

Table of Contents

Acknowledgements.....	5
Table of Contents	7
List of Tables.....	9
List of Figures.....	11
Introduction.....	13
Relevance of the topic and objectives of the research	13
Research plan and design	17
1 The Notion of Crisis: Conceptual Framework.....	21
1.1 Company Crisis and its Typical Features	21
1.2 Types of Company Crises	32
1.3 The Specifics of Modern Crises	38
1.4 Crisis Stages	43
1.5 Crisis Stage and its Features	52
1.6 Outreach and Impact of the Crisis	57
2 Building up a Theoretical Paradigm.....	71
2.1 General Remarks on the Theory.....	71
2.2 Overview of the Past Research.....	74
2.2.1 Theorisation of crisis proneness and chaos theory	75
2.2.2 Sensemaking theory.....	88
2.3 Conclusions on Theoretical Framework.....	101

3	Corporate Identity and Stakeholder Perceptions in Crisis.....	107
3.1	Corporate Identity and its Role in Crisis.....	107
3.1.1	Perspectives on corporate identity: constraints in accessing the concept.....	109
3.1.2	Corporate identity and its relation to image and culture	130
3.1.3	Conclusions on applicability of identity concept.....	141
3.2	Crisis Response Strategies 'in the new light'	145
3.2.1	What is a strategy and how it is linked to identity?	145
3.2.2	Approaches to strategy formation: traditional view	149
3.2.3	Alternative views to strategy formation: Chinese approach.....	163
3.2.4	Crisis response strategies	172
3.3	Stakeholder Theory Applied to Crisis	188
4	Case Study: Crisis Response Strategies of Toyota	203
4.1	Methods of Analysis and Data Collection	203
4.2	Context of Crisis at Toyota.....	209
4.3	Verification of Hypothesis 1: Invocation of Corporate Identity.....	218
4.3.1	General features and content of crisis response.....	218
4.3.2	Manifestation of 'corporate identity discourse'	226
4.4	Verification of Hypothesis 2: Crisis Response Strategies.....	240
4.5	Verification of Hypothesis 3: Company Audiences.....	251
5	Conclusions and Implications for Further Research	287
	Bibliography.....	295
	Annex 1: Crisis Response Strategies Potentially Used by Organisations	315
	Annex 2: Image Restoration Strategies	319
	Annex 3: Crisis Response Strategies, by Postures	321

<http://www.springer.com/978-3-658-06221-7>

Corporate Identity and Crisis Response Strategies
Challenges and Opportunities of Communication in
Times of Crisis

Bloch, O.

2014, XX, 301 p. 7 illus., Softcover

ISBN: 978-3-658-06221-7