

ОБЩЕСТВЕНИ КОМУНИКАЦИИ И ИНФОРМАЦИОННИ НАУКИ
PUBLIC COMMUNICATIONS AND INFORMATION SCIENCES

**CRISIS COMMUNICATION AND REPUTATION MANAGEMENT IN DIGITAL
SPORTS ENVIRONMENTS**

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Abstract: *Sport is a deeply rooted part of our society, characterized by a high level of emotional engagement among both active and passive stakeholders. Especially where a large fan base follows the activities of a club, public sentiment can shift dramatically in a very short time due to success or failure. It is essential to manage these shifts appropriately through a prudent communication strategy. The aim of this paper is to compile the essential aspects of crisis communication and, in doing so, to develop approaches to prevention and reputation management. This paper is based on a comprehensive literature review. The paper evaluates existing theoretical approaches as well as supplementary empirical observations. A key focus is the role of the stakeholders involved. The results show how the timely application of preventive measures can help prevent potential crises or ensure that a club is well-prepared for a crisis situation. At the same time, it becomes clear what contribution well-organized reputation management can make to limiting potential damage and restoring trust.*

Keywords: *Crisis Communication; Reputation Management; Sports Communication; Digital Media Environments; Stakeholder Communication*

INTRODUCTION

Sports have long been an integral part of our lives. Virtually everyone is connected in some way to the world of international sports – whether they participate in sports themselves or simply feel an emotional connection to a team or athlete and thus follow sporting events through the media. For example, during soccer World Cups, we repeatedly observe the phenomenon that even those with no direct connection to soccer are drawn into the tournament through a sense of national solidarity. In hardly any other field can the emotions experienced shift as rapidly as in sports, where success and failure are often close together or follow one another (Palomba/Zhang/Hedlund 2024: 2). If organizations fail to address these emotions through communication, situations can escalate. Well-organized communication management is therefore indispensable for the long-term sustainability of an organization (cf. Koerber/Zabara 2017: 198; Panksepp et al. 2014: 472). Against this backdrop, this article addresses two key questions. What communicative measures are suitable for prevention? Such measures can be implemented in a much more orderly manner during a positive phase than when a crisis has already occurred and immediate action may be required. Second, approaches to reputation management should provide insights into how an organization can build long-term trust among various stakeholders even beyond individual crisis situations.

RESEARCH METHODOLOGY

This article presents a qualitative literature review and examines the communication behavior of individuals and organizations in the context of professionally organized sports. Following an initial conceptual framework, the author first outlines the fundamental causes and phases of crises and then explores proven communication strategies in crisis situations. We then examine which stakeholder organizations in the sports context must address in crisis situations (cf. Hutchins/Rowe 2014: 279). This ultimately yields both concrete approaches to prevention and considerations for long-term reputation management.

RESULTS

Organizations and individuals in sport can run into crises at any time. Poor results, internal problems within a club, outside influences, or damage to reputation may all trigger such situations. In such situations, choosing the right communication strategy can make the decisive difference between an organization successfully managing a crisis and the crisis escalating further.

Typology of Crises

First, let's clarify the key terminology related to crisis communication. We will focus on defining the terms "crisis," "crisis management," and "crisis communication." We will then examine the main types of crisis communication.

Brown defines a crisis "as the perception of an unpredictable event that threatens stakeholders' key expectations and can seriously impact an organization's performance and lead to negative outcomes" (Brown 2014: 21). With her definition, she articulates the unpredictable or unforeseen nature of a crisis. Other authors, such as Kitchin and Purcell, indirectly contradict this view and at least leave open the possibility of recognizing warning signs that indicate a deterioration (cf. Kitchin/Purcell 2017: 15). For Jafri and Yahya, the concept of crisis management encompasses "a process planned to avoid or reduce the impact a crisis can inflict on an organization and its stakeholders." Furthermore, they state, "It is a creative process to eradicate major risk elements that cause a bad reputation for the organization. This activity will allow those concerned to obtain guidance regarding their future path and practice best communication management skills." (Jafri/Yahya 2019: 3). They therefore focus on any activities that help minimize risks or, ideally, avoid them altogether. In doing so, they also refer to the concept of "reputation," which we will address at the end of this study.

The central focus of this working paper is crisis communication. Authors such as Coombs point out the thematic connection to crisis management. Coombs writes, "Crisis management needs evidence-based crisis communication guidance. Evidence-based guidance for decision-making in a crisis must be supported by scientific evidence." Coombs thus views research findings, empirical studies, and communication strategies that have proven successful as an important basis for decision-making in crises (Coombs 2007: 163). In their roadmap, Manoli and Anagnostou outline a plan for how communication can be organized in times of crisis (cf. Manoli/Anagnostou 2023).

