MANAGEMENT

MANAGING ORGANIZATIONAL PR ACTIVITIES IN CRISIS SITUATIONS

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Abstract. Public relations have proved to be an efficient apparatus in the organizational crisis management, acting to resolve crisis situations, promoting organizations/enterprises, their products or services by shaping public opinions and coordinating with civil society. PR activities involve a set of different practices, including managing the company's image, media mediation, organizing various events, corporate communications, which are aimed at mutually beneficial relationships between staff and customers, partners, and other publics. Therefore, the relevance of our research is determined by the need to increase the effectiveness of PR activities in crisis situations at domestic enterprises in order to provide their development and successful functioning as well as avoid the threats to organizational reputation and image caused by crisis situations. The study is aimed at analyzing the theoretical and practical aspects of managing enterprises' PR activities in crisis situations and revealing the role of effective strategies and methods in anti-crisis PR as a means of preserving the enterprise's image. The subject matter of this paper is organizational PR anti-crisis activities. In the article, critical analysis, synthesis and comparison were applied as the basic research principles. The results suggest that managing the organizational PR activities in crisis situations is successful if the following measures are implemented, namely analysis of the company's (organization) image by studying the publics' opinions; development of a crisis response strategy together with the management; implementation of PR programs through establishing communications with general public and target audiences. It is determined that in crisis situations, the main task is to manage the communication process aimed at spreading the organization's viewpoint, influencing the problem perception, preventing the spread of rumors and disinformation as well as neutralizing or minimizing the consequences of the crisis for the image and reputation of the organization.

Keywords: public relations, crisis situations, crisis management, organizational PR-activities, PR-unit, anti-crisis strategy, company's image.
JEL Classification: M 10, M14, M15, M19.

INTRODUCTION

The world today is experiencing the times of complexity and crises, from political instabilities around the globe to economic crises and natural disasters. Those crises are affecting every field, life and work, reshaping the world according to the visions beyond the control of the communities, whether it is a financial crisis or economic recession, terrorism or war, mass displacement of the population or environmental issue. Crises challenge different actors to think of new effective strategies, new mechanisms of overcoming crises and returning to the state of sustainability through crisis management and communication policy development.

The issue of crisis research and crisis management as one of PR areas has been included in the current directions of modern enterprises, organizations and companies' development, since the prevention and overcoming of crisis situations is one of PR functions, whereas the number of crises, both the companies abroad and in Ukraine are faced with, is increasing.

In the system of regional and national economy, the problem of organizational crisis management is of utter importance and relevance, since this is management as one of the main functions of any organized socio-economic system that is designed to ensure the preservation and development of this system and requires the adaptation of each organization (enterprise) to a new environment. Crisis, being an organizational problem, is exposed to public attention, which frequently threatens a company's reputation and image as well as its ability to conduct business (Coombs, W., 2007; Booth, S., 2017; Pashko, L. & Myronenko, V., 2018; Chen, S., Chia, Yu. & Lia, A., 2023).

All these necessitates the development of a scientific approach to the organizational crisis management, which, in turn, involves a systematic and comprehensive study of the theoretical foundations of management during the crisis situation emergence, justification of modern methods for diagnosing crisis events and developing a strategy for overcoming the crisis as well as analysis of its methodological support.

Therefore, the development of anti-crisis PR technologies is facilitated by the development of communication technologies that help track, identify and resolve crises. Crisis management needs evidence-based crisis communication guidance (Coombs, W., 2007), which should be supported by scientific evidence "rather than personal preference and unscientific experience" (Rousseau, D., 2006).

LITERATURE REVIEW

Multiple papers have been written about the specifics of crises and crisis management by both practitioners and researchers from around the world, namely S. Booth (2017), M. Regester & J. Larkin (2008), F. Seitel (2017), T. Coombs (2015), T. Coombs & S. Holladay (2023), W. Kennan & V. Hazleton (2006), Z. Li & H. Chen (2015). The theoretical and methodological grounds of crisis management in PR were researched by S. Black (1989), O. Lerbinger (1997), S. Cutlip, A. Center & G. Broom (2006), whose works mostly focus on the basic principles of anti-crisis PR management and strategies for crisis management.

