Crisis Management: The Moment of Truth

A Case Study of Kommunal

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Acknowledgments

This bachelor thesis was written during the spring semester of 2016 by David Palmkvist and Tomas R. Horner. We first got to know each other during our exchange semester in Augsburg during the fall of 2015. Never did we think then that we would write our thesis together but life as it is, full of surprises and the road that lays ahead is still unpredictable. Indeed, there has been many challenges on our path but the reward of hard work has ever been so sweet.

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Abstract

In history of organizational management have crisis been an issue that has been trying to be solved for so long. A crisis can have so many faces, which makes it so hard to recognize. Crisis management is something that all deal with at some point. Which makes this area so interesting, because there is always room for improvement. That’s why the purpose of this thesis is to get more understanding on how crises can be described and what type of response they use in terms of the description. The thesis is a qualitative case study that will analyze several crises from the recent events of Kommunal.

The results show huge variety of different crises Kommunal face but that they are mostly preventable and self-made. Making excuses and justify what actually happened are the most common responses for that. The results also show that Kommunal intend to choose many different ways to respond when a crisis has emerged instead of having one single strategy.
Sammanfattning


Resultaten visar stort utbud av olika kriser Kommunal möter men att de är oftast är möjliga att undvika på grund av att dem är skapade från egna misstag. Ursäkter och olika typer av förklaringar av vad som faktiskt hände är de vanligaste åtgärderna Kommunal använder. Resultaten visar också att Kommunal har för avsikt att välja många andra olika sätt att reagera och agera när en kris har uppstått i stället för att ha en enda strategi.
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1. Introduction

The first chapter will provide information in the background to introduce the specific area of interest. We later on the problem discussion will be brought up to invite the reader to the issue within the area that is discussed and finally explain the purpose of the thesis.

1.1 Background

For organisations a crisis can be a threat that can disturb the most fundamental stability of the system, it can be a risk for an organisation's high priority goals such as image, legitimacy, profitability, and even the survival of the organisation (Ulmer & Sellnow, 2009). It can also be described as an unforeseen condition with unmet challenges that need to be addressed with response from the organisation's experience of the crisis (Pearson & Sommer, 2011).

When a crisis occurs it is often referred to as a non-routine or unexpected event that creates threats and high uncertainty within the organisation (Schultz, Utz & Göritz, 2011). Having a good crisis management is not just about damage control. It's also important to plan and prepare long before an event can become a crisis (Ulmer, 2001). Crisis is defined as a threat to different operations that can have a negative outcome. These threats can be divided into three different kind of threats. 1) Public safety, 2) financial loss and 3) reputational loss. Crisis management is needed to see over these threats to protect the organisation and all its stakeholders (Coombs, 2007).

Management of a crisis have several phases that have to be dealt with for a management to be effective. 1) Pre crisis, the part where the mission is to reduce risks that could lead potentially to crisis. 2) crisis response, is where the organisation takes actions when the crisis has already occurred and 3) post crisis, the process where the organisation follows up with the progress of the recovery. It's important to have a quick strategy to be able to respond to save face (Coombs, 2007). Reputations is an important matter regarding crisis and a crisis can threaten the reputation of an organisation (Coombs & Holladay, 2002). The reputational damage often happens when a crisis occurs and it threatens the perception of the organisation because it can give people a reason to think badly of the organisation (Coombs, 2007).

Crisis communication as a theoretical and practical field of study is occurring more and more often on the billboard of society. How crisis communication is conducted can determine the outcome of life or death in certain crisis events (Falkheimer & Heide, 2008). Communication is crucial, because without a functioning communication you get an ineffective management to deal with crises (Coombs, 2014). It's important that the managers have a quick information flow or risking the trust of the public (Coombs, 2007).

Crisis communication focuses too often on private company's reputation and the avoidance of the strategies. The result of this ends with too little knowledge on how you can use crisis communication within non-traditional private organisations. This have a huge impact on the responsibility of the non-traditional private organisations as they are the communicators and managers that deal with the large scale crisis on different levels. (Olsson, 2014)
1.2 Problem discussion

When a crisis hits an organisation is a moment of uncertainty, to prepare for such event is a hard and almost an impossible task for an organisation. A crisis is a situation that threatens high priority goals of the decision-making unit, restricts the amount of time available for response before the decision is transformed and surprises the members of the decision-making unit by its occurrence (Singh & Chahal, 2015). Researchers in the field of crisis management also believe that an organisation that have a history of crisis events can negatively impact organisational reputation (Holladay, 2010). Coombs (2007) develop the Situational Crisis Communication Theory (SCCT) which is a framework on how to classify different types of crisis events and how to choose a proper crisis response strategy suitable to the given event. The SCCT-model is according to Coombs (2007) applicable to a wide range of organisation and he stated that it is not limited to companies or non-profit organisation (Coombs, 2007).

A crisis can affect the stakeholders of the organisation and harm them in physically, emotionally and/or financially terms. Further on a stakeholder to an organisation can be community members, employees, customers, suppliers and stockholders (Coombs, 2007). The potential loss in financial and reputation terms can be avoided by well conducted crisis management, so if an organisation ignores the crisis and hopes for the best it can not suppose that losses are avoidable (Singh & Chahal, 2015). When repairing reputational damage or trying to prevent reputational damage caused to an organisation crisis communication can be used to achieve this goal (Coombs, 2007). The information flow about the crisis event will most likely be brought to the stakeholders through the internet or news mediums, with exceptions of the victims or potential victims of the crisis that will experience it in first hand or directly be informed by the organisation (Coombs, 2007). If the reputation makes a shift from favourable to unfavourable this can change how the stakeholders interact with the organisation. Therefore, crisis management is important when a crisis event occurs to protect the organisation's form potential losses (Coombs, 2007).

Crisis communication has never been as important as it is today because of the huge amount of information available just one click away to a large amount of people. Therefore, crisis communication has to change radically to the new digital world order (Alfonso & Suzanne, 2008). When an organisation is hit by a crisis it must make sure to conduct crisis communication and do so timely through appropriate channels. When communication during a crisis the channels can vary but social media can be an important weapon of choice by the crisis managers (Singh & Chahal, 2015). Coombs and Holladay (2009) state that it is important not to limit the communication to one channel but to use several so the crisis information can reach as many people as possible. Holladay (2010) found in a study of chemicals crisis that the first responder to a crisis that where not a spokesperson of the organisation was more likely to be covered in the media flow (Holladay, 2010). However, it is not possible to guarantee that the spokesperson comments on a crisis will be used in the media while reporting the crisis And it is important for the organisation to understand what they communicate to the media will not be copied and pasted word by word, the journalist will make changes to what is actually said and and what is covered in the news report (Coombs & Holladay, 2009). The quick spread of information through social media should be taken more seriously and usable as a tool to reach out as quick as possible (Freberg, 2012). During a crisis, publics in more extent than earlier use social media and therefor crisis communication managers need a deeper understanding of this, as well as adaptation of their ammunition to handle a crisis is needed (Jin, Liu, & Austin, 2011, Alfonso & Suzanne, 2008). Although the fundamental components of crisis management remain the same the crisis communication has to be adapted to the digital environment of today (Alfonso & Suzanne, 2008).
1.3 Research purpose
Based in the discussion above, this thesis aim is to provide deeper understanding on how labour unions manage different types of crisis. To address this, issue the following research question has emerged.

- RQ1: What are the different types of crisis a labour union face?
- RQ2: How can a labour union respond to a crisis in terms of communication during a crisis?

1.4 Overview of entire thesis
The thesis consists of six different chapters for a final completion of the bachelor thesis, that is presented in the figure below.

Figure 1: Overview of thesis
Beginning with the introduction, that will present the area of interest with a background and narrowing it down with a problem discussion to find the research problem. The second chapter, literature review covers the different theories that are relevant for our problem discussion. This is made by presenting earlier research within this area of interest. For the third chapter that is methodology, explains how the data is going to be collected and how it will be also analysed. The fourth chapter, data presentation will present the empirical data that is brought up. Chapter five, the data analysis will add up and at last chapter six that is the findings and conclusions will contain what we have found so far and bring up on what where we are now and if there is more research to be done.
2. Literature review

The last chapter gave an insight on the area of interest which resulted in a purpose for the thesis. This chapter will present theories that are relevant for the purpose of this thesis. From there this chapter will have a framework to stand on that will be used for this study. RQ1 will relate to 2.1 and RQ2 will relate to 2.2.

All too often crisis management is seen as something negative. The focus lies too much on the potential outcome rather than the positive outcome it can be if being planned. Planning can have significant advantages regarding the communication which lead to finding deeper competence of management by strategy (Pollard & Hotho, 2006). Before knowing what response, the organisation should address it's important to know on how to analyse the crisis. Accepting that the crisis is influenced by communicative options, the crisis would influence the proper choice of response (Coombs, 1998).

2.1 Definition of crises types

2.1.1 Crisis types according to Müller (1985)

A crisis is something that is unwanted and can threaten an entire organisation and its existence. But a crisis can have many faces. (Müller, 1985)

- It can be strategic, a crisis that occur from the failure of an organisation to maintain its position on the market, they have trouble to differentiate the product or do not have the cost advantage needed.
- It can be a performance issue, a crisis that occur from not meeting the required goals, for example sales growth or requested profitability.
- It can be a liquidity problem, a crisis that occur when an organisation no longer reaches the obligations.

Even if being threatened from a crisis can seem hard, it's often possible to solve the matter. In many occasions can a crisis threats in a longer term basis rather than day to day business. Longer the wait for the organisation to solve the issue the bigger the problem becomes. At later point the crisis affect the sale and create financial instability. In the end a crisis can lead to bankruptcy and dissolution if no countermeasures are met. (Müller, 1985)
Figure 2: Different types of crisis and crisis management

Source: Adapted from Müller, (1985)

Often crisis have a typical pattern of development but there are occasions where a crisis can occur without a proceeding crisis. Organisations that have no problem for example with strategic part in distribution can find themselves with having trouble with the operating part instead. Which in the end can lead to not reaching the financial goals or even lead to insolvency. (Müller, 1985)

2.1.2 SCCT crisis types by crisis clusters according to Coombs (2007)

The basic idea for crisis management is to find reasonable ground to potentially categorizing the organisational crisis depending on the situation. Coombs (2007) identifies three different crisis clusters (victim, accidental and preventable) depending on the responsibility an organisation has towards the stakeholder. The SCCT does not divide crisis depending on the size or if the origin is external/internal. The SCCT model recognise crisis depending on how it can affect the organisation and its reputation. (Coombs, 2007)
Table 1: SCCT crisis types by crisis clusters

<table>
<thead>
<tr>
<th>Victim cluster: In these crisis types, the organization is also a victim of the crisis.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Weak attributions of crisis responsibility = Mild reputational threat)</td>
</tr>
<tr>
<td>Natural disaster: Acts of nature damage an organization such as an earthquake.</td>
</tr>
<tr>
<td>Rumor: False and damaging information about an organization is being circulated.</td>
</tr>
<tr>
<td>Workplace violence: Current or former employee attacks current employees onsite.</td>
</tr>
<tr>
<td>Product tampering/Medevolence: External agent causes damage to an organization.</td>
</tr>
</tbody>
</table>

Accidental cluster: In these crisis types, the organizational actions leading to the crisis were unintentional.

