen consumer association with the brand
Consumer association	You empathize towards the brand during times of crisis:
	Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

RESEARCH OBJECTIVES



OBJECTIVE 3

To analyse the Corporate Communication strategies in resolving the crisis



OBJECTIVE 1

To understand the impact of crisis on stakeholders



OBJECTIVE 4

To develop a comprehensive Corporate Communication Tool Kit in Crisis Management

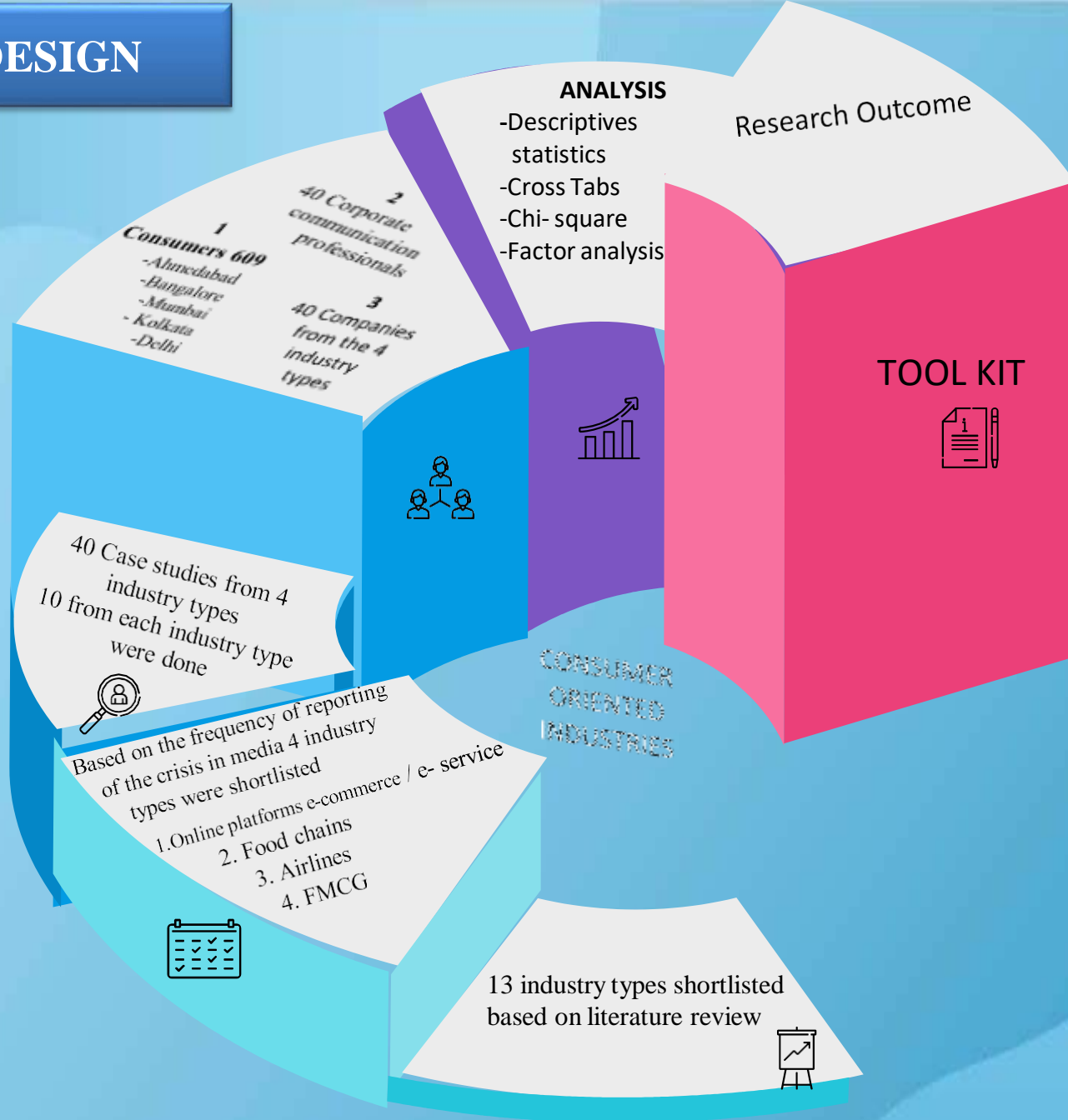


OBJECTIVE 2

To study the Corporate Communication initiatives in crisis management



RESEARCH DESIGN



Methodology applied to achieve outcomes of objectives

Questionnaires to get response from different stake holders – public



1

Case studies of four different categories of companies – FMCG, Food chains, Online and Airlines.