There are also numerous works, which look into the issue of crisis management in relation to its effect on corporate reputation and corporate image, thus providing the theoretical analysis of crisis management actions and strategies that contribute to avoidance of damage for corporate reputation and image. The scholars examine the issues of relationship between corporate reputation and bankruptcy risk (Góis, A., De Luca, M., Lima, G. & Medeiros, J., 2020), the effects of different coping strategies on corporate image restoration (Chen, S., Chia, Yu. & Lia, A., 2023), the ways to protect organizational reputation and image during crises (Coombs, W., 2007; Pérez-Cornejo, C., de Quevedo-Puente, E. & Wilson, A., 2022), as well as the impact of corporate reputation on the organization-consumer relationship (Stravinskienė, J., Matulevičienė, M. & Hopenienė, R., 2021).

Recently, Ukrainian scholars have paid great attention to the given issues, with their studies being devoted to different aspects of crisis management and public relations' place in overcoming crisis situations and preserving the image of companies, namely L. Lyhonenko (2001), K. Zalohina (2004), V. Moiseiev (2007), V. Korolko & O. Nekrasova (2009), O. Romanovskyi, N. Sereda & Ye. Vorobiova (2015), A. Dergousova, Yu. Elagin & O. Chebanova (2018), L. Pashko & V. Myronenko (2018), I. Dmytriiev, K. Horova & O. Melnychenko (2018), V. Myronenko (2020), and others.

However, the current research still does not provide a unanimous view of the ways of managing organizational PR activities in crisis situations, and the strategies organizations should adopt to effectively solve the crises, preserve or restore the corporate image as well as the trust of consumers.

PAPER OBJECTIVE

The article aims to specify the concept of crisis situation in the field of public relations and study the role of effective strategies and methods in anti-crisis PR as a means of preserving the image of a PR activity subject.

RESULTS AND DISCUSSION

In the conditions of constant socio-economic changes occurring against the background of global processes characterized by emergence of giant corporations, information society as well as flexible society are experiencing significant transformations in economy, politics and socio-cultural relations. These changes force companies to adapt to the current rhythm of life. Previously, the state acted as an intermediary between society and organizations, but today companies need to primarily focus on loyal consumers. At the present stage, the status of a company is determined by the place it occupies in mass media flows. Never before, has the phenomenon of public opinion's new role been as evident as it is in the 21st century. The progress in politics, economics, or the spiritual sphere of life is directly related to the support by a wide array of publics. The account of public opinion is increasing with the development of market relations, strengthening of democratic institutions and formation of civil society. Nowadays, in the age of information, democracy and developed public opinion being the most powerful tools of civil society, every organization needs to take into account the utter importance of public opinion.

PR is a multidimensional activity for implementation of goals, regardless of the field, whether it is business, state or local authorities, social sphere or international relations (Korolko, V. & Nekrasova, O., 2009). PR is a number of its own conceptual functions that can be considered as management functions. We should also note the value of PR in the light of public opinion, which is the subject of PR study and analysis.

It is public opinion that enables transition to dialogue in relations between the public and various society structures, since in a democratic society any significant changes are impossible without studying public opinion and coordinating with civil society. Currently, PR activities involve a set of different practices, including managing the company's image, mediating the media, organizing various events, corporate communications, and much more, which are aimed at mutually beneficial relationships between staff and customers, partners, and other publics.

Due to globalization and informatization of society, the first developments of anti-crisis PR were caused by rapid changes in the perception and dissemination of information. Crises have become daily occurrences, which leads to active implementation of strategies and development of new methodologies for their effective overcoming. The vulnerability of organizations is growing due to the development of information and communication technologies, rapid informatization of society, and internationalization of markets. At the current stage of enterprises and organizations' development, anti-crisis PR is becoming one of the most important areas of PR activities.