(Minimal attributions of crisis responsibility = Moderate reputational threat)

- Challenge: Stakeholders claim an organization is operating in an inappropriate manner.
- Technical-error accidents: A technology or equipment failure causes an industrial accident.
- Technical-error product harm: A technology or equipment failure causes a product to be recalled.

Preventable cluster: In these crisis types, the organization knowingly placed people at risk, took inappropriate actions or violated a law/regulation.

(Strong attributions of crisis responsibility = Severe reputational threat)

- Human-error accidents: Human error causes an industrial accident.
- Human-error product harm: Human error causes a product to be recalled.
- Organizational misled with no injuries: Stakeholders are deceived without injury.
- Organizational misled management misconduct: Laws or regulations are violated by management.
- Organizational misled injuries: Stakeholders are placed at risk by management and injuries occur.

Source: Adapted from Coombs, (2007)

The three clusters are as follow, victim cluster which an organisation has very little responsibility to because of how the the organisation becomes the target by non foresighted crisis. The organisation becomes the victim toward things that they impossible can prevent which mean that they have no responsibility towards something that can happen to anyone. This category includes things such as natural disasters or tampering with the technology. Accidental cluster, where the organisation has minimal responsibility because of the non foreseeable accidents that can happen. Things that was unintentional, where the organisation didn't mean to have the outcome that surfaced. Examples are technical errors because of damage towards the machines or a recall of a product. Preventable (incidental) cluster, where the organisation has responsibility towards the stakeholders and its environment. The cluster describe that an organisation takes risks or not preferable actions towards for example a law or regulation that can damage or injure an organisation/person. (Coombs, 2007)

The SCCT focuses on organisations, responsibility, perceived reputation and primary responses. The SCCT is a tool to make a crisis manageable and can help the professionals in the field of crisis management to understand, in regards to the perceived responsibility the organisation possesses in relationship towards crisis. The theory was developed to make complex crisis types more simplified and in the end easier to engage.

2.1.3 The genesis of crisis according to Hwang and Lichtenthal (2000)

Crisis can be divided in into two areas according to Hwang and Lichtenthal, abrupt and cumulative. Abrupt crises are sudden incidents both internal and external and have the possibility to create conflict within the organisation and for its stakeholders. Cumulative crises are more long term. Because the crises sow their seeds within the organisation and until one day bursts, which results in many conflicts with the stakeholders. (Hwang & Lichtenthal, 2000)
Abrupt crises probability is related to the time of exposure an organisation has. Every organisation is weaker in different areas. Unhedged risks can be very dangerous as they are unavoidable if the risk turn out to be a crisis. Things like markets shift or a sudden depression of the currency can turn out to be triggers for these abrupt crises. Others triggers such as excessive risk taking in organisation can be lethal as they arise from moral hazard due to communication problem. Where they have trouble monitoring and use the right behaviour to enforce. This lead to information asymmetry, which in the end lead to not working towards the same goal. (Hwang & Lichtenthal, 2000)

Cumulative crises do not have the sudden impact as abrupt crises have. Cumulative crises are more predictable as being able seeing them coming from far. Symptoms for these kinds of crises can be organisational stagnation, seeing how the growth is slowing down. Cumulative crises can also appear as an organisation is doing structural changes. Where adaptation to the environment and successfully deploy the resources may seem optimal but in many ways can be only temporal. Abrupt crises are simple stated events that can be easier to look back at, while cumulative intends to be more untraceable. As they are more self made incidents and not as simple and specific events as abrupt crises are. (Hwang & Lichtenthal, 2000)

The theory genesis of crisis variables abrupt and cumulative was established in the model to define and determine the nature of the predictability of the crisis. Instead of categorising each specific crisis, the purpose is to take actions depending on how probable the crisis is to occur. Many crises happen in line of each other as a chain reaction. The problem with this is that this makes it hard to categorise, as a big crisis that can be for example cumulative may lead to several abrupt crises.
2.1.4 Crisis classifications according to Mitroff, Pauchant and Shrivastava (1988)

In I. Mitroff, Terry C. Pauchant, and Paul Shrivastava (1988) describe corporate crisis as a low-probability, high-consequence event that can damage the most basic and fundamental goals of an organisation. Corporations are usually held liable for the consequences of a crisis that can mean damage to e.g. human lives and can cause financial/reputational damage to the organisation. The authors states that an organisation should build dual crisis-portfolios to scoop with the threat of potential as well as ongoing crisis events. In Mitroff et al (1988) present a framework of four different dimensions. Internal or external crisis, Technical/economical or people/social/organisational to describe different types of corporate crises.

![Figure 4: Different types of corporate crisis](image)

**Source:** Adapted from Mitroff, Pauchant & Shrivastava, (1988)

The different dimensions are described as follow: the internal/external dimension describes the origin of the crisis, if it has characteristics of an internal or external origin. The internal dimension is described as a short term variable and the external as a long term variable in their effect. The technical/economical dimension and the people/social/organisational dimensions determines if the origin of the crisis can be derived from primarily human actions (e.g. terrorism) or technical, economical factors (e.g. plant defects). (Mitroff, Pauchant & Shrivastava, 1988)

Dividing the types of crisis into different portfolios is a way to see more clear what sort of crisis are the organization is dealing with. Categorising a crisis like this makes it easier to see what are the the origin of crisis. From this can suitable response be easier to find be knowing if it's a case of reputation or more financial.
2.2 Crisis communication

2.2.1 Reactive crisis management (Get, set, go) according to Singh & Chahal (2015)

Many theories have been developed to handle crisis. These theories intend to be proactive rather than reactive. By trying to controlling it rather than actually respond to it after the event has occurred. Reactive crisis management will be set into action after it has happened and is divided into three stages (get, set, go). (Singh & Chahal, 2015)

![Diagram of Get, set, go stages]

**Figure 5:** Get, set, go

**Source:** Singh & Chahal, (2015)

1. **Get**
   - Don’t ignore the crisis, handling the crisis can gain understanding and gain advantages by getting the stakeholders know what seems to be the problem.
   - It’s important to look for the reason that the crisis has occurred, it can seem unimportant but for long term it can be crucial to look at the history of crisis for the prevention of not happening again.

2. **Set**
   - First action is to gather a proper crisis management team. The management has three tasks to do when dealing with crisis, plan a strategy, enacting it and finally look that there are not any snags close to it.
   - The planning is the main thing for the management, using a strategy to get all the way to the roots of the crisis.

3. **Go**
   - It's important to not avoid or ignore the existence of the crisis, which means there is no other option than to tackle it head on.
   - Communication from manager is crucial, this to help everyone to make clear of what has to be done. Managing communication can be the relevance of crisis or actually making it even worse. The more compelling the information flow is the stronger the brand and organisation gets.
• The situation of the crisis will leak out one way or another. That’s why it’s important the organisation choose the tool of their own. This way the organisation control what is being said on the news and still have the stakeholders trust.

• It’s important to communicate the organisation’s brands past by explaining the history of the organisation’s bright moments.

• If the organisation is responsible, apology will go a long way. This is the last way the organisation takes when they know they are to blame for the crisis and have to save face regarding the stakeholders.

• Finally communicate by taking corrective actions and make sure to explain how that his will not happen again.

Crisis management is not just doing and hope for the best. It needs strategic planning and careful over watch of actions to be as an effective as possible. Communication through the period of crisis is key to make everything go around. Communicating through the organisation creates deeper understanding of the crisis and is the tool to find the suitable solution on all ends. Because it’s not just fixing the one specific thing, being able to communicate through all the stakeholders and members of the organisation is at least as important if not more. Because in the end all in all the only thing an organisation have is their own reputation, which is what keeps them going.

2.2.2 During the crisis according to Coombs (2007)
Communication is crucial, because without a functioning communication you get an ineffective management to deal with crisis (Coombs, 2014). Selecting a proper response to repair image/reputation is referred to by as situational crisis communication theory (SCCT), which brings up the different variables, relationships and also assumptions that has to be under evaluation when choosing the strategy to respond (Coombs, 2007).