Reasons and Triggers of Crises

To prevent crises, it can be helpful to identify potential causes and triggers of problems. In the sports sector, various events can serve as such triggers. For one thing, prolonged failure can plunge athletes into a crisis. A prolonged losing streak puts nearly all organizations and clubs in a precarious position due to the economic dependencies associated with competitive sports. In addition, internal misconduct by athletes or even by the organization's own management can lead to a problematic situation. Depending on the extent of the public impact, so-called "shitstorms" triggered by individuals or small groups can spread to the entire club structure (cf. Hutchins/Rowe 2010: 710–711).



Figure 1. Crisis Communication Roadmap according to Manoli/Anagnostou 2023

Other causes of a crisis can include financial irregularities within an organization, violations of applicable law, or problems with a contractual partner such as a sponsor. External factors can also lead to difficulties. For example, extreme weather changes can lead to the cancellation of events, which can put an organization in financial trouble. Technical problems can arise when IT infrastructure fails (cf. Hutchins/Rowe 2010: 699). Crises often arise from a combination of internal problems and external factors. Prominent examples from the history of sports:

– Athlete-related reputation crisis: Throughout his career, tennis player Novak Djokovic has refused to get vaccinated against COVID-19. This has at times led to major conflicts both within Djokovic's team and with his sponsor Lacoste (cf. Agini 2022).

– Event-based crisis: Due to the global COVID-19 pandemic, Japan was forced to postpone the 2020 Olympic Games to 2021, leaving the stadiums empty for a year (cf. Wang/Jiang 2021).

– Individual/team-based crisis: Frandsen and Johansen highlight an incident in which "Danish handball coach Anja Andersen withdrew her team in the middle of a match watched by a large number of spectators. The incident caused immediate consternation, not only among sports officials but also in the Danish media, posing a serious threat to the image of both the handball coach and her club" (Frandsen/Johansen 2017: 85).

– Fisher cites Tiger Woods' apology as a prominent example: "Tiger Woods' corrective action for addressing adulterous affairs was to enter a rehabilitation facility for sexual addiction" (Fisher 2012: 32).

Phases of a Crisis

To prevent a crisis or effectively manage crisis situations that have already arisen, it is helpful to have a more detailed understanding of the individual phases that an organization goes through during a crisis. Fiederer and Ternès (2017) provide a detailed overview of this in their 5-phase model:

(1) Prevention

This phase involves preventive activities. Relevant stakeholders are made aware of potential risks, and their attention is heightened. Should a crisis nevertheless be unavoidable, crisis plans and the assignment of responsibilities help an organization become operational as quickly as possible.

(2) Warm Up

If warning signs emerge and are recognized in time, concerning developments can be monitored early on. Implementing appropriate monitoring can be helpful. Proactive communication with the public can also help positively influence public perception.

(3) Acute und Hot

This is the peak of the crisis. At this moment, it is decided whether the situation will be brought under control or continue to escalate. Organizations at the center of media attention must now not only coordinate their communication efforts but also withstand the pressure of public reporting.

(4) Cool Down

The crisis gradually subsides, and media attention gradually wanes. Nevertheless, risks remain that the organization's reputation will be damaged or permanently compromised. The task now is to stabilize the situation, limit consequential damage, and gradually return to regular business operations.

(5) Lessons Learned

In the final phase, the organization systematically reviews the crisis. It analyzes the causes, evaluates its own communication measures as well as public reactions, and assesses which goals the organization achieved and which remained unmet. The insights gained help to develop new preventive measures and better prepare for potential future crises.

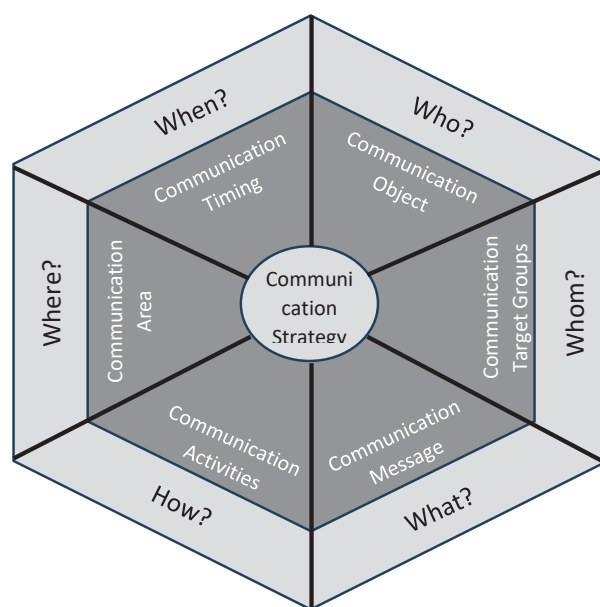


Figure 2. Strategy Elements for Specific Communication Instruments
(cf. Bruhn 2015: 246)

Communication Strategies in a Crisis

After having taken a largely theoretical look at the topic of crisis communication so far, we will now examine the relevant strategies that have become established over the years. The following figure, based on Bruhn, illustrates some key aspects of a potential communication strategy (cf. Bruhn 2015: 246).