We shall start with focusing on the definition of the PR concept and the 'crisis situation' concept as well as on the analysis of the historical roots of these concepts. As far back as in ancient times, the dialectical and rhetorical activities of thinkers created the foundation for the activities of modern PR specialists. There were two directions in the philosophy and oratory of ancient times: sophistry and Socratic dialectic. According to sophists, the goal of the speaker was not to reveal the truth, but to be convincing. Socrates, unlike sophists, placed logical proof and the art of operating with true reasoning at the forefront. According to his concept, the right thought begets the right action. Socrates believed that the possibility of proving and refuting the same thesis did not exclude the possibility of finding the truth. Dialogue was the main method of finding the truth. If the previous thinkers dogmatically deduced their ideas, Socrates tried to critically discuss the existing stands or viewpoints, without giving preference to any of them (Marsh, Ch., 2016). Therefore, in the philosophy of public relations, great importance is attached to communication.

One of the first experts in the field of public relations, Edward Bernays, the so-called father of public relations, defined the term as an activity aimed at establishing relationships between an individual, a group, or publics, upon whom this activity depends. Of interest is the statement by Bernays that the basis of PR is precisely social sciences, and not journalism, as it was considered previously. He argued that by influencing the behavior of society, specialists use social sciences rather than linguistics (Bernays, E., 2005; 2019).

According to Sam Black, a British scholar, the founder of PR science, the term of PR can be interpreted as follows: "Public relations is the art and science of achieving harmony with the environment through mutual agreement based on a true and complete information"(Black, S., 1989, p. 5). In his works, Black also refers to the following interpretation of this concept suggested by the British Institute of Public Relations (BIPR), which now bears the Chartered Institute of Public Relations (CIPR): "public relations practice is a planned and sustained effort to establish and maintain goodwill and mutual understanding between an individual or organization and its public" (Black, S., 1989, p. 3).

As far as organizational PR is concerned, scholars engaged in PR studies have developed diversified definitions of the PR concept, mostly focusing on the relational perspective of organizational public relations. Broom, G., Casey, S., and Ritchey, J. (2000) understand organizational PR as some patterns of interaction, exchange and relationship between organization and its publics, emphasizing that this linkage can change over time. Ledingham (2003) suggests that positive relationships focused on common interests result in mutual understanding and benefit both for an organization and its publics. However, in crises, the relationships change, and publics may be willing to seek better relationships with other organizations, which again reminds us of such a powerful independent force as public opinion.

Therefore, public relations is understood as a tool for the information space formation. The main essence of public relations can be defined as consulting, that is, working on understanding the situation, forecasting and modeling management decisions through development of communication between the entity in public relations and the public (external and internal) (Moiseiev, V., 2007).

PR is a system term that combines certain tasks and functions: relations with mass media, communication, relations between employees, contacts with consumers, customers, shareholders, investors, guests, public relations, international relations, industrial relations, process of problem management, etc. One of the key concepts in the theory and practice of PR is the multidimensional concept of 'public'. In the most generalized form, public in PR is understood as any group of people (and even individuals) somehow connected with the life of an organization or institution (Gregory, A, 2010). Public is formed from this active audience.

The PR theory and practice widely applies a situational approach, in which the concept of public (active audience) is understood as any group of people who, under certain circumstances, rallied around specific common interests or experiences. According to an American researcher, James Grunig, there are three situational factors, which, due to communication and interaction of people, turn the latent public into the active one. These factors are as follows:

- problem recognition, which shows the way people feel changes in the situation, realizing the need for information;

- constraint recognition, which shows how people feel under the influence of external factors (constraints) and how they find ways out of a specific problem situation;

- level of involvement, which shows how connected individuals feel to a problem situation and how affected they are by this situation. In other words, the more people are involved in a situation, the more active they are in their demands for most information (Grunig, J. & Hunt, T., 1984).

PR specialists at enterprises choose internal and external audiences as the object of their activities. Internal audiences are the people enterprises interact with in their daily activities. Generally, they are the company's own staff. People, with whom enterprises maintain contacts, but do not have regular or close relationships, belong to external audiences. These can include representatives of regulatory authorities, government officials, and groups of specific interests, investors, suppliers, dealers, regular customers, the media, and the financial community.