2

Interview schedule to elicit response from different stake holders - professionals and companies



3

Based on case study and survey data analysis of different stakeholder – public, professionals and companies



4

To understand the impact of crisis on stakeholders

To study the Corporate Communication initiatives in crisis management

OBJECTIVES BASED OUTCOMES

OBJECTIVE

OUTCOME

Objective 1 To study the Corporate Communication initiatives in crisis management



1. Public have a fairly good knowledge about the likelihood of a company getting into crisis
2. Company with better reputation and business have good public backing during crisis.
3. Companies with a good reputation and business do receive public support during crisis

Objective 2: To understand the impact of crisis on stakeholders



- Crisis impacts the following factor the most:
1. Image and Identity
 2. Sales and finances
 3. Goodwill

Objective 3: To analyse the Corporate Communication strategies in resolving the crisis



- Top 5 strategies in resolving crisis are:-
1. Direct communication from top executives
 2. Media relations and updating the media
 3. appointment of official spokesperson
 4. facing social media handling
 5. Reputation and damage control

Objective 4: To develop a Crisis Management module



A Toolkit has been prepared.



Objectives based Outcomes

HY S

H₁- Crisis in Consumer Oriented Industries is resolved through effective Communication Strategies.



The study has revealed that companies develop unique and effective communication strategies during crisis with the aim of informing the public to change their opinion and build favourable atmosphere towards the company during crisis and post crisis management.

Obj.1
To study the Corporate Communication Initiatives in crisis management

H₂- In consumer oriented industry every stake holder is affected by crisis



When crisis afflicts a company, both internal public and external public are affected. Internal public like employees, dealers and distributors and shareholders are directly affected. The external public consisting of consumers, customers, immediate community and community who are outside the immediate reach along with national and international community are affected.

Obj.2
To understand the impact of crisis on stakeholder

H₃- Corporate Communication initiatives and strategies have a crucial role in management and mitigating the crisis.



Early recognition; Strategy selection; Strategy implementation; Announcing the problem; Direct communication from top executives or head of the company; Set branding goals; Media Relations:- Print, electronic and radio Etc. Official Spokesperson; Face social media backlash were some the strategies used for effective crisis management and resolution of crisis.

Obj.3
To analyse the Corporate Communication strategies in resolving the crisis

H₄- There is an absence of a well-designed Corporate Communication strategy tool kit in Crisis Management



A Toolkit has been prepared.

Obj.4
To develop a Crisis Management module

A CORPORATE
COMMUNICATION
TOOL KIT FOR
CRISIS
MANAGEMENT

INTRODUCTION

Crisis is inevitable, how and in what disguise will it hit an entity is unknown but the manner in which you deal with it and put in all you have as an organisation to minimise its impact on you and your stakeholders is what you can control and ensure.

Consumer oriented industries is one such sector of the corporate world which deals with the consumer on a more or less daily basis. The consumer not only depends on these industry types but also act as a Hawk's eye towards the brands. The industry today is leaving no stone unturned to ensure they are reaching out to their consumers through every possible medium and with the development of technology at such a great pace every information, every action and every happening is just a click away from the consumer. It has now become all the more important to ensure that the corporate is at it's top game when it comes to dealing with crisis.

The past three years have not only taught us the extent of destruction which a crisis can cause but also emphasised on the importance of effective communication during such testing times. Although neither is crisis new to the world nor is handling them with being a challenge. Over the years we have seen both good and bad examples of Communication being used to deal with crisis. But what has been missing is a road map to deal with them.

USE OF THE TOOL KIT

The tool kit has been comprehensively designed after studying all aspects involved in dealing with a crisis

The tool kit will act as a plan of action right from preventing a crisis situation, to identifying one and later dealing with a crisis situation with the help of an efficient channel of communication.

The tool kit will also help in analysing the what caused the crisis and what were the shortcomings in the process of dealing with the crisis, which will help professionals in being further more prepared to deal with such situations in the future.