Figure 6: During the crisis
Source: Adapted from Coombs, (2007)
It can be of use by managers facing a crisis in an organisation on how to determine what kind of reputational threat that has occurred. Further on the framework stats what kind of position the organisation should take, regards to maximising the protection of the reputation of the organisation and what kind of response-strategy that should be used. The SCCT stats three factors as reputational threats: (1) initial crisis responsibility, (2) crisis history and (3) prior relational reputation. The SCCT lays out” crisis types be crisis clusters”, crisis is divided into: victim cluster, accidental cluster and preventable cluster. After determine what kind of crisis that is in action Coombs (2007) percent the SCCT crisis response strategies. These are divided into primary crisis response strategies and secondary crisis response strategies. (Coombs, 2007)

When a crisis occur, responses can be divided into different strategies, either accommodative or defensive. Below is the table of crisis communication strategy that shows different primary responses for a crisis, where there are different options to choose strategy. (Coombs & Holladay, 2009)

Table 2: Crisis communication strategies defined (primary responses)

<table>
<thead>
<tr>
<th>1. Attack the accuser</th>
<th>Crisis manager confronts the person or group who claims that a crisis exists. This may include threat to use &quot;force&quot; (e.g., a lawsuit) against the accuser.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Denial</td>
<td>Crisis manager states that no crisis exists. This may include explaining why there is no crisis.</td>
</tr>
<tr>
<td>3. Excuse</td>
<td>Crisis manager tries to minimize the organizations responsibility for the crisis. This can include denying any intention to do harm, claiming the organization had no control of the events that led to the crisis, or both.</td>
</tr>
<tr>
<td>4. Justification</td>
<td>Crisis manager tries to minimize the perceived damage or injuries or claiming that the victims deserved what they received.</td>
</tr>
<tr>
<td>5. Ingratiation</td>
<td>Actions are designed to make stakeholders like the organization.</td>
</tr>
<tr>
<td>6. Corrective action</td>
<td>Crisis manager seek to repair the damage from the crisis, take steps to prevent a repeat of the crisis, or both.</td>
</tr>
<tr>
<td>7. Full apology</td>
<td>Crisis manager publicity states that the organization takes full responsibility for the crisis and asks forgiveness for the crisis. Some compensation (e.g. money or aid) may be included with the apology.</td>
</tr>
</tbody>
</table>

Source: Adapted from Coombs, (1998 & 2007)

There is no perfect crisis response according to Coombs (2007). But what can be done is to create strategic primary responses depending on the situation. The SCCT theory is built around the perception of responsibility an organisation has towards others. (Coombs, 2007) Accommodative strategy means to take responsibility and take remedial actions. Defensive means that there is no problem and live in denial and don't see any responsibility to engage. Stakeholder do often blame the organisation for the crisis (crisis responsibility). This can have a negative impact on the image of the organization. Which would emphasise the demand to repair the image (Coombs & Holladay, 2009). Communication is crucial because of the how you perceive the message have a huge impact on the people's perception of the crisis. These people's perceptions shape the foundation of the organisational reputation (Coombs, 2007).
2.2.3 Communicating through media: Jin, Liu & Austin (2011)
During times of crises public's use social media more extensively than ever before. The professionals in the field of crisis communication need a deeper understanding on how they can adapt and chose the right ammunition on how to handle a crisis in the era of fast flowing information. (Jin, Liu & Austin, 2011)

Liu, Austin and Jin (2011) states that “the importance of strategically matching crisis information form and source when organisations respond to crises.” The need for a crisis communication model that can describe and predict “how publics produce, consume, and/or share crisis information via social media and other sources” has emerged. The social-mediated crisis communication model (SMCC) was developed to help crisis managers to tackle the problems and challenges sounding a crisis event.

The framework of SMCC has its foundation in the “relationship among social media, traditional media, and offline word-of-mouth communication.” SMCC can help crisis managers decide if and how a strategically proper response when considering the origin of the crisis as well as the crisis source and information form. The social-mediated crisis communication (SMCC) model can be seen as a derivative from the blog-mediated crisis communication (BMCC). Where the BMCC focus on the effect blogs have on the spread of information connected to a crisis the SMCC take into account the social-mediated as a whole variable during a crisis and its effect in it. The model lays out that there is a difference in public acceptance of the crisis response if the origin of the crisis is external or internal. The model can be used by crisis managers to get an understanding on how publics produce, consume, and/or share information via social media and other sources regarding a crisis. (Jin, Liu & Austin, 2011)

Some of the variables of SMCC has common ground with Coombs SCCT framework, and it also have direct roots from the SCCT in some aspects. The SMCC has evolved from SCCT and BMCC and is a combination of this theories. Jin, Liu and Austin (2011) stated that there was a lack of theory and knowledge on how practitioners of crisis management should take social media into account during a crisis event. (Jin, Liu & Austin, 2011) This where their motivation when developing the theory of SMCC.
Jin, Liu, and Austin (2011) puts the following words on what SMCC represent: “the SMCC model represents a single organization’s crisis management considerations while acknowledging that other organizations serve as additional sources of crisis information that affect how publics’ respond to crises.” The SMCC is constructed with arrows to display two different types of relationships. Solid arrow describes a direct relationship (e.g. traditional media and social media interact and directly exchange information and evolve the crisis coverage) where the dotted arrow represents an indirect relationship (e.g., social media-inactives receive crisis information reported by social media indirectly from social media-followers). (Jin, Liu & Austin, 2011)

The arrows or information flow describe a two-way communication or information exchange between the different actors of the model e.g. social media and influential social media creators. One of the assumptions of SMCC is that what is graphically represented in the model is that the organisation is “in the middle” of the model regarding the crisis communication that take place during an ongoing crisis. SMCC describes social media as broad various off digital tools and applications that are used for information and content exchange between the publics and organizations. SMCC description on how factors that affect how organisations respond to a crisis via different channels that provide crisis-information. Such channels can be via traditional media, offline word-of-mouth or social media communication. (Jin, Liu & Austin, 2011)

Further on the SMCC-framework in constructed out of five different factors that the organisations have to take into account when responding responding to a crisis event. These factors are as follows: crisis origin, crisis type, infrastructure, message content, and message form. The definition SMCC use for crisis origin is whether the origin of the crisis was initiated from an internal organisation issue (e.g. mismanaging funds) or if the issue has an external origin to the organisation (e.g. terrorist attack). Further on, the origin of the crisis affects
attrition of responsibility that the organisation has regarding the crisis event and thereby the available crisis response strategies. (Jin, Liu & Austin, 2011)

Crisis type is defined as victim, accidental or intentional. In theory this different types of crisis events should affect how an organisation should respond to a crisis that has occurred online or offline. This is indicated in situational crisis communication theory (Coombs, 2011), according to Jin, Liu and Austin (2011). The conclusion of this is that the SMCC recommends that an organisation should take careful steps while assessing how the different crisis types affect public's’ acceptance of crisis responses from the organization.

Regarding to the organisational infrastructure, crisis communication can be handled through a centralised organisational message or through a message adapted to a localised or individual branches, affiliates, or chapters. Message content and form in SMCC is related to SCCT framework. It refers to the attribution of the crisis message that message that provide emotional support for impacted publics. More specifically the content of the message is what is included in the crisis information to the public so that they can make sense and meaning of the crisis. Further on, the form is how the message is delivered or conveyed (e.g. via press releases, Facebook or other channels). (Jin, Liu & Austin, 2011)

2.3 Conceptual framework
This episode will present the theories above that is best suited for answering the research questions. The meaning of a conceptual framework is that it offers a procedure to build theory around actual data. Having a conceptual framework gives advantages, by being flexible and making it easier to understand rather than only to predict the outcome. (Jabareen, 2008)

2.3.1 RQ1
The first research questions state the question on what are the different types of crisis a labour union can face. In order for that to happen, a crisis must be divided into certain areas or clusters, depending on what kind of crisis it is. According to Coombs (2007) the clusters should be divided depended on the responsibility an organisation has towards the crisis. This theory is optional for RQ1 because of how it explains the responsibility an organisation has which simplifies the selection of cluster. The theory divides into three clusters depending on the responsibility of the crisis (victim cluster, accidental cluster and preventable cluster). What to look for in this theory and what an organisation has to consider is the crisis and if that made them responsible of the situation a lot or not at all.
**Table 3: SCCT crisis types by crisis clusters**

<table>
<thead>
<tr>
<th>Cluster Type</th>
<th>Description</th>
</tr>
</thead>
</table>
| Victim cluster | In these crisis types, the organization is also a victim of the crisis. *(Weak attributions of crisis responsibility = Mild reputational threat)*  
  - Natural disaster: Acts of nature damage an organization such as an earthquake.  
  - Rumor: False and damaging information about an organization is being circulated.  
  - Workplace violence: Current or former employee attacks current employees onsite.  
  - Product tampering/Maliciousness: External agent causes damage to an organization. |
| Accidental cluster | In these crisis types, the organizational actions leading to the crisis were unintentional. *(Minimal attributions of crisis responsibility = Moderate reputational threat)*  
  - Challenges: Stakeholders claim an organization is operating in an inappropriate manner.  
  - Technical-error accidents: A technology or equipment failure causes an industrial accident.  
  - Technical-error product harm: A technology or equipment failure causes a product to be recalled. |
| Preventable cluster | In these crisis types, the organization knowingly placed people at risk, took inappropriate actions or violated a law/regulation. *(Strong attributions of crisis responsibility = Severe reputational threat)*  
  - Human-error accidents: Human error causes an industrial accident.  
  - Human-error product harm: Human error causes a product to be recalled.  
  - Organizational misled with no injuries: Stakeholders are deceived without injury.  
  - Organizational misled management misconduct: Laws or regulations are violated by management.  
  - Organizational misled with injuries: Stakeholders are placed at risk by management and injuries occur. |

**Source:** Adapted from Coombs, (2007)

Coombs is one of the biggest researchers regarding crisis management and communication. His theory about how to find the proper response have been perfected for almost twenty years. He is not only one of many that have done research in this area. As he took the SCCT model on how to optimise response, several other researchers have used the SCCT as a platform. Living example are Jin, Liu, and Austin, (2011). Which used the SCCT model and developed it a bit further when looking toward communication and public media (SMCC). The SCCT is the basic model of understanding all in all the definition of crisis and what to do with it.

2.3.2 RQ2

The next research question in line is how a labour union can respond in terms of communication during the crisis. The theory who is to be used to answer this research question is Coombs (2007) theory about primary response. The theory is about how an organisation approach a crisis and how they react towards it in terms of response.

The theory consists of different levels when approaching, seven in total. All organisations act differently and all depending on the type of crisis (RQ1). These different approaches can be everything from blaming someone else to apologise for the inappropriate actions that has been made. Depending on the type of crisis this theory connects with the cluster types. Because depending of what kind of cluster the crisis has been chosen for, the response is recommended with Coombs (2007) theory of primary responses.

Coombs (2007) rather saw that instead of defining a theory on immediate impact he saw fit that better to divide them into the responsibility the organisation has towards the stakeholders. This is an efficient way to gain stakeholders trust and seen as an indirect way of communicating with the public and the stakeholders. Coombs (2007) did not only define a crisis depending on what it was, he simplified the idea of bounding the theories together on how to categorise making it less complex and by that given information easier find a solution and engage with the crisis. *(Coombs, 2007)*
Table 4: Crisis communication strategies defined (primary responses)

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>Attack the accuser</strong></td>
</tr>
<tr>
<td>2.</td>
<td><strong>Denial</strong></td>
</tr>
<tr>
<td>3.</td>
<td><strong>Excuse</strong></td>
</tr>
<tr>
<td>4.</td>
<td><strong>Justification</strong></td>
</tr>
<tr>
<td>5.</td>
<td><strong>Ingratiation</strong></td>
</tr>
<tr>
<td>6.</td>
<td><strong>Corrective action</strong></td>
</tr>
<tr>
<td>7.</td>
<td><strong>Full apology</strong></td>
</tr>
</tbody>
</table>

**Source:** Adapted from Coombs, (1998 & 2007)
3. Methodology

In chapter three the method of choice will be presented and how it will be used for collection of data and analysing it so that the research questions can be answered in a proper scientific manner. The chapter will present (3.1) Research purpose, (3.2) Research approach, (3.3) Research strategy (3.4) Data collection, (3.5) Sample selection, (3.6) Data analysis (3.7) Validity & reliability and the last part of this chapter (3.8) Summary of methodology.