Since employees are regarded as the most important internal audience, executives mostly use the combinations of two-way relationships in order to establish favorable and effective contacts with the staff. The main goal of any internal PR program is to expand communication opportunities and develop new tools for creating a two-way flow of information. The information flows travelling from managers to employees contribute to the awareness of the staff of the enterprise's plans and activities (Cutlip, S., Center, A. & Broom, G., 2006). The information is disseminated through posters, films, stands, leaflets and social events, company's newspapers and magazines, web-sites, news video programs.

In communication with external audiences, the focus is on the mass media, as they can significantly influence public opinion. The external audience is comprised of information consumers, who are the PR target. Frequently, when state interests overlap with the interests of consumers, in particular with the activities of initiative consumer groups, special programs are developed and applied, especially in such areas of enterprise activity as environmental protection, environmental security, and public healthcare. External audiences also include financial circles and public organizations.

When developing public relations programs, the emphasis should be put on the interaction of internal and external audiences. Creating a positive image of the enterprise and its activities as well as spreading positive information about the enterprise and its products are the major directions of PR work, both with the external and internal environment. The company's image is its "face" in the "mirror of public opinion", that is, the existing view of the target audience about the activities and successes of the company, which has a permanent and dynamic impact on the relationship of the enterprise with its real and potential customers, as well as its competitiveness, financial results and contacts with government agencies (Dergousova, A., Elagin, Yu. & Chebanova, O., 2018, p. 410).

In order to attract target audience and make them aware of an organization / enterprise, PR specialists use publicity. Romanovskyi, O., Sereda, N. & Vorobiova, Ye. (2015) define publicity as information or action by which a person, event, or something else becomes known to the general public. Even the most important events for an organization or enterprise will only remain internal information until they are widely reported. An event becomes publicity only when some information about this event appears in the media. Publicity is nothing more than news that appears on the air, on the Internet, or on the pages of newspapers. According to Sandra Oliver (2010), a fundamental requirement in public relations is to develop a consistent corporate message (and tone) that appropriately reflects the organization in the way that the organization wishes to be reflected, even as events, crises and issues are occurring.

The term 'crisis' has a wide range of definitions, including such actions as disasters and personal problems (Coombs, W., 2015). In the context of organizational management, the term crisis should be narrowed to organizational crises, those occurring in organizations, such as corporations and non-profit organizations. Coombs (2015) defines organizational crisis as a

significant threat to organizational operations or reputations that can have negative consequences for stakeholders and/or the organization if not handled properly. Therefore, in PR crisis situations are crucial, as there arises a need to immediately and effectively apply PR tools adequate to a particular situation. This type of PR is referred to as an extreme demand for an immediate response to the crisis situation that arose through communication.

Michael Regester, one of the leading experts in crisis management, was among the first to focus on the communication component of crisis. He believed that crisis is an event that brings the company into general attention, potentially unfavorable to national and international media, and other groups such as customers, shareholders, employees, and their families, politicians, trade unions, and environmental pressure groups that, for one reason or another, have a legitimate interest in the organization's activities (Regester, M. & Larkin, J., 2008).

According to Fraser P. Seitel (2017), an American PR expert, intervention of the press, so-called mediatization, turns a problem into crisis and makes communication paramount in crisis management, since the reality of an event is erased by the ways of its presentation by different parties and its perception.

Thus, crisis is a situation that has occurred and cannot be changed, resulting in the need to immediately start the "treatment" in the information plane. Consequently, there is an urgent need to manage public ideas of the event that has occurred, following certain recommendations regarding the activities of public relations in the times crucial for the enterprise. Considering modern public relations to be a communicative function of management, with the help of which organizations adapt to the environment in order to achieve the goals of their existence (Lyhonenko, L., 2001), we can state that crisis in the PR context is primarily an emergency that violates the established organizational structure as well as communication system created within it in order to update the organization and search for more advanced forms of communication aimed at further development of the organization and its optimal adaptation to the environment.