Another factor to consider when choosing communication strategies is the way a party acts during a crisis. Töpfer contrasts a proactive or offensive approach with a reactive, defensive one.

According to him, a defensive communication strategy is characterized by a rather cautious disclosure of the situation. Such a strategy is appropriate when public interest and media pressure are relatively low, or when a stakeholder risks making themselves vulnerable by being too open. At the same time, Töpfer sees the danger that outsiders will obtain information from other sources, quickly placing the actor in a passive position. In this case, there is even a risk that this reticence

could be interpreted as an attempt at deception (Töpfer 2008: 369). Proactive communication involves the early and comprehensive disclosure of the causes and effects of the crisis. Töpfer emphasizes that stakeholders must communicate openly, comprehensively, and honestly in this context. This type of strategy thus serves, among other things, to prevent rumors and misinformation caused by external factors. However, there is a risk that an attempt to provide comprehensive information could also be perceived as mere posturing if the information is incomplete or unclear. In such cases, a party may even risk losing trust (cf. Toepfer 2008: 369; Palomba/Zhang/Hedlund 2024: 1–4).

A comparison of the two strategies makes it clear that they cannot exist independently of one another. Although – or perhaps precisely because – Töpfer speaks of an “honest and comprehensive” openness in the context of the offensive strategy, it remains to be determined in each individual case how much information is necessary to meet the criterion of “comprehensive”. In practice, organizations and individuals under pressure often share only the information that is likely to become public anyway through journalists or other outside actors (cf. Brown/Billings 2013: 75). One example from sport can be found in the Canterbury Bulldogs case. A proper example in sports is the case of the Canterbury Bulldogs. In the wake of the salary cap scandal, officials initially denied the allegations and communicated only the bare minimum to the public. When new facts became public, the club changed its communication strategy. The subsequent response thus occurred only under pressure from information that had already been published, rather than out of self-initiated transparency (cf. Bruce/Tini 2008: 111, Kurnal 2021: 46).

Communication Channels and Stakeholders During Crises

Today, nearly every organization in the professional sector conducts its own public relations activities to convey information to the outside world in a targeted manner and to actively shape its public image. This involves, among other things, providing the press with up-to-date information and keeping other external stakeholders informed about current events. The core tasks of these departments include issuing press releases, organizing and moderating press conferences, maintaining digital platforms such as websites and social media channels, and sending emails, for example, for regular newsletters (cf. Marini/Artusi/Rizzi 2023: 1). Thus, PR professionals have the dual task of monitoring public sentiment while simultaneously advising club leadership. Consequently, public relations, external communication via the press and social media, and internal communication are among the essential channels of communication in times of crisis (cf. Hutchins/Rowe 2014: 280).

In this context, it is important to clearly identify the parties with whom communication takes place. Especially in times of crisis, when external pressure to meet expectations is also a time-sensitive factor and an organization such as a sports club must act quickly, the various stakeholders must be provided with sufficient and satisfactory information in a timely manner. Professional sports organizations are influenced by various internal and external stakeholders, including the media, fans, commercial partners, politicians, and the general public (cf. Thormann 2024: 3).

- Sponsors: To ensure financial viability, the organization should keep them directly informed about the current situation. Teams in charge should also speak openly about reputational risks if it wants to keep the partnership stable (cf. Thormann 2024: 48–49).
- Media: The media serve as the primary external voice. It is crucial to present the facts consistently across all channels. Press statements prepared in advance can later provide valuable time to act (cf. Simpson 2024: 18; Himelboim 2010: 373).
- Fans: In large clubs, fans often constitute the largest stakeholder group. It is therefore important to engage with them with empathy and authenticity, emphasize shared values, take responsibility for mistakes, and explain planned measures in a transparent manner (cf. Simpson 2024: 4, Mamo/Tainsky/Babiak 2021: 147).
- Members/Management/Team: The goal here is to establish internal transparency. This can be achieved through regular status reports and by involving the workforce in preparatory measures (cf. Simpson 2024: 5).
- Authorities/Regulators: All steps must be taken within a legally sound framework. To this end, those responsible must observe compliance guidelines and adhere to deadlines and

other legal requirements. When dealing with authorities, it is often important to provide information early on to avoid potential sanctions (cf. Coombs 2007: 165).