OBJECTIVE OF THE TOOL KIT

1

To prepare a company/organisation to deal with crisis

2

To provide a road map to the companies when crisis strikes

3

To analyse where the team did great and what went wrong for the future

PARTS OF THE TOOL KIT

1
Checklist of nature of Crisis

2
Crisis Preparedness
Traits and expertise of professional

3
Traits and expertise of professional

4
Crisis management

5
Post crisis evaluation

6
Communication management

7
CONSUMER ASSOCIATION AND BEHAVIOUR

CONCLUSION

It has been proven in the past that if dealt with cautiously crisis can not only be averted but also the process of dealing with crisis can be streamlined and the organisation can bounce back into the market in a shorter span of time with the support of it's stakeholders being an asset.

Although the nature of crisis cannot be predicted beforehand but we can brace ourselves for what the future might hold for us. The extensive nature of this tool kit and the research and experience behind it's formulation ensures that a company/organisation with the assistance of this tool kit will not only navigate through a crisis with much more ease but will also benefit from it in the form of a strong association with its stakeholders.

This tool kit will be furthermore be customised according to the category of the organisation/product/service and the nature of crisis which can occur or has occurred.

CHECKLIST CONSISTING OF NATURE OF CRISIS

1. Bad planning and management

2. Business and economic competition and animosity

3. Communication failure (Internal or External audience)

4. Financial breakdown

5. Insufficient training of professionals

6. Lack of checks

7. Operational failure

8. Organizational conflict

9. Poor judgment of a situation

10. Product Quality Issues

11. Protests and demonstrations by employees or customers

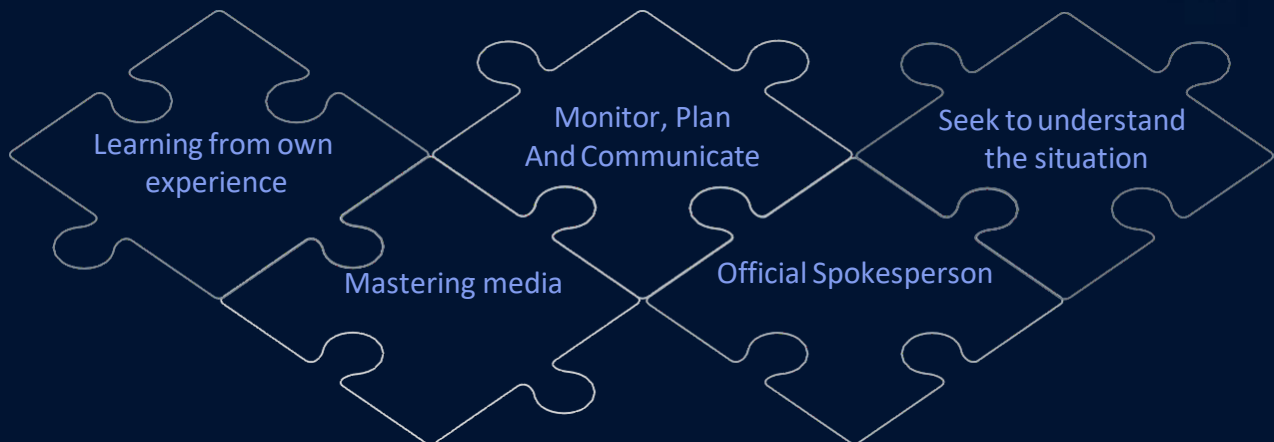
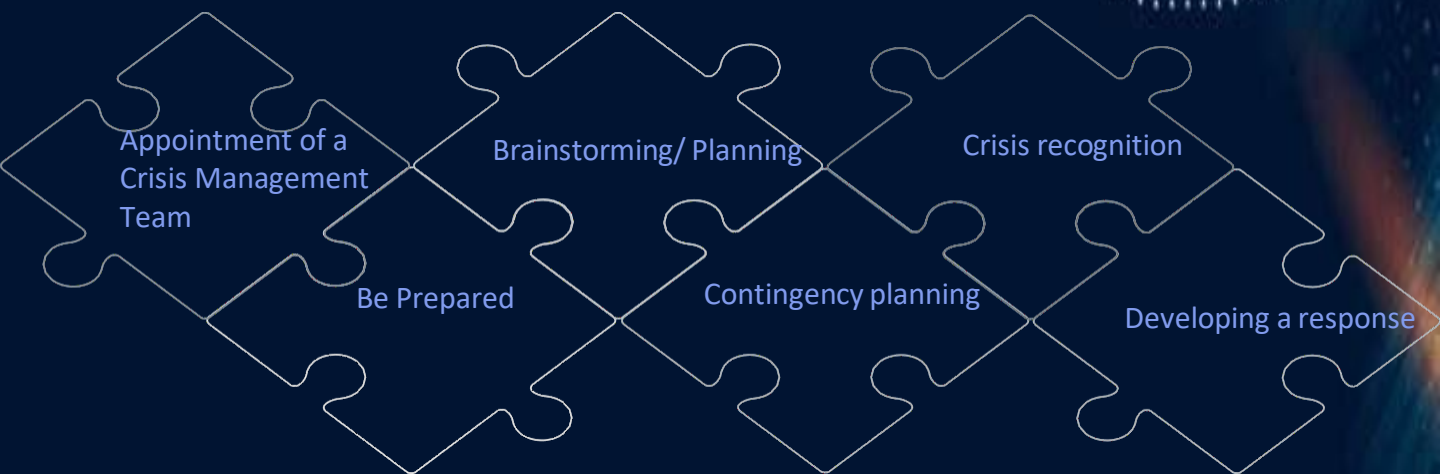
12. Unethical practice