Modern experts identify the factors of increasing the degree of crisis complexity and inevitability as follows:

1) acceleration of changes in the social, economic, and political life of society;

2) lack of time and funds for assessing events and seeking for adequate solutions to the problem;

3) complication of the commercial management structure, which makes this system even more vulnerable (Shtanhret, A., 2008).

Analyzing the crisis nature, Simon Booth (2017) argues that crisis is rather a revealing of new opportunities and releasing of innovative ideas than a problem. A Ukrainian researcher K. Zalohina (2004) interprets crisis as a bifurcation point that contains a potential opportunity of both a destructive nature and a constructive one. Among positive consequences of crisis situations, the most significant ones for both the managerial staff and employees are acquisition of experience and emergence of prerequisites for development of the staff through the given possibility of identifying and implementing individual qualities that can contribute to their career growth and for managers through improvement of the structure and principles of the enterprise's functioning. In turn, the negative consequences can be diverse: from destabilizing the situation for several days to liquidation of the enterprise (Shtanhret, A., 2012).

The positive or negative consequences of crisis situation require development and implementation of certain anti-crisis decisions, i.e. implementation of anti-crisis management, which is specific and significantly different in the conditions of each individual enterprise.

However, we should also emphasize that it is not the crisis that has a constructive nature (in its essence, it is destructive); the fact is that crisis provides the potency for constructive actions by the managerial staff, who should respond to the situation by reformatting the company's activities in order to overcome the crisis. The functioning of the enterprise is always determined by the interaction of its organizational and productive, financial, and resource constituents that determine

the enterprise's current state, results of its activities, and the ability to prevent and overcome the crisis.

As Lerbinger (1997) rightly states, crisis situations can be grouped by the nature of their occurrence, namely man-made crises, confrontational crises, events caused by malicious antisocial behavior, management crises as well as those posing other threats to the organization. Therefore, we understand crisis situation as an event caused by the influence of external or internal factors, which results in changes in the conditions of organizational activities, excessive attention from the media and other publics, and also negatively affects the organization's image and reputation.

The crisis situation is hard to deal with due to several factors, including its novelty. Occurrence of the crisis is a new situation; the company and its executives might be not ready to handle it. Another difficulty in managing crisis is its dynamism. Crisis is an event, which is characterized by a lack of time for the staff to respond to the situation. Its dynamic development can only be handled if the team's response is even more dynamic. Sometimes the success depends on a carefully designed preliminary plan of crisis elimination and neutralization.

Moreover, there are certain signs indicating that the crisis has occurred and is escalating. If the company responds to these signs in a qualified and timely manner, the loss of public affection will not be so destructive for the enterprise, which, being a dynamic system is constantly developing and changing. Therefore, timely decision-making with regard to crisis avoidance through forecasting can change the stage of the enterprise's life cycle.

Identification, management, and overcoming of crisis situations belongs to the field of PR-units and PR professionals' activities. These activities are carried out in order to prevent crises and deal with crisis situations by implementing an appropriate system of measures. Having examined the works covering the issue of managing crises in organizations Booth, S. (2017), Coombs, W. (2015), Cutlip, S. et al. (2006), (Dmytriiev, I. et al. (2018), Fearn-Banks, K. (2001), we distinguished the following measures to be implemented in crisis situations:

1. Analysis of the company (organization) image by studying the opinions of representatives of different society strata.

2. Development of a crisis response strategy together with the management, the strategy stages including:

- analysis of the technical and economic aspects of the company's (organization's) activities;

- identification of an adverse impact on the company's (organization) state exerted by partners and competitors;

- development of proposals aimed at solving specific problems;

- drawing up of an action plan in case of unforeseen situations;

- preparation of cost estimates necessary for the implementation of the measures proposed.

3. Implementation of PR programs through establishing communications with general public and target audiences.

Any crisis situation should be overcome without ceasing the main activity of the company (organization), which significantly affects the employees' attitude towards the crisis and its perception in the external environment. In this process, it is important that a specific person, preferably from among the top management, be responsible for communication with the press and the publics and have authority, which would allow not only presenting someone's thoughts, but also giving own views of occurrences, processes, and actions. It is also advisable that the competence scope of such a person be specified in advance.