3.1 Research purpose

The purpose of this thesis is to describe the crisis that followed after a news report from Aftonbladet AB 13:th January 2016 regarding the Swedish labour union Kommunal. This crisis will be analysed and presented as a case study in this thesis. According to Saunders, Lewis and Thornhill (2009), there is three different classifications of research purpose. They are as follows: exploratory, descriptive and explanatory research purpose.

Exploratory

Exploratory research is defined as and try to determine, “what is happening and to find new insights “(Saunders et al, 2009). Further on, it is used when to ask questions and try to seek knowledge and see a phenomenon in a different perspective and new light. The exploratory research is suitable when research of a problem is conducted and the specific nature of the problem is uncertain or unspecified. (ibid)

Descriptive

The definition and objective of descriptive research is to describe as accurate as possible a person, event or situation (Saunders et al, 2009). According to Saunders et al (2009) it is important to have a clear picture of the phenomena that will be the subject of the research and the data collected regarding the given phenomenon. Further on, descriptive research in the field of management and business is well established and have a clear bond between each other. (ibid)

Explanatory

Studies or research that determine the relationship between variables in a causal manner may be classified as explanatory research. To clarify, the core of explanatory research it is to study a event or problem and try to determine the variables associated with the event or problem and their inner relationship. (ibid)

The research questions and the purpose of the thesis are: “what are the different types of crises a labour union face and how can crisis communication during the crisis be described?”. That being said, the natural conclusion out of this is that descriptive research is most fitting for this thesis.

3.2 Research approach

There are two different research approaches that can be used, qualitative and quantitative. For this thesis we have chosen to use a qualitative research approach. The reason for this is that we will analyse a crisis from a communication and management point of view. The data that will be available and collect is not suitable for extensive numerical or statistical analysis. According to Bryman and Bell (2011) qualitative research is when emphasis is laid on words and not quantification during the collection and analysis of data. Further on qualitative research focus on in a higher degree an inductive approach in the link between theory and research than quantitative research. Qualitative research also lay more emphasis on finding of an ever
changing social reality that is based in the characteristics of an individual's created and constructed abilities (ibid). Stated this, we land in the conclusion that the results from this case study would be more valid and reliable if qualitative research approach will be used.

3.3 Research strategy
Saunders et al (2009) listed seven different types of research strategies, which of all is applicable to the different types of research purpose mentioned earlier, according to Yin (2003). Some of the strategies can be classified of most suitable for a deductive or inductive approach. Further on there is no research strategy that are the best one or superior. The research strategy should be selected on the premises that it will answer the research question(s) in as a high degree as possible (Saunders et al, 2009).

Experiment
The definition and traditional application of experimental research strategy has been associated with natural sciences but it also has strong relationship with social science research, in particularly psychology. The purpose of experimental research strategy or simple a experiment is when the study of causal links relations is under the loupe. An experiment can aim to find the relationship between two or more variables. Further on, the experiments tend to be used in a higher degree in research with exploratory and explanatory purpose orientation. When the questions ‘how’ and ‘why’ is aimed to be answered exploratory and explanatory purpose for an experiment is suitable. According to Saunders et al (2009) in general research questions that has it origin in business and management are not suitable to answer by conduction experiments. This is because it might lead to ethical dilemmas. (Saunders et al, 2009)

Survey
“The survey strategy is usually associated with the deductive approach” (Saunders et al, 2009). In business and management research a survey strategy is common and frequently used to answer questions like who, what, where, how much and how many questions. Further on, this is the reason why it is primarily used for exploratory and descriptive research. Surveys can be used for collections of large amount of data from a population in a highly economical way. They are usually conducted by using questionnaire administered to a sample that are standardised that will allow a straightforward comparison (ibid). Saunders et al (2009) states that research strategy conducted through a survey is suitable for a quantitative data collection and analysis by descriptive and inferential statistics.

Action research
The definition of action research can be classified into four common themes. The first of the definitions of action research focus on the purpose of the research, and as Saunders et al (2009) puts it “research in action rather than research about action”. The second definition or them has been described as the involvement of practitioners in the research or a collaboration between the practitioners and researchers. For the third theme it is described as a process of diagnosing, planning, taking action and evaluating. Finally, the last definition of action research suggests that it should have an implication beyond the direct project or that it must be clear that the results from the research could inform other context. When the question “how” is raised it is useful to apply action research and if the purpose of the research is to take action to create change and the application of the possible knowledge gain from the research. (Saunders et al, 2009)
Grounded theory
When describing grounded theory, it is often formulated as a good example of an inductive approach in research even though this might be a too simple definition. According to Saunders et al (2009) it should be seen as the building of theory with a combination of induction and deduction methods. Grounded theory is useful in research when predictions and explanations of behaviour and the aim is to develop and build theory.

Ethnography
The roots of ethnography can be found in an inductive research approach, and it has its origin in field of anthropology. The purpose of ethnography strategy is to “describe and explain the social world the research subjects inhabit in the way in which they would describe and explain it” as Saunders et al (2009) describes it. The strategy may be useful when the aim is to gain knowledge about a certain context from the lenses from the perspective(s) of those involved in the context. There arise certain problems with this strategy. Before conducting research with this strategy the researcher will need to build up trust with the participants so that full access can be granted and all the research questions be answered, when this is applied to an organization and a certain problem. This may not be possible in certain contexts. (Saunders et al, 2009)

Archival research
Archival research strategy is defined as the use of records and and documents from administrative background as the use of the primary data source in research. The term “archival” may imply something historical, the use of resent as well as historical documents is included in the term in the context of research. When applying archival research strategy, it allows research questions that have a focus on the past and change over time to be clarified and answered. One can apply the strategy when the purpose of the research is exploratory, descriptive or explanatory. One problem with archival research strategy is the “right” information may be lacing to answer the research questions, and it is not possible to turn time back and make this documentation to fulfil the lack of information. (Saunders et al, 2009)

Case study
Last but not least the final strategy of research case study design. According to Yin (2003) a case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) you cannot manipulate the behaviour of those involved in the study; (c) you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context (ibid). Yin (2003) also stated that there are four different case study strategies based on two dimensions, single case study or multi case study, holistic case study or embedded case study. (Yin, 2003)

A crisis is very complex event that creates uncertainty for an organization. (Singh & Chahal, 2015). The basic formula of a case study is that is describes in detail a single event. (Bryman & Bell, 2011) According to Baxter and Jack (2008) a way of studying complex phenomena in their context is to use a qualitative case study methodology approach. Further on, Eisenhardt (1989) states that a case study is a research strategy on how to get understanding about the dynamic present within single settings. Finally, Robson (2002) proposed the definition: “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”.
Since we have the hope to find conclusions and understanding of a complex event surrounding the labour union Kommunal a case study is a preferred logical option for this thesis.
3.4 Data collection
The data collected method will be conducted by gathering secondary data in form of written and non-written documentary material. There is two types of data, primary and secondary. Secondary data is information gather for a purpose not in line with the purpose of the reason why it was collected in the first place. To be more clarifying, if new data where collected with the purpose to answer research questions for this specific case, it would to be defined as primary data. Secondary data can be both qualitative and quantitative which is primarily used in descriptive and explanatory research. Data can be divided into raw data or compiled data. Raw data have been processed little or nothing when portrayed, where compiled data have been processed in some or a higher degree. (Saunders et al, 2009)

Saunders et al (2009) divided secondary data into three subgroups, documentary data, survey-based data, and multiple sources data. Documentary secondary data is divided into written or non-written material such as: emails, transcript of speeches, reports to shareholders, newspapers, TV-interviews, pictures, voice recordings, books etc. This kind of data can be classified as raw data. (Saunders et al, 2009)

Since this thesis is conducted through a case study of a Swedish organization and that most the news surrounding the crisis has been reported in Swedish mediums we will use data collection regarding to this fact. As mentioned earlier the data that will be collected and analysed is secondary documentary data, written and non-written. The news mediums that will be used is (1) Aftonbladet, (2) Sveriges television AB (3) Svenska Dagbladet. We will also use the Swedish newspaper “Aftonbladet AB” that was the first news medium to report and reveal the controversial facts or actions that Kommunal had been involved with. The data collection period was determent when consideration to two aspects. First it was linked to the crisis and the time period of it, and second our schedule and that were linked to this thesis. We needed to end our collection of data by by the first of may 2016, and the crisis was initiated by the 13:th of January 2016. Therefore, the timespan of the data collection period was set from 13/1-16 to 1/5-16. If any data or information would occur after end of the data collection period, that may be of significant importance to the end result of the thesis this would be taking into consideration if possible.

3.5 Sample selection
When selecting a sample, it is impossible to collect and analyse all the data available. Restrictions can be in terms of time, money or access to the data. A population is all the cases that a sample can be chosen from. Further on a sample can be chosen when it is impractical to collect data from an entire population. The need for a sample is valid and important and not depending on the data collection technique, such as observations or experiments. The smaller
number of cases that the researcher has to collect data from enable the data being collected to be more detailed. (Saunders et al, 2009)

There are two types of sampling techniques, probability or representative sampling and non-probability or judgemental sampling. Probability samples is described as when each sample that are being selected from population is known and in most cases equal to all of them. This can be used when the research questions need to be answered in statistically estimates of the population be the sample. Non-probability or judgemental sampling is when a sample is selected from a population and the probability of this is not known, and it is impossible to answer the research questions with statistical inferences about the population. (Saunders et al, 2009)

We wanted to seek knowledge about crisis management and communication that was performed during a crisis of a labour union. All of this restrictions (money, time, access) are of course impacting to chose of sample and how data will be collected. In this case the population is all the labour unions that have gone through crisis, and the sample case is the labour union Kommunal. We find the sample techniques non-probability or judgemental sampling a fitting for this thesis. Since the most recent and large scale crisis that we have knowledge about is the one that hit Kommunal, this crisis seemed fitting.

