

COMMUNICATIVE CHALLENGES

OIL SPILL - INCIDENTS WITH MULTIPLE STAKEHOLDERS

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Emergency management response in oil spill: Configuration of multiple actors

Local citizens affected

Several authorities – local, regional, national

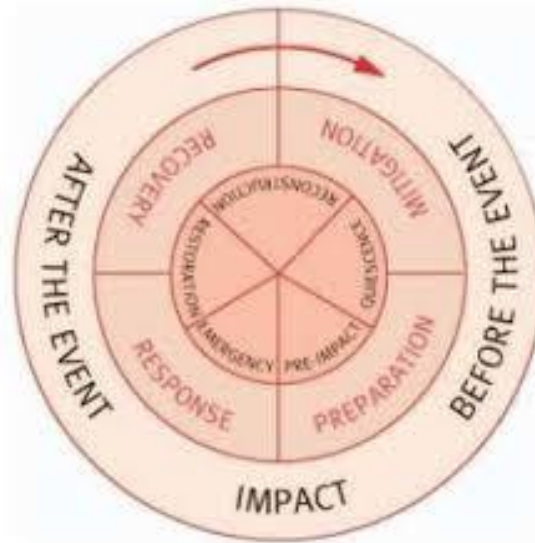
Several private companies (from industry and companies affiliated)

Volunteers - organized in NGOs

Loosely/not organized/unaffiliated/spontaneous volunteers

Disaster cycle

- communicative respons and recovery initiatives depend on preparedness activities



Characteristics for transportation accidents

Lack of possibilities to foresee geographical site of potential oil spill involves several challenges:

- Identification of other stakeholders and relations building in a preparedness phase
- Secure continuously dialogue with these stakeholders
- Risk communication to citizens – local residents – on potential hazards
- Contact to and insight into local and regional media landscape
- Lack of direction of impression management (credibility, trust, authority) – difficult to establish an initial ethos – (Ethos means: character, goodwill)

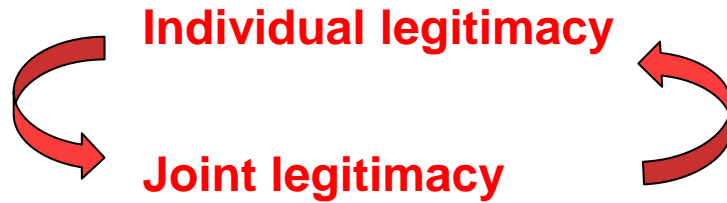
Central communicative task for stakeholders: Securing legitimacy

Authorities often render legitimacy to an operation – however they leave by the end of the response phase

Likely that the legitimacy of the oil/transport company will be under attack for a long time

Civil society organisations concerned with environmental protection and recovery will render the most comprehensive legitimacy to the entire operation

Interdependence



Several stakeholders: Borrowed ethos (advantages)

In a crisis, stakeholders will borrow ethos from each other – which is an advantage, when the credibility, legitimacy and ethos of partners are high

- Authorities hold an ethos of being responsible and professional
- The oil industry hold an ethos of technical skills, professionalism, and financial capacity
- NGOs hold an ethos of being organised and do good to people, animals and nature
- Spontaneous volunteers hold the ethos of doing good and pure altruistic engagement

Several stakeholders: Affiliation in operation as a pitfall

Lack of coordination

- In operation
- In communication

Image and credibility issues

- How to position own organisation if other stakeholders experience attack of image

Anticipate citizen reactions

Estimate