Therefore, overcoming of the crisis situation should include the following steps:

- development of a coordinated policy of the persons, structures, organizations, and authorities involved in the process;

- having consultations with lawyers on various aspects of the events;

- consideration of legal norms, traditions and mentality of major influential audiences;

- conducting of surveys and further consideration of public opinions;

- presentation of reliable and fair information;

- creation of appropriate conditions for journalists to work and receive information;

- provision of functioning of reliable information dissemination systems.

The measures for overcoming the crisis should begin at the very moment of its occurrence, since late or ineffective information generates rumors, various unbiased versions, interpretations, which will later have to be commented on and refuted, thus creating additional difficulties. Effective PR systems work ahead of schedule and prevent crisis situations.

In crises, any conflict situations and contradictions in the views and interests of individuals, groups, and collectives become more acute, their actions are radicalized, the realities tend to be perceived in a distorted way with suspicion and bias dominating, objective conclusions and informed decisions are rarely made. To manage crisis situations, PR-units and PR-specialists must investigate the sources and causes of their occurrence, dynamics of development as well as anticipate possible scenarios for their further course, and establish the scope of compromise, in which business positions can converge and radicalism of the parties' psychological sets can weaken. Based on this, PR professionals are able to choose the best tactics and tools to counter and neutralize the crisis. Consequently, these PR activities require favorable external conditions, the most significant of which are the following:

- atmosphere of trust. Its creation depends on many factors, but it is especially important to choose a reliable and authoritative source of information that would be most trusted by those to whom this information is addressed;

- valuable and new information for the recipient in each massage, which can be done by choosing the topics to satisfy the public's interests in the best way possible;

- clarity and comprehensibility of messages. The massages should have a simple form and be equally comprehensible to the source and the recipient of information;

- continuity and consistency of messages. For proper perception and persuasiveness, meaningful information should be consistently presented in various versions without noticeable pauses;

- optimal choice of communication channels. They can be either traditional or specially created communication channels;

- consideration of the interests and peculiarities of audience perception. Communication is of maximum efficiency if it does not require much effort from the recipient;

- focus on the dialogue. The efforts of PR-units, information disseminated by them or on their initiative should contribute as much as possible to the dialogue of individuals, groups, etc. involved in the crisis.

We should also bear in mind that crisis situations are accompanied by a variety of rumors arising and tons of information appearing, whose reliability is not established. All those rumors can be spontaneously generated in a certain environment; sometimes they are maliciously spread by detractors or competitors for the purpose of disinformation or causing of damage to the object of rumors. Xifra (2020) rightly argues that rumors play a destructive role, since even realistic information is deformed over time under the influence of many factors (individual understanding of the problem, level of education, memory characteristics, ability to perceive and interpret information, personal interests, etc.). The most productive means of combating them is timely, comprehensive and accurate information.

Pashko, L. & Myronenko, V. (2018) assert that due to the constant change in the factors of crisis situations, it is necessary to constantly evaluate the effectiveness of anti-crisis PR management strategies and tactics in order to understand the overall effectiveness of a PR strategy. Multi-purpose research and surveys of selected focus groups will assist in fast acquiring useful data on public opinion.

Moreover, different crisis phases require PR professionals to adjust to the constantly changing environment. In the first phase of a crisis situation, the main task of PR units is to form correct understanding by the target audiences of the contradictions' unreasonableness and the need to

achieve mutual understanding with regard to the parties' interests, thus ensuring their equal interaction to eliminate these contradictions.

If the contradictions were not resolved in the first phase and the crisis reached its peak, i.e. moved to the second phase, the PR unit, adhering to the existing action program applied in crisis situations, carries out preparation activities for overcoming the crisis, offering target audiences the forms and methods of cooperation, interaction, and mutual assistance in resolving the situation.

The work of the PR unit during a crisis is quite diverse, but the ability to provide optimal communication both within and outside the organization is the core. Experts believe that it is necessary to apply both generally accepted communication methods used in ordinary situations and those considered specific (Tyler, L, 2005; Ulmer, R. Sellnow, T. & Seeger, M., 2007; Myronenko, V., 2020).