3.6 Data analysis
In this thesis we have chosen to use a qualitative approach to answer our research questions. According to Baxter and Jack (2008) the type of case study will determine what kind of analysis applied of the data. Yin (2009) describes the analysis of data in a case study is the most difficult part of the research. Tools is helpful but only if the research knows how to use them while analysing data. (ibid) Yin (1994) states that there are two major types of analytic strategies that can be applied to a case study. The first strategy is when the researcher engages from a theoretical propositions and the second one when case description is developed. Moreover, Yin (1994) describes the theoretical propositions as the preferred method when conducting a case study. Theoretical propositions are when existing theories are used to collect data and analysed with existing theories. Further on, Yin (2003) there is five different techniques that can be used for analysing: pattern matching, linking data to propositions, explanation building, time-series analysis, logic models, and cross-case synthesis.

According to Yin (1994) pattern matching is the analysing techniques that is preferred when conducting analysis of data with a case study as a starting point. Pattern matchmaking is when a predictions based on a theoretical proposition is made. By developing a conceptual framework from existing theory and then comparing the empirical data to the framework predictions and pattern matchmaking is completed. In detail this can be explained as when the predictions is made through the conceptual framework and the pattern matchmaking by comparing the empirical data with the data conceptual framework. (Saunders et al, 2009)

Miles and Huberman (1994) presented three steps that an analysis of qualitative data should go through.

1. Data Reduction
2. Data Display
3. Drawing Conclusions
The data that will be collected will be compared with existing and established theories in crisis management, this makes the thesis enter a deductive approach. The analysing techniques that will be used is pattern matching in line with Yin's (1994) recommendations. The predictions of theory are made through the conceptual framework in chapter two, and the pattern between the conceptual framework and the empirical data is displayed in chapter five where the data will be analysed.

3.7 Validity & reliability
To reduce the possibility of drawing the wrong conclusions or simply getting the answer wrong the terms reliability and validity must be implemented in the research design (Saunders et al, 2009). Yin (2013) recommended four different tests that should be used when developing the research design in order to create reliability and validity. The tests are as follow: construct validity, internal validity, external validity, and reliability (Yin, 2013). The tests are presented with a tactic that should be used for each test and finally linking this to the different parts of this case study.

Table 5: Validity and reliability

<table>
<thead>
<tr>
<th>Test</th>
<th>Case study tactic</th>
<th>Phase of research in which tactic occurs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construct validity</td>
<td>• Multiple sources&lt;br&gt; • Chain of evidence&lt;br&gt; • Key person review</td>
<td>• Data collection&lt;br&gt; • Data collection&lt;br&gt; • Composition</td>
</tr>
<tr>
<td>Internal validity</td>
<td>• Pattern-matching&lt;br&gt; • Explanation-building&lt;br&gt; • Address rival explanations&lt;br&gt; • Logic models</td>
<td>• Data analysis&lt;br&gt; • Data analysis&lt;br&gt; • Data analysis&lt;br&gt; • Data analysis</td>
</tr>
<tr>
<td>External validity</td>
<td>• Theory in single-case studies&lt;br&gt; • Replication logic in multiple case studies</td>
<td>• Research design&lt;br&gt; • Research design</td>
</tr>
<tr>
<td>Reliability</td>
<td>• Case study protocol&lt;br&gt; • Develop case study database</td>
<td>• Data collection&lt;br&gt; • Data collection</td>
</tr>
</tbody>
</table>


Construct validity
According to Saunders et al (2009) construct validity is to what extent the device of measurement provides an adequate result in relation to the research questions. In order to create high construct validity in research, multiple sources and different data collection methods should be used (Yin, 2003). According to Yin (2003) higher validity can also be archived if key person can review the case study during the research process. In this thesis the conceptual framework was built on existing theories and thereby created a chain of evidence. In the making of the thesis it has been reviewed by our supervisor and other students which covers the term “key person review” as Yin (2003) put it. The use of multiple sources has also been applied in the data collection.
**Internal validity**
According to Yin (2003) internal validity is only to consider for case studies of explanatory nature where the research tries to determine causal relations where e.g. if variable “Y” occurs how will this effect variable “Z”? Since the nature of this case study is descriptive, internal validity can be put aside.

**External validity**
Saunders et al (2009) states that external validity is “the extent to which the research results from a particular study are generalizable to all relevant contexts”. Further on, a problem with validity and qualitative data is that it is more difficult to draw conclusions and generalizations. (Saunders et al, 2009)

Since this thesis was made under a limited amount of time no mayor generalizable can be said that about any relevant contexts.

**Reliability**
According to Saunders et al (2009) reliability is to which extent the data collection method will result in consistent results and findings if the research was replicated by another research. Easterby-Smith, Thorpe & Jackson (2008) stated the the following three questions can be used to assess reliability in research. They are as follows: (1) Will the measures yield the same results on other occasions? (2) Will similar observations be reached by other observers? (3) Is there transparency in how sense was made from the raw data? When the data is collected and an analysis conducted there is certain threats or errors and biases that can occur and threaten the reliability of the research. According to Robson (2002) there is four threats to the reliability of research. This three are as follow: subject or participant bias, subject or participant error, observer bias and observer error. (Robson, 2002)

In order to increase the reliability, we have presented the data in chapter four and also attached an appendix of the data in such manners that it should be simple for other researcher to replicate our data collection and analysis.
3.8 Summary of methodology
In figure 8 an overview of the approach of methods for this thesis is presented. The graphic presentation of the methodology follows the order as of chapter three.

- Research purpose: Descriptive
- Research approach: Qualitative
- Research strategy: Case study
- Data collection: Secondary, documentary material
- Sample selection: Non-probability
- Data analysis: Pattern matchmaking

Figure 9: Methodology overview
4. Empirical data

This chapter contains the data presentation that will be collected by observing different Swedish news medias. What has to be understood is that news mediums intend to have a different approaches regarding interpretation of information. This data was collected from a case study about the crisis situation with Kommunal.

The empirical data is presented of three different news media. These news mediums have different political ideologies that have to be considered. Aftonbladet is a social democratic newspaper that values politics a lot but cover everything from sport to gossip. SVT is governmentally owned and is looking out for the interest of the Swedish people. Svd is a newspaper that is covering news that seem to be relevant for the public. The data will be presented monthly starting 13 of January 2016 until May first, where the different events will be presented through a timeline.

**PUBL.**

<table>
<thead>
<tr>
<th>Date</th>
<th>Crisis announcement</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID-number</td>
<td>Crisis response</td>
</tr>
</tbody>
</table>

The following data will be presented with the news medias as headlines, Aftonbladet, Sveriges television AB(SVT) and Svenska dagbladet (SvD). After there will be a brief headline on the actual crisis following with a statement from Kommunal on the crisis. However, there are those crises that Kommunal or any related to them rather not make a statement on. This will be categorized as non communication (no fit). Each data will be labelled with id number so that it will easier to connect the crisis with the label of crisis type and response. The first number in line is the type of month it occurred, the second from what newspaper and the third what order the crisis occurred in

**January**

**Aftonbladet**

January 13  
1.1.1  Kommunal has a debt of 320 million SEK on pub activities  
- Anders Bergström (treasurer, Kommunal) states that they had to renovate several facilities

January 13  
1.1.2  Members are leaving  
- Kommunal send out mass mail and beg members to stay with the organization and hold on together

January 13  
1.1.3  Kommunal earns money on pornography  
- Anders Bergström (Federal treasurer, Kommunal) apologize for the behaviour and states that the managers had no knowledge of

January 13  
1.1.4  The managers go to union island on vacation - do not pay a dime  
- Anders Bergström (treasurer, Kommunal) denies that this have occurred and have no idea why according to the records it states clearly that they never paid for their visit
January 14  Boxes of wine transported to Kommunal large banquet hall
1.1.5  - Anders Bergström (Federal treasurer, Kommunal) denies everything and states that they had no knowledge of this.

January 14  Had a liquor party - members had to pay the bill
1.1.6  - Anders Bergström (Federal treasurer, Kommunal) states that they represent with moderation and answer no further.

January 14  Luxury trip to London
1.1.7  - Anders Bergström (treasurer, Kommunal), says, I take full responsibility for this.

January 14  Anders Bergström resigns as treasurer at Kommunal
1.1.8  - I have not been entirely truthful about the incidents, says Anders Bergström at the press conference.

January 15  The managers gets a parade floor in central Stockholm
1.1.9  - Anders Bergström (former treasurer, Kommunal), states that these parade floors were for the purpose to recruit co workers in Stockholm.

January 15  Swedish foreign Minister Margot Wallström rented apartment by Kommunal
1.1.10  - Annelie Nordström (chairman, Kommunal), states that foreign Minister Margot Wallström must have misunderstood the information that was given to her.

January 15  The members are running from Kommunal
1.1.11  - No direct communication from Kommunal.

January 15  After all the scandals: Kommunal opens a nightclub
1.1.12  - Earlier employee says that the purpose is to have a club with erotic themes.

January 16  Employee pregnant - got transferred
1.1.13  - Anders Bergström (former treasurer, Kommunal), states that he had no knowledge of this but that it's wrong.

January 17  Three out of four LO managers got apartments through Kommunal
1.1.14  - No communication from the responsible parties.

January 19  Kommunal has been using illegal construction
1.1.15  - Anders Ljungberg, marketing manager of the Kommunal company Lyran, admits that they have broken the rules.

January 20  Almost 10 000 members have left Kommunal
1.1.16  - Decline to answer any questions.

January 20  Annelie Nordström (chairman, Kommunal) will resign in May
1.1.17  - Annelie Nordström says she is sorry for everything.
January 13

Kommunal owned night club Metropol Palais run with huge losses. Business supported with money from members of Kommunal.

- No communication

January 13

Show with sexual content at Metropol Palais even though Kommunal had run campaign against pornographic movies and have ethical guidelines against investments in companies that earn money on pornographic products.

- Anders Bergström apologises for the event at Metropol Palais

January 13

Regional chairman of Västerbotten leaves no comment when being ask about the information revealed by Aftonbladet that Anders Bergström and Annelie Nordström stayed at Marholmen without paying.

