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## Research on crisis communication strategies of enterprises in the new media era

**Abstract.** *The rapid development of information technology in the era of new media has led to the fact that the methods and means of disseminating information are becoming more and more diversified. Enterprises can be created with a PR crisis at any time in the business environment, crisis events in enterprises can develop at unpredictable moments, combined with the accelerated speed of information dissemination in new environments, which speeds up the response to crisis events in enterprises and expands the impact of crisis situations.*

**Keywords:** *Internet; new media; corporate crisis; PR strategy; anti-crisis communications.*

## Исследование стратегий кризисной коммуникации предприятий в эпоху новых средств массовой информации

**Аннотация.** *Стремительное развитие информационных технологий в эпоху новых медиа привело к тому, что каналы и способы распространения информации становятся все более и более диверсифицированными. Предприятия могут столкнуться с PR-кризисом в любой момент*

*в сложной бизнес-среде, а кризисные события на предприятиях могут разразиться в непредсказуемые моменты в сочетании со скоростью распространения информации в эпоху новых медиа, что способствует ухудшению критического положения на предприятиях и усилит эффект воздействия.*

**Ключевые слова:** Интернет; новые медиа; корпоративный кризис; PR-стратегия; антикризисные коммуникации.

Currently, the crises faced by enterprises are more complex and volatile. From an external perspective, factors such as policy changes, technological innovation, and value replacement will increase the crisis risks faced by enterprises; from an internal perspective, the increasing complexity of human and material elements, operating rules, and culture within the organization will also further exacerbate the crisis. The development and popularization of the Internet have caused corporate crises to spread and ferment in a short period of time, causing tangible and intangible damage to enterprises. How to reasonably handle public relations in a risk society in the new era, implement appropriate and effective crisis public relations strategies, resolve crises, and turn crises into opportunities. The crisis public relations strategy has high analytical value and helps to enrich the theoretical research horizons of crisis strategy, and supplement theoretical research with practice.

The case study method, also known as the case analysis method, is a method of conducting in-depth and specific research on the research object. This study visually illustrates the problem by sorting out relevant cases, enriches the practical value of the conclusions, and makes the conclusions proposed in the article more convincing.

China's domestic research on crisis public relations has a relatively short history, and some research directions emphasize the analysis and application of foreign research results, such as reviewing and looking forward to the theory of excellence in public relations, exploring the application of the Chinese context of the image restoration theory, and interpreting the Chinese context of the theory of crisis communication with the example of the vaccine incident. Some of them focus on analyzing and organizing a large number of cases, reflecting on and summarizing the practical strategies, and focusing on the guidance and practicality of the strategies. For example, You Changqiao puts forward the 5S principle of crisis public relations, namely Speed, Shoulder, Sincerity, Standard and System, which provides a simple and effective guide for organizations to respond to a crisis [1].

There are two main orientations in foreign research on crisis public relations: one is the public relations orientation that examines the crisis

communication strategies of organizations and the effectiveness of these communication strategies on crisis management, and reviews the autonomy, professionalism and decision-making power of the public relations department in the context of crisis management. Secondly, focusing on rhetorical symbols, it studies the rhetorical orientation of crisis managers who use crisis speech to repair the image of the organization and solve the crisis in a crisis situation.

Among the public relations orientations, the Excellent Theory proposed by Grunig represents public relations as the management of communication between an organization and its related publics, and this theory has a far-reaching influence and is considered the leading theoretical paradigm in public relations research after the 1980s [2]. The Excellent Theory proposes ten principles that emphasize a two-way reciprocal communication model between the organization and its publics, and argues that when communicating about a crisis, it is important to emphasize the equal interaction between the organization and its stakeholders, so that consensus can be reached and conflicts can be resolved in the process of understanding [3].

Enterprise crisis public relations refers to a kind of public relations activities that an enterprise encounters a crisis, through communicating with the public and taking a series of measures to maintain the image of the enterprise, reduce the impact of the crisis and restore the reputation of the enterprise. The purpose of enterprise crisis public relations is to make the enterprise resume normal operation as soon as possible and reduce the negative impact of the crisis on the enterprise through effective communication and coordination when the crisis occurs. The process of enterprise crisis public relations includes the stages of crisis prevention, response, resolution and revival. The principles of enterprise crisis public relations include taking responsibility, sincere communication, speed first, system operation and authoritative confirmation.

Crisis communication in the new media era has the characteristics of immediacy, extensive participation, information diversity, transparency and completeness, personalization and customization, and openness in crisis response. These new characteristics mean that crisis communication in the new media era requires more innovation. The communication methods and characteristics of new media require that crisis public relations strategies and methods should also keep pace with the times and adapt to the new media environment and needs. For example, new media crisis public relations need to pay more attention to public participation and interaction, pay more attention to public emotions and values, make more use of the advantages and resources of new media, and conduct crisis management in a more flexible and

diverse way. More cooperation is needed. The communication themes and objects of new media are more diverse and decentralized, which means that the stakeholders and influence of crisis public relations are also more diverse and decentralized.