Recommendations for Action on Prevention and Reputation Management in Sports

The discussion so far has shown that the scope for action available to affected parties facing a crisis is sometimes limited and dependent on numerous internal factors. It is significantly easier to take action when an organization is not under acute pressure. Depending on the assessment of the risk situation, it may make sense to take preventive measures to avoid a potential critical situation or at least minimize existing risks.

- (1.) An early assessment of potential risks can identify events that are highly likely to occur and have the potential to cause significant damage. In addition, organizations should monitor information generated and disseminated digitally that is produced not by the organization itself but by external actors. This includes, for example, public reporting or content circulating on social media.
- (2.) A prepared crisis plan with clearly defined responsibilities facilitates action in an emergency. This may include a crisis management team consisting of club leadership, the communications department, legal counsel, human resources, and, if necessary, technical departments to enable rapid coordination. In many clubs and organizations, it is also specified who speaks with external actors – such as the press and when (cf. Simpson/Manoli/Skey 2025: 10). Additionally, prepared statements and digital information sections on club websites can significantly shorten response times.
- (3.) Simulate crisis situations in advance, for example through emergency drills, media training, and realistic crisis scenarios. In this way, test procedures and practice communication routines. In sport, these measures can better prepare young or inexperienced staff for unpredictable reactions from fans, sponsors, or the media.
- (4.) An important area is the ongoing engagement of relevant stakeholders. The organization should not wait until a crisis arises. Include external stakeholders – such as fans, sponsors, the media, and associations – as well as internal groups, such as its own employees, in the ongoing communication. Press conferences, dialogue events, town hall meetings, and organized Q&A sessions build trust in the organization and make expectations clear at an early stage (cf. Sato et al. 2015: 437).

No matter how effective and rigorous preventive measures may be, crises – especially those caused by external factors – cannot always be avoided. In such cases, an organization or athlete must address the question of whether their reputation is at risk during such a phase. Well-organized reputation management can help prevent such damage or recover from an image loss that has already occurred (cf. Sato et al. 2015: 444). The following measures are recommended:

- (1.) Sporting success usually leads to a positive image. This is clearly demonstrated every week in the coaching world of professional soccer. If a coach loses the favor of the club or sponsors following a losing streak, renewed success can quickly change perceptions of that person. To stick with the example of coaches, acknowledging mistakes – along with credibly presented corrective measures – can also help restore a tarnished image.
- (2.) In addition to athletic performance, a club's image is often closely tied to outsiders' views of its leadership and to the perception of whether those in charge are fulfilling their duties responsibly. A well-positioned and well-connected leadership can therefore also regain lost trust.
- (3.) Building communities and fostering good relationships with fan groups or fan liaisons can help, during critical phases, to quickly restore a damaged image and avert further damage to the club's reputation (cf. Sato et al. 2015: 444).
- (4.) Even though we have previously noted that, depending on the degree of openness, proactive communication carries certain risks, it should generally have positive side effects. Constant interaction with the press and supporters – that is, the parties closest to the club – offers the opportunity, in the event of a crisis, to influence the information reaching the outside world and thus avoid or at least limit misinformation.

CONCLUSION

The study shows that crises can indeed be managed. The key factor is how an organization's environment is integrated into its own sports operations. Preventive measures are often the first step toward resolving a crisis. In the long term, it is important to return to normal operations after such a phase and avoid lasting damage to one's reputation.

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КРИЗИСНА КОМУНИКАЦИЯ И УПРАВЛЕНИЕ НА РЕПУТАЦИЯТА В ДИГИТАЛНА СПОРТНА СРЕДА

Резюме: Спортът е дълбоко вкоренена част от нашето общество, която се характеризира с висока степен на емоционална ангажираност както сред активните, така и сред пасивните заинтересовани страни. Особено когато дейността на даден клуб се следи от голяма група фенове, общественото мнение може да се промени драстично в много кратък срок в зависимост от успеха или провала. От съществено значение е тези промени да се управляват по подходящ начин чрез разумна комуникационна стратегия. Целта на настоящата статия е да обобщи основните аспекти на кризисната комуникация и по този начин да разработи подходи за превенция и управление на репутацията. Статията се основава на изчерпателен преглед на литературата. В нея се оценяват съществуващите теоретични подходи, както и допълнителни емпирични наблюдения. Основен акцент е ролята на заинтересованите страни. Резултатите показват как навременното прилагане на превантивни мерки може да помогне за предотвратяване на потенциални кризи или да гарантира, че даден клуб е добре подготвен за кризисна ситуация. Същевременно става ясно какъв принос може да има добре организираното управление на репутацията за ограничаване на потенциалните щети и възстановяване на доверието.

Ключови думи: кризисна комуникация; управление на репутацията; спортна комуникация; дигитални медийни среди; комуникация със заинтересованите страни

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