CAUTION

CRISIS PREPAREDNESS

Internal



CRISIS PREPAREDNESS

External



Avoid Knee-Jerk Reactions

Communicate

Crisis recognition

Brainstorming/ Planning

Contingency planning

Develop strong
organizational
brand culture

Developing a response

Mastering media

Official Spokesperson

Learning from own
experience

Monitor, Plan And
Communicate

Proactive, Transparency,
And Accountability

Script the Story

Update the media

Take responsibility

TRAITS AND EXPERTISE OF PROFESSIONALS



Avoiding extreme reaction



Calmness



Corporate profile



Developing appropriate response



Dialogue. Interaction (internal)



Employee communication



Journals Newsletters (internal)



Fact sheets



Honesty



Solution giving capability



Identifying and building relationships with influential people

CRISIS MANAGEMENT

INTERNAL



CRISIS MANAGEMENT

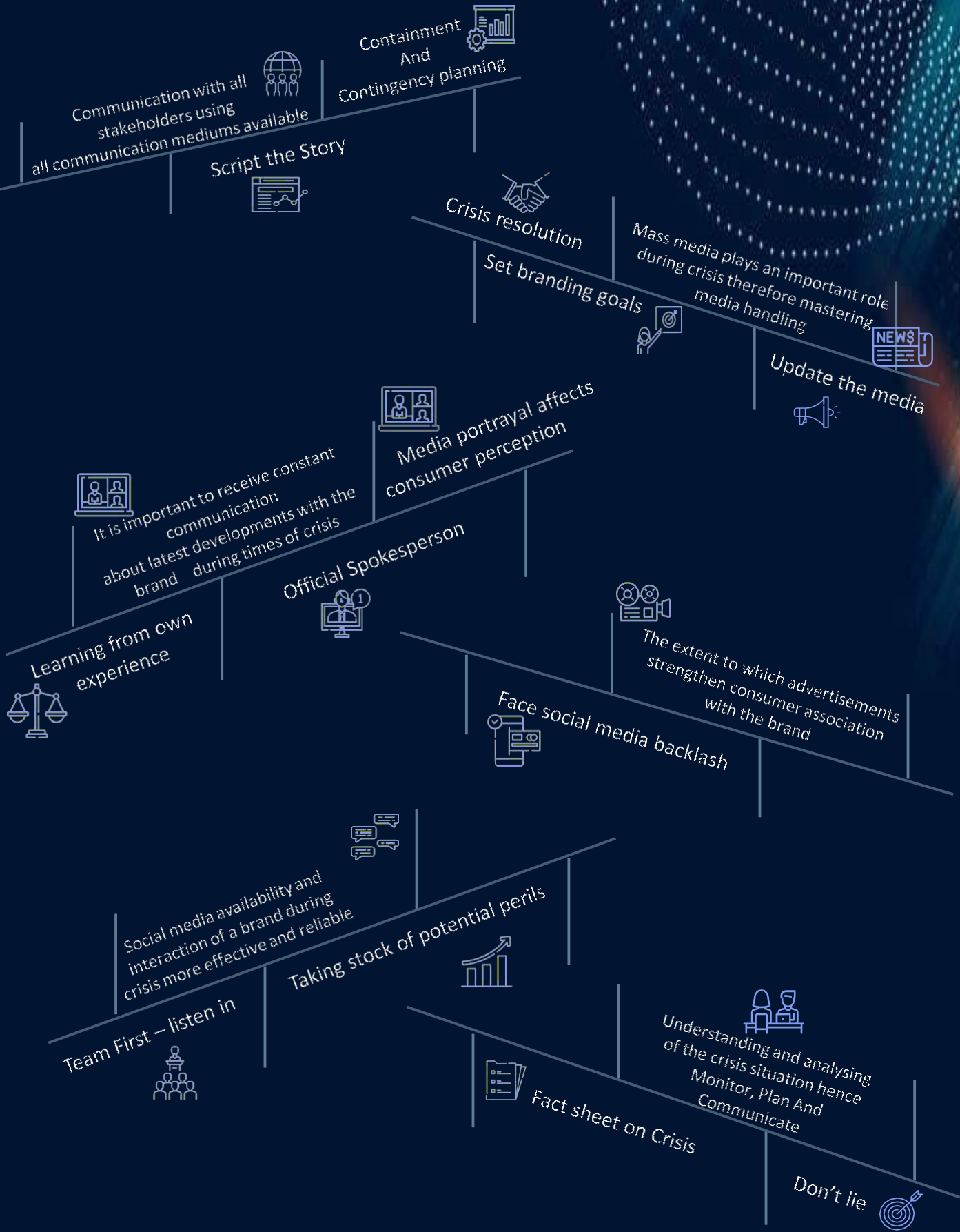
EXTERNAL



POST CRISIS MANAGEMENT



COMMUNICATION MANAGEMENT



CONSUMER ASSOCIATION AND BEHAVIOUR




Advertisements and PSA's strengthen consumer association with the brand to a great extent

A Change occurs in the perception and reaction of the consumer towards the situation based on celebrity association and assurance