The Starbucks “drive away” civilian police public relations incident occurred in February 2022, involving a Starbucks store and four civilian police officers on duty in Chongqing’s Magnetic Flute Mouth scenic area. According to Internet rumors, at noon that day, four police officers ate a boxed lunch in the outdoor guest area outside the Starbucks store, was driven away by the store staff and complained about the “impact on the brand image”. After the incident was exposed, it triggered the anger and condemnation of netizens, some people gave the store in question a bad review, some people sent white flowers and threw eggs, and some people live-streamed the siege. Starbucks has issued three statements, the first is a customer service response that the incident is under investigation, the second is the official microblogging response that the incident is a communication misunderstanding, there is no drive and complaint, the third is the official WeChat public response that has been communicated with the police officers involved, to express apology and respect. Starbucks’ response was then accused of lacking sincerity and being perfunctory, and instead of being recognized and accepted by netizens, it triggered more questions and boycotts. The incident caused serious damage to Starbucks’ brand image and operations. According to statistics, Starbucks’ national sales dropped by 14 % and its market value evaporated by 160 billion US dollars after the incident.

From the perspective of public opinion communication, this incident attracted a lot of attention and discussion in a short period of time, involving multiple platforms and media, and generating diverse and competing voices. From a response perspective, Starbucks’ response was accused of being arrogant and perfunctory. It failed to resolve the crisis in a timely manner and instead intensified the conflict, leading to a decline in sales and evaporation of market value. Starbucks’ performance in crisis public relations was not professional and effective enough. It did not show respect and understanding for the police and the public, nor did it demonstrate its own social responsibilities and values.

We can draw a conclusion that innovation and prospect of corporate crisis communication strategy in the new media era:

1. Strengthen public relations crisis awareness.

In the context of the new media era, modern enterprises are in a very complex environment. The mentality of enterprises must be firm and calm, and they must strengthen their crisis awareness. Crisis public relations awareness, which enables companies to emerge from a comfortable

response in crisis events, can be established from three aspects: First, brand awareness. Brand is a company's most important asset and its reputation. Therefore, the company must pursue the maintenance of its brand and reputation. Second, integrity. Honesty is an important support for a company's sustainable development. Only with honesty can a company promptly and accurately disclose information in crisis public relations, formulate measures to protect public interests, and regain the trust of society and the public. Third, spread public relations awareness. Under the premise of correct and reliable information, use all communication channels to create a good external environment for the company and theoretically shape a positive image of the company.

### 2. Building crisis public relations system.

Crisis public relations system is an important tool for enterprises to deal with crisis. First of all, to build the company's crisis early warning system, all aspects of the development of crisis response rules, the establishment of professional public relations department, so that the company can make the fastest response in the first time of the crisis. Second, the establishment of a crisis feedback system, by the professional department of the company's daily supervision, to strengthen the company's crisis investigation, systematic assessment of potential crises, the development of targeted crisis response program. Again, in the next stage of post-crisis PR, it is necessary to collect feedback from the society and the public in the follow-up of crisis PR, reflect on the whole crisis PR process, improve and optimize the company's crisis PR. Finally, it is necessary to build an implementation system, because the implementation of crisis public relations should be fast and uploaded and downloaded quickly, so it is necessary to establish a professional department, set up a professional public relations team, improve professional quality, and take different crisis response measures according to different crisis events to keep pace with the times [4].

### 3. Strengthen cooperation with the media.

The information processing capability has been greatly improved in the new media era, and media communication has an important impact on information dissemination. Enterprises should strengthen the cooperation with the media, after the crisis event occurs, we should get in touch with the media at all levels in a timely manner, release accurate news through the media, and at the same time inform the media of reliable and true news, avoid media blockade and confuse right and wrong, and avoid unnecessary panic in the society and the public. Enterprises through various media can more timely deal with countermeasures and the real situation of the incident to the world, that is, to maintain the positive image of the enterprise as well as the next step in the development of the crisis public relations is an important help.

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## Communication strategies of environmental discourse of Chinese media

**Abstract.** *This study investigates the communication strategies used in Chinese media to frame environmental issues, analyzing how these strategies influence public perception and policy-making. It employs a mixed-methods approach, combining content analysis and interviews with media professionals, to uncover the intricate dynamics between media practices and environmental discourse in contemporary China.*

**Keywords:** *communication strategies; media practices; environmental discourse.*

## Коммуникативные стратегии экологического дискурса китайских СМИ

**Аннотация.** *В статье рассмотрены коммуникационные стратегии, используемые в китайских СМИ для освещения экологических проблем, и дан анализ того, как эти стратегии влияют на общественное восприятие и выработку политики. Использован смешанный подход, сочетающий контент-анализ и интервью с профессионалами СМИ, чтобы*