- Anders Bergström denies the event of not paying at Marholmen.

January 13

Anders Bergström apologises for the event at Metropol Palais

January 13

Regional chairman of Västerbotten leaves no comment when being ask about the information revealed by Aftonbladet that Anders Bergström and Annelie Nordström stayed at Marholmen without paying.

- Anders Bergström denies the event of not paying at Marholmen.

January 14

Anders Bergström leaves as treasurer.

- He apologises for the damage that he has caused Kommunal.

January 14

Members react negatively on the news.

- Håkan Nilsson board member of Kommunal leaves no comment to SVT

January 14

Metropol Palais delivers wine to office of Kommunal, this is illegal according to Swedish law.

- No communication

January 14

Anders Bergström and others board members travels to London, a price tag of hundreds of thousands of Swedish crowns. No clear professional Purpose.

- No communication

January 15

1400 members have left Kommunal.

- Helen Nordlund – confirms that 700 members per day leaves Kommunal.

January 15

Kommunal owns properties without offering any new apartments of the current stock to the public. Defends the current policy regarding properties owned by Kommunal.

- No communication

January 15

Gives Margot Wallström an apartment among other high profiles in LO and Social democratic party.

- No communication

January 15

Members demands that the board of Kommunal resigns.

- No communication

January 16

High profiles from (S) reacts negatively.

- No communication
January 18
1.2.13 Apartment to Wallström may have been a bribe.
- No communication

January 18
1.2.14 5000 members have left Kommunal
- No communication

January 19
1.2.15 District board members demand that Annelie Nordström resigns as chairman of Kommunal.
- No communication

January 20
1.2.16 A total of 9600 members has requested to leave Kommunal.
SVT according to TT.
- Many local managers decline commenting on the crisis when being ask by SVT.

January 20
1.2.17 A total of 3,5 million SEK is the estimated cost only in member’s fees.
- Many local managers decline commenting on the crisis when being ask by SVT.

January 20
1.2.18 More district board members continue to demand that Annelie Nordström and the entire board resigns from Kommunal.
- Many local managers decline commenting on the crisis when being ask by SVT.

January 20
1.2.19 Annelie Nordström confirms at a press conference 16:00 that she will resign as the chairman of Kommunal at the next “annual congress” in may 2016.
- She begs for forgiveness and apologises for everything. She says that strong actions will be taken to ensure that this will never happen again.

January 22
1.2.20 Kommunal invested in Attendo, owns 42,000 stocks even though they officially are against private companies in welfare sector.
- No communication

SvD

January 13
1.3.1 Kommunal owned Metropol Palais and Marholmen experience losses of 320 million SEK.
- No communication

January 13
1.3.2 Annelie Nordström and Anders Bergström stays at Marholmen without paying.
- Anders Bergström says that they immediately will pay and apologizes after first denying it

January 13
1.3.3 Lyran has served alcohol without permission
- Anders Bergström says that they immediately will resolve this and apologizes.
January 13  Metropol Palais has a show with sexual content.
1.3.4  - “if we had known that the shows at Metropol Palais had sexual content we would have never approved it”

January 14  Public makes fun of Kommunal.
1.3.5  - No comment from Kommunal.

January 14  Anders Bergström leaves as treasurer of Kommunal.
1.3.6  - “Several incidents has been put out in the light and it is my responsibility”

January 15  High profiles within (S) and Kommunal receives apartments.
1.3.7  - Kommunal says that 50% of the real-estate stock goes to the public queue and the rest is divided according to Kommunal policy. Anders Bergström says that the apartments with I high rent has been very hard to find tenant for this’s objects.

January 15  Employees at Metropol Palais has delivered alcohol to Kommunal offices, without permit.
1.3.8  - No direct comment from Kommunal.

January 15  Margot Wallström buys apartment from Kommunal
1.3.9  - Says that Kommunal has “lied and is non trust wordy”.

January 15  According to SvD, hundreds of private persons demands the the board resigns at their Facebook page.
1.3.10  - No direct comment from Kommunal regarding this.

January 15  1400 members has left Kommunal
1.3.11  - No direct comment

January 15  Invested 25 million SEK to rebuild Metropol Palais basement.
1.3.12  - “The purpose with this investment was to create a place where we can serve lunch and negotiate in a private area and increase our capacity for guest during evenings for companies and private guests.

January 16  2008 Kommunal renovate HQ. Builds spa and Jacuzzi.
1.3.13  - Comment: Jesper Pettersson (PR) says that it is used when long negotiations take place.

January 18  5000 members has left Kommunal,
1.3.14  - No communication

January 18  61 present of Kommunal portfolio invested in one company.
1.3.15  - Robin Ljungqvist – the reason is of historical character.
January 19  Kommunal uses PR-firm to handle crisis.
1.3.16 - Robin Ljungqvist – everything will be revealed later. We can't leave and comment how we conduct our crisis management during an ongoing crisis.

January 19  Metropol Palais builds a terrace without permission.
1.3.17 - According to Metropol Palais they thought it was legal but later on removed to terrace.

January 19  Forces within Kommunal demands that Annelie Nordström resigns.
1.3.18 - No direct comment.

January 20  9600 members have left Kommunal. In theory a loss of 42 million sek every year.
1.3.19 - No communication

January 20  Annelie Nordström resigns after congress in may 2016.
1.3.20 - Apologises for everything that has happened.

February

Aftonbladet

February 17  KF director got parade floor from Kommunal
2.1.1 - Anders Bergström (former treasurer, Kommunal) only says that he refers to Kommunal press office

February 19  20 000 members have left Kommunal
2.1.2 - Kommunal states that it's actually much less

SVT

February 17  KF CEO receives luxury apartment form Kommunal. Approved by Anders Bergström.
2.2.1 - Jesper Pettersson, press secretary defends what happened but says that they will change their policy when offering apartments to non-public person.

February 18  Metropol Palais is liquidated.
2.2.2 - Kommunal official Bo Carlsson says that the reason is of financial motives.

February 19  A total of 14000 members has left Kommunal
2.2.3 - No communication

SvD

February 17  KF director receives exclusive apartment form Kommunal.
2.3.1 - Annelie Nordström declined to comment.
February 17  Metropol Palais is closed down.
2.3.2 - Board of Lyran - The financial calculations does not portray the real financial situation.

February 19  14,000 members have left Kommunal.
2.3.3 - Confirmed by Jesper Pettersson(PR) Kommunal

Mars

Aftonbladet

Mars 31 Kommunal former treasurer suspected of bribery
3.1.1 - I have no comments says Anders Bergström (former treasurer, Kommunal)

SVT

Mars 31 Anders Bergström is investigated of bribery.
3.2.1 - No communication

SvD

Mars 31 Anders Bergström is investigated of bribery.
3.3.1 - Anders Bergström declines to comment.

April

SVT

April 21 Anders Bergström is investigated of breach of trust.
4.2.1 - No communication

SvD

April 12 Revisorsnämnden initiate an investigation against Kommunals accountant.
4.3.1 - Accountant says that nothing that he/she has done is wrong.

April 21 Anders Bergström is investigated of breach of trust.
4.3.2 - No direct comment.
5. Data analysis

In this chapter we will answer the two research questions that was presented in chapter one. In the previous chapters of this case study a conceptual framework has been presented in chapter two. This chapter we will compare the collected data and apply the theories from the conceptual framework. The data is reduced and put up for display in this chapter, and finally a conclusion from the analysis will be presented in the end of this chapter. In the appendix an overview of the data analysis is presented.

Yin (1994) describes the theoretical propositions as the preferred method when conducting a case study. Yin (1994) recommended pattern matchmaking as a preferred technique in a case study. Where empirical data is compared with theory, which in this case is the conceptual framework. Miles and Huberman (1994) presented three steps that an analysis of qualitative data should go through.

1. Data Reduction
2. Data Display
3. Drawing Conclusions

First the data will be reduced by applying the conceptual framework. The “pattern matchmaking” will be fulfilled by comparing the predictions of the conceptual framework with the analytic outcomes of the empirical data on how well theory match the findings in the data. Different graphics we be presented to display the data and finally in the end of this chapter the conclusions will be made and presented.

General analysis RQ1 and RQ2

On January the 13th 2016, Aftonbladet release information regarding the Swedish labour union Kommunal. Through Kommunal owned Lyran handelsbolag (Lyran) they had acquired a night club, Metropol Palais in Stockholm. Lyran also owned and controlled a hotel Marholmen. Metropol Palais had been used to have shows with sexual content and their business was run with substantial revenue problems. Marholmen also had great financial problems with limited positive results to present. These problems were dealt with by supplying Metropol Palais and Marholmen with capital from Lyran which in their turn was backed by Kommunal and capital from the members of Kommunal. At the time Annelie Nordström was chairman of Kommunal and Anders Bergström was the treasurer of Kommunal and chairman of Lyran. They had both been held accountable for the crisis and their questionable behaviour led to the almost instant resignation of Anders Bergström. Annelie Nordström will resign as chairman in may 2016 at Kommunal congress. Many other events did of course take place, this will not be described in detail but be reduced and displayed below.

5.1 Analysis, categorization of crisis RQ1

As mentioned in chapter one the research question one is “What are the different types of crisis a labor union face?” And for the conceptual framework Coombs (2007) theory SCCT was presented. When comparing the collected data regarding the Kommunal crisis, we have made the following analysis when implementing the frame of reference. The theory about crisis clusters (Coombs, 2007) is divided into three categories victim cluster, accidental cluster and preventable cluster. The data that is classified in the “no fit cluster” were not applicable according to the conceptual framework. A graphical representation of all the different cluster that were identified in the data is presented in figure 9 below.
Victim cluster is the type of cluster where an organization has no responsibility towards the crisis. It's something the organization can not do to affect the outcome. Types that can be included in this cluster can be natural disaster etc. There has been zero (0) identified events in the Kommunal crisis that can be classified or supported by Coombs (2007) SCCT theory in line with the victim cluster. Another categorization of crisis is accidental cluster; this is something that occur to an organization that was unintentional but still an action that could be prevented. Typical accidental crisis could be technological errors, where productive machines goes out of order. The empirical data that were collected can be classified and supported according to Coombs (2007) SCCT theory in the accidental cluster for eleven (11) events. In this crisis, an event that can be classified after the accidental cluster is when members were leaving the organization due to the misconducts by the board. The last category of cluster is preventable cluster. This type of category includes things that may be blamed on a single person or group of people that can be held accountable for the action(s) that causes a crisis. More specific, an event that could have been prevented if right actions were taken. This sort of things could be human errors where organization don't take their own responsibility to follow laws and regulations. In the preventable cluster nineteen (19) events can be fitted in this category in line with SCCT theory. An example of a preventable event in the Kommunal crisis is when Anders Bergström and other board members went on a luxury trip to London. Finally, we have classified seven (7) events that can not be described as a crisis according to Coombs (2007) SCCT framework, these are classified as “not fit” in the figure 9 below.