Social media availability and interaction of a brand during crisis is more effective and reliable

The consumers empathize towards the brand during times of crisis to a great extent




A great extent of negative feelings are developed if the brand is not being communicative during times of crisis

After a certain point the purchase decision of a consumer is impacted if the brand was facing a crisis situation



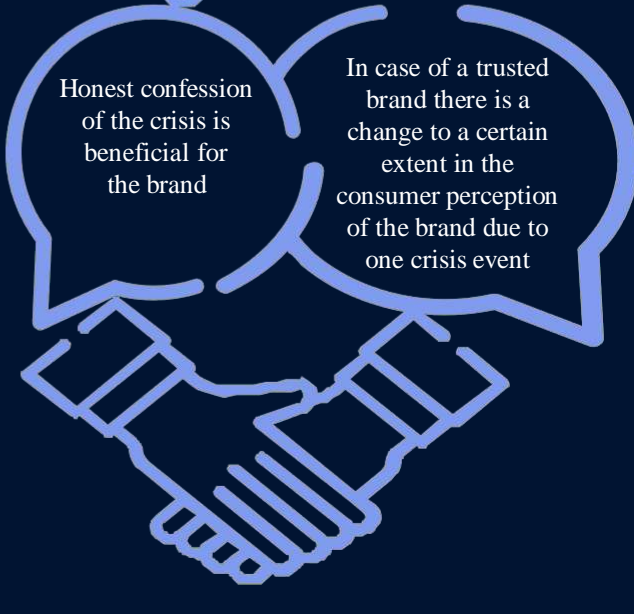
Consumer loyalty with the brand stays the same when a brand faces crisis more than once in the recent past

Direct communication from top executives or head of the company helps build trust during time of crisis



It is important to receive deliver constant communication about latest developments with the brand during times of crisis

It is important to stay connected with the consumer as they prefer to track the progress of the situation of the brand emerging from crisis



Honest confession of the crisis is beneficial for the brand

In case of a trusted brand there is a change to a certain extent in the consumer perception of the brand due to one crisis event