In general, PR units and PR professionals should consider the crisis as a reserve for further development and success, an impetus for the revealing and realizing all the resources and capabilities of the company (organization).

The essence of crisis management is to predict possible crisis situations and develop strategies to deter crises and stay one step ahead. In times of crisis, the main task is to manage the communication process aimed at spreading the organization's viewpoint, influencing the problem perception, preventing the spread of rumors and disinformation as well as neutralizing or minimizing the consequences of the crisis. In other words, we are talking about managing crisis communication, a complex dynamic process that has its own structure. Within the framework of this direction, the meaning of the work of a PR specialist in crisis conditions is seen in the optimal interpretation of events taking place around the crisis, and in the subsequent information impact on their perception by people.

CONCLUSIONS

Having analyzed the essence of crisis situations and their management, we can conclude that crisis is a complex phenomenon containing both potential threats and danger of losses (destruction of established communication channels, increased attention to the organization from the public, threats to the reputation and image of the organization) as well as new opportunities for updating and transforming the organization, creating new improved approaches to performing PR activities (formation of a new, flexible, more adequate communication system aimed at further development of the organization). Crisis is primarily an emergency that violates the established organizational structure and communication system created to update the organization and search for more advanced forms of communication, which promote further development of the organization and its optimal adaptation to the environment. Therefore, crisis management as an important and promising area of modern public relations should be considered as a well-coordinated, continuous process of interaction between the organization and the public, which manifests itself in the exchange of information and implementation of PR measures aimed at restoring public relations affected by the crisis. In the current conditions of increased occurrence of crisis situations, PR specialists should get prepared for crisis situations by reviewing the means of communication applicable in crises and choosing effective crisis communication strategies.

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УПРАВЛІННЯ PR ДІЯЛЬНІСТЮ ОРГАНІЗАЦІЙ В КРИЗОВИХ СИТУАЦІЯХ

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Зв'язки з громадськістю є ефективним механізмом організаційного антикризового управління, який спрямований на розв'язання кризових ситуацій, просування організацій/підприємств, їх продуктів або послуг шляхом формування громадської думки і координації з громадянським суспільством. PR-діяльність охоплює різноманітні практики, включаючи управління іміджем компанії, комунікацію з засобами масової інформації, організацію заходів, корпоративні комунікації, які спрямовані на встановлення взаємовигідних відносин між персоналом і клієнтами, партнерами та іншими представниками громадськості. Таким чином, актуальність нашого дослідження визначається необхідністю підвищення ефективності PR-діяльності в кризових ситуаціях на вітчизняних підприємствах з метою забезпечення їх розвитку та успішного функціонування,

а також запобігання загроз репутації та іміджу організації, викликаних кризовими ситуаціями. Метою дослідження є аналіз теоретичних і практичних аспектів управління PR-діяльністю підприємств у кризових ситуаціях і виявлення ролі ефективних стратегій і методів в антикризовому PR як засобі збереження іміджу підприємства. Предметом цієї статті є антикризова PR-діяльність організації. У статті в якості основних принципів дослідження були застосовані критичний аналіз, синтез і порівняння. Результати дослідження свідчать про те, що управління організаційною PR-діяльністю в кризових ситуаціях є успішним, якщо реалізуються наступні заходи: аналіз іміджу компанії (організації) шляхом вивчення громадської думки; розробка стратегії реагування на кризу спільно з керівництвом; реалізація PR-програм шляхом встановлення комунікацій з широкою громадськістю та цільовими аудиторіями. Визначено, що в кризових ситуаціях основним завданням є управління комунікаційним процесом, спрямованим на поширення точки зору організації, вплив на сприйняття проблеми, запобігання поширенню чуток і дезінформації, а також на нейтралізацію або мінімізацію наслідків кризи для іміджу і репутації організації.

Ключові слова: зв'язки з громадськістю, кризові ситуації, антикризове управління, організаційна PR-діяльність, PR-підрозділ, антикризова стратегія, імідж компанії.