**Figure 10: SCCT crisis types by crisis cluster**

**Summarised discussions RQ1**
Of all the documentary material that we collected and analysed with regards to crisis type about 30 percent of the events surrounding the Kommunal crisis were classified as accidental. A large amount of this events can be seen as indirect caused by the crisis. Such as members leaving Kommunal, high profiles that resigned due to the crisis and the liquidation of Metropol Palais. The preventable cluster showed a frequency of 51 percent of the events spotted in the empirical data. The events that were classified according to the preventable cluster were such as irresponsible investments or luxury consumption by high profiles in Kommunal (e.g. Anders...
Bergström trip to London). There has been no record of data that fits the victim cluster, thus indicating that the crisis should be considered as preventable and the indirect crisis events were accidents. Thus, the “no fit” data may have been events that cannot be classified as a crisis event and should not be included in the data that are presented above. Or that it may have been misinterpreted as a possible crisis event but should instead be interpreted as crisis information in an unclear form. If the “no fit” data is removed the accidental cluster is a total amount of 36 present and the preventable cluster 64 present. In percent the result drastically changes. The remaining 36 percent of the events were accidental and merely direct or indirect caused by the crisis. Accounting for the “no fit” or not the final conclusion is that the crisis that hit Kommunal and the events that triggered the crisis were preventable. With this in mind three main conclusions about the classification of the Kommunal crisis can be made.

The theory supports that:
- Kommunal is no victim of this crisis.
- The crisis was preventable.
- The accidental events were most likely and in a high degree indirectly caused by the preventable crisis event(s).

5.2 Analysis, primary response strategy RQ2
As a reminder to the reader the second research question is “How can a labour union respond to a crisis in terms of communication during a crisis?” Coombs (2007) used the model called SCCT that was with the final purpose to choose a primary response when choosing response to a crisis. Coombs (2007) lectured that there was the option of either being defensive or accommodative. And from those two choices became the theory narrower with the option, seven of them. As stated Coombs (2007) classified primary crisis response as seven different crisis communication strategies, attack the accuser, denial, excuse, justification, ingratiating, corrective action, and finally full apology. As mentioned in chapter three the data that have been retrieved regarding the Kommunal crisis is documentary written and non-written material.

Displayed in the graphics below the “no fit” data that were collected accounts for 16 events or 33 percent of all the data displayed. This is the single biggest data source from the collected data classified after SCCT primary response. Coombs (2007) describes justification strategy as when crisis manager tries to minimize the perceived damage or injuries or claiming that the victims deserved what they received. This strategy was identified and supported by theory in seven (7) events from the retrieved data regarding the Kommunal crisis. When Kommunal commented on the instalment of a spa and the renovation of the head quarters. This was the most common strategy used after the “not fit” category. Excuse as a response strategy was identified in the empirical data five (5) times. Coombs (2007) describes this strategy as when a “crisis manager tries to minimize the organizations responsibility for the crisis.” This can include denying any intention to do harm, claiming the organization had no control of the events that led to the crisis, or both. When Kommunal comment on the fact that they have had shows with sexual content they apologize but denies knowledge of the action, this can fall under the category of Excuse. Moving on to the denial strategy, that was supported by theory and identified four (4) times in the collected data. Denial as a primary response strategy is when a “crisis manager states that no crisis exists. This may include explaining why there is no crisis.” One event where denial was implemented as a response from Anders Bergström is when Aftonbladet claimed that boxes of wine were transported to Kommunal large banquet hall from the stock of Metropol Palais. Corrective action is when a “Crisis manager seek to repair the damage from the crisis, take steps to prevent a repeat of the crisis, or both.” This primary response strategy was identified and supported by theory from the conceptual framework in a
number of three (3) events. An example of corrective action response from Kommunal was the liquidation of Metropol Palais. Full apology as a strategy was registered two (2). Full apology as used as a strategy when the “crisis manager publicity states that the organization takes full responsibility for the crisis and asks forgiveness for the crisis. Some compensation (e.g., money or aid) may be included with the apology.” When it was revealed that Anders Bergström and other board members had made a luxury trip to London full apology was used by Anders Bergström. For the last two strategies, ingratiation and attack the accuser responses was identified once (1) for both strategies in the retrieved data. Ingratiation as a strategy is when the “actions are designed to make stakeholders like the organization.” When Kommunal begs members to stay and hold on together can be classified as a response according to Ingratiation. And finally “attack the accuser” is defined as when the “crisis manager confronts the person or group who claims that a crisis exists. This may include threat to use “force” (e.g., a lawsuit) against the accuser.” The only event where the attack the accuser responses were used was when a former employee claims that Metropol Palais beginning purpose was to have shows with sexual content. Kommunal stated that this was not true and that there is no crisis surrounding this while attacking the former employee regarding this. The analysis is presented in figure 10 with all the different primary response strategies and how often the occurred.

![Figure 11: SCCT primary responses](image)

**Summarised discussions RQ2**

As displayed the “no fit” category is a large part of the collected data that were classified as primary responses. 58 percent of all the data is line with Coombs (2007) SCCT, and the remaining 42 percent could not be classified according to the conceptual framework. The data that could be fitted with the conceptual framework was identified at least one for every primary response strategy from the SCCT theory. With varying match with the conceptual framework, the range of events that could be match was between one (1) to seven (7). With the assumption that the data that was classified as “no fit” is not of relevance there is a total of twenty-three (23) identified primary crisis responses. Kommunal used “justification, denial” with a high frequency and “full apology” and “attack the accuser” with a low frequency. Full apology was used with with a low frequency as a primary response. That may be explained by that when the message is delivered and full action and responsibility is clarified by Kommunal, they have no
need to state this at every interview and press release, or that the overall message was classified in line with another category. No clear line can be drawn between high and low frequency and the use of different response is overall quite even and the findings are uncertain with ambiguous conclusions. This may imply that there was no overall primary crisis response strategy used by Kommunal. But instead that it was a mix as strategies that were executed. Stated this, the conclusions of research question two can be summarised in five major findings.

It can be stat with certainty that:
- “No fit” accounts for a large part of the collected data.

Theory supports with ambiguous results that:
- High frequency of “Justifications” as a strategy.
- High frequency of “denial” as a strategy.
- Low frequency of “attack the accuser” as a strategy.
- Low frequency of “full apology” as a strategy.
6. Findings and conclusions

In this chapter the two research questions that was presented in chapter one will be answered so that the purpose of this thesis can be completed. Further on, the findings and conclusions, implications of theory, implications of practitioners and further research will be presented.

As stated in chapter three the last step of an analysis of qualitative data should go through is the drawing of conclusions (Miles and Huberman, 1994). Some general statements should be made before presenting the conclusions and findings. Since this is a case study, the results from this can not be made into general conclusions for theory in crisis management and crisis communication for labour unions. The Kommunal crisis is one single event that is presented as one case study in this thesis. It cannot be considered as a representation for all crisis events regarding labour unions from a historical point of view or future crisis events. Further on, in the end this chapter there will be a presenting of implications for practitioners, theory and future research.

6.1 Answers and conclusions to the research question

In this part we will present the conclusions of this thesis. A brief repetitions of the research questions we be laid forward as wells as the answers to them.

6.1.1 Answers and conclusions to research question one

In the writing of this thesis we have found that a crisis is something that can happen fast and be devastating for an organization as whole and for individuals in the organization. This is very clear in the case study of Kommunal. More than 10,000 members have left the organization, the chairman and the treasurer resigned and the total cost for for the crisis was estimated to more than 42 million SEK in yearly incomes for Kommunal. With this in mind, it's seems quite clear that well performed crisis managemen

This thesis looks on the different types of crisis a labour union face. We examined the empirical data after the clusters victim, accidental and preventable cluster. The main findings from this case study of Kommunal was that the crisis that occurred on January the 13th 2016, was a preventable and the effects that followed were mere accidental effects linked to the original crisis. We also found that Kommunal was not a victim in this crisis and as stated earli

We find the the results interesting and important because that the crisis was preventable. So to stress that organizations should think once or twice about their internal affair is not exaggerate

- Kommunal is no victim of this crisis.
- The crisis was preventable.
- The accidental events were most likely and in a high degree indirectly caused by the preventable crisis event(s)
6.1.2 Answers and conclusions to research question two

For the second research question we investigated the crisis communication of Kommunal during the crisis. The conclusions and findings from the analysis of the empirical data was ambiguous. A large part of the data could not be classified according to the theory. This may imply that the data should not be classified as primary crisis response at all or that it was a crisis communication that were not supported by the theory. Our conclusion is that we are not quite sure about are results and findings. We can only say with certainty that that the “no fit” data accounts for a large part of the findings. The finding that could be supported by theory was used with varying frequency. No clear overall message primary response strategy according to theory was used by communal. The findings in chapter five and our own conclusions should be interpreted with caution and this imply that the research question two should be investigated more so that more clear and certain conclusions can be made. Another possibility as a conclusion is that Kommunal simply used many different primary crisis responses strategies, and that there was no overall strategy used from them. We find the results interesting because we found that many different primary response strategies were used by Kommunal during the crisis. Thus indicating on bad management or a crisis is something very complex. We believe that the internal communication of Kommunal is something that the organization need to improve. As stated in chapter five the theory supported the following.

It can be stat with certainty that:
- “No fit” accounts for a large part of the collected data.

Theory supports with ambiguous results that:
- High frequency of “Justifications” as a strategy.
- High frequency of “denial” as a strategy.
- Low frequency of “attack the accuser” as a strategy.
- Low frequency of “full apology” as a strategy.

6.2 Contributions to theory and practice

In this part of the chapter we will present our recommendations for practitioners that they can apply in their field of work. Moreover, we will also present our contribution to theory and research within the field of crisis management and crisis communication.

6.2.1 Contributions to theory

The purpose of this case study was to describe a crisis and crisis communication for a labour union. In order to fulfil the purpose, two research questions was presented. Further on, the purpose was fulfilled by a literature review which lead to a conceptual framework and a collection of data. In this case study we have made findings that were supported by theory but also data that were not supported by theory. The conclusion out of this is that more research have to be conducted to support the findings in this case study.

6.2.2 Contributions to practitioners

The following recommendations from this case study is suggested for managers in labour unions to consider.

- Always be prepared for a crisis. The question is not “if” but “when” a crisis hits an organization. A crisis can be very hard to predict.
Repetition is the mother of learning, continuously update and be ready to execute a crisis protocol. As show in this case study the Kommunal crisis was extensive and could have been perhaps handled more efficiently. This should be a reminder to all managers that a crisis can turn into something devastating for the organization.

If the organization and the management team don’t have the knowledge about crisis management an external expert or resource should be considered. The cost of hiring external consultants is far less than the cost of a large crisis.

6.3 Limitations
There are some statements that have to be made regarding the limitations of this thesis. The sample selection was based on only one case, and the data collection was limited to only secondary material. Further on, the secondary data were collected and limited to three news mediums. If primary data had been collected it may have change the outcome of the results. The Kommunal crisis may have declined, but it is an ongoing event that is still brought up in media. The information after the first of May regarding Kommunal may be relevant for the outcome of the results in this thesis, if it were accounted for.

6.4 Suggestions for future research
During the writing of this thesis we have stumbled across several questions that were not analysed in this thesis. We believe that that this areas or questions could be interesting to conduct further research on and also complement the findings in this thesis. Implications for further research have been summarised below and we suggest to:

- Do further research on the Kommunal crisis and more in depth research where data collection is complemented with interviews with Kommunal officials or other people that can give a different view on the crisis.

- Further research on the Kommunal crisis on the before and after mechanism of crisis management and crisis communication.

- Determine the long term effects for Kommunal.

- Could Kommunal have done anything different during the crisis?

- Is the findings in this case study regarding the Kommunal crisis applicable to other labour unions crisis?

- Do current theories in the field of crisis management and crisis communication need to be adapted specifically for Swedish organizations or labour unions in general?

- Is the role of social media and a crisis regarding a labour union different from what existing theories predict?
References


Yin, R.K. (2008), Case study research: design and methods, 4nd edition, SAGE Publications USA.

Appendix A: Data analysis

Categorization of crisis

<table>
<thead>
<tr>
<th>January</th>
<th>All the crisis events</th>
<th>Crisis types</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1, 1.2.1, 1.3.1</td>
<td>- Kommunal has a debt that is self-made</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.2, 1.2.8, 1.3.11</td>
<td>- Members leave because of their thoughts of Kommunals actions</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.3, 1.2.2, 1.3.4</td>
<td>- Choose to collect money on pornography</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.4, 1.2.3, 1.3.2</td>
<td>- Intentionally go to vacation with member’s money</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.5, 1.2.6, 1.3.3</td>
<td>- Order intentionally without liquor license</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.3.5</td>
<td>- Public makes fun of Kommunal</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.6</td>
<td>- Intentionally used members money to pay</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.7, 1.2.7</td>
<td>- Intentionally pay trip to London with member money</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.8, 1.2.4, 1.3.6</td>
<td>- Treasurer resigns</td>
<td>No fit</td>
</tr>
<tr>
<td>1.2.5</td>
<td>- Members react negatively</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.9</td>
<td>- Intentionally buys a parade floor</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.2.9, 1.3.7</td>
<td>- Don't sell intentionally to the public</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.3.8</td>
<td>- Order intentionally without liquor license again</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.10, 1.2.10, 1.3.9</td>
<td>- Kommunal rents out intentionally to Swedish foreign minister by breaking rules</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.2.11, 1.3.10</td>
<td>- Members demand the board resignation</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.11, 1.2.14, 1.3.14</td>
<td>- Members run because of earlier incidents</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.3.12</td>
<td>- Invest to much on rebuilding Metro Palais</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.3.13</td>
<td>- Renovate ridiculously things for own satisfaction</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.3.15</td>
<td>- Risky investments</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.3.16</td>
<td>- PR company hired during the crisis</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.12</td>
<td>- Intentionally opens a nightclub</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.2.12</td>
<td>- High up politicians react negatively</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.13</td>
<td>- Intentionally transfer a woman because of her pregnancy</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.2.13</td>
<td>- Unclear if she was bribed</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.14</td>
<td>- Intentionally buys apartments for others</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.1.15, 1.3.17</td>
<td>- Kommunal build without permission</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.2.15, 1.2.18, 1.3.18</td>
<td>- Board demand chairman resignation</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.16, 1.2.16, 1.3.19</td>
<td>- Even more members are leaving now</td>
<td>Accidental</td>
</tr>
<tr>
<td>1.1.17, 1.2.19, 1.3.20</td>
<td>- Chairman Kommunal resigns</td>
<td>No fit</td>
</tr>
<tr>
<td>1.2.17</td>
<td>- Intentionally set high prices</td>
<td>Preventable</td>
</tr>
<tr>
<td>1.2.20</td>
<td>- Intentionally go against their own policy</td>
<td>Preventable</td>
</tr>
</tbody>
</table>

February

<table>
<thead>
<tr>
<th>February</th>
<th>All the crisis events</th>
<th>Crisis types</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1, 2.2.1, 2.3.1</td>
<td>- Buys a parade floor intentionally for a director</td>
<td>Preventable</td>
</tr>
<tr>
<td>2.1.2, 2.2.3, 2.3.3</td>
<td>- 20 000 members have now left</td>
<td>Accidental</td>
</tr>
<tr>
<td>2.3.2, 2.2.2</td>
<td>- Metropol Palais is shut down because of all events</td>
<td>Accidental</td>
</tr>
</tbody>
</table>
Mars

3.1.1, 3.2.2, 3.3.1 - Kommunals federal treasurer is suspected for bribery No fit

April

4.3.1 - Investigation toward Kommunal accountant No fit
4.2.1, 4.3.2 - Investigated for breach of trust No fit

Response strategy

<table>
<thead>
<tr>
<th>January</th>
<th>All the crisis responses</th>
<th>Response strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.1, 1.2.1, 1.3.1</td>
<td>- States that they are only renovating</td>
<td>Justification</td>
</tr>
<tr>
<td>1.1.2, 1.2.8, 1.3.11</td>
<td>- Beg members to stay and hold on together</td>
<td>Ingratiation</td>
</tr>
<tr>
<td>1.1.3, 1.2.2, 1.3.4</td>
<td>- Apologize but denies knowledge of the action</td>
<td>Excuse</td>
</tr>
<tr>
<td>1.1.4, 1.2.3, 1.3.2</td>
<td>- Claims that they paid</td>
<td>Denial</td>
</tr>
<tr>
<td>1.1.5, 1.2.6, 1.3.3</td>
<td>- Claims it didn't happen</td>
<td>Denial</td>
</tr>
<tr>
<td>1.3.5</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.6</td>
<td>- Tries to claim the crisis is not not a big deal</td>
<td>Justification</td>
</tr>
<tr>
<td>1.1.7, 1.2.7</td>
<td>- Apologize for the behaviour</td>
<td>Full apology</td>
</tr>
<tr>
<td>1.1.8, 1.2.4, 1.3.6</td>
<td>- States that he has not been truthful</td>
<td>Corrective action</td>
</tr>
<tr>
<td>1.3.7</td>
<td>- Explains that it's not correct</td>
<td>Justification</td>
</tr>
<tr>
<td>1.3.8</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.2.5</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.9</td>
<td>- States they had another intention</td>
<td>Excuse</td>
</tr>
<tr>
<td>1.2.9</td>
<td>- Don't leave any response</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.10, 1.2.10, 1.3.9</td>
<td>- States that she misunderstood</td>
<td>Excuse</td>
</tr>
<tr>
<td>1.2.11, 1.3.10</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.11, 1.2.14, 1.3.14</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.12</td>
<td>- Attacking the employees that there is no crisis</td>
<td>Attack the accuser</td>
</tr>
<tr>
<td>1.2.12</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.3.12</td>
<td>- Trying to explain why they did it</td>
<td>Justification</td>
</tr>
<tr>
<td>1.1.13</td>
<td>- Denies that it that's why it happened</td>
<td>Denial</td>
</tr>
<tr>
<td>1.2.13</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.3.13</td>
<td>- Explaining why they need it</td>
<td>Justification</td>
</tr>
<tr>
<td>1.1.14</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.15, 1.3.17</td>
<td>- Admits they did wrong</td>
<td>Corrective action</td>
</tr>
<tr>
<td>1.2.15, 1.2.18, 1.3.18</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.3.15</td>
<td>- Explains how how important it is</td>
<td>Justification</td>
</tr>
<tr>
<td>1.1.16, 1.2.16, 1.3.19</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.3.16</td>
<td>- No communication from Kommunal</td>
<td>No fit</td>
</tr>
<tr>
<td>1.1.17, 1.2.19, 1.3.20</td>
<td>- Apologizes for the behaviour on her behaviour</td>
<td>Full</td>
</tr>
<tr>
<td>Date</td>
<td>Details</td>
<td>Category</td>
</tr>
<tr>
<td>----------</td>
<td>-------------------------------------------------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>1.2.17</td>
<td>- No communication from Kommunal</td>
<td>Apology</td>
</tr>
<tr>
<td>1.2.20</td>
<td>- No communication from Kommunal</td>
<td>Apology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No fit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No fit</td>
</tr>
</tbody>
</table>

**February**

|          | - Defends the event but intend to change policy                         | Excuse       |
| 2.1.1, 2.2.1, 2.3.1 |                                                                 | Justification|
| 2.1.2, 2.2.3, 2.3.3 | - States that those numbers is incorrect                               | Corrective   |
| 2.3.2    | - Try to take responsible                                               | action       |
| 2.2.2    | - Try to state that it's not their fault                                | Excuse       |

**Mars**

|          | - No communication from Kommunal                                        | No fit       |
| 3.1.1, 3.2.2, 3.3.1 |                                                                 | No fit       |

**April**

|          | - Claims that nothing is wrong                                          | Denial       |
| 4.3.1    |                                                                 | No fit       |
| 4.2.1, 4.3.2 | - No communication from Kommunal                                      | No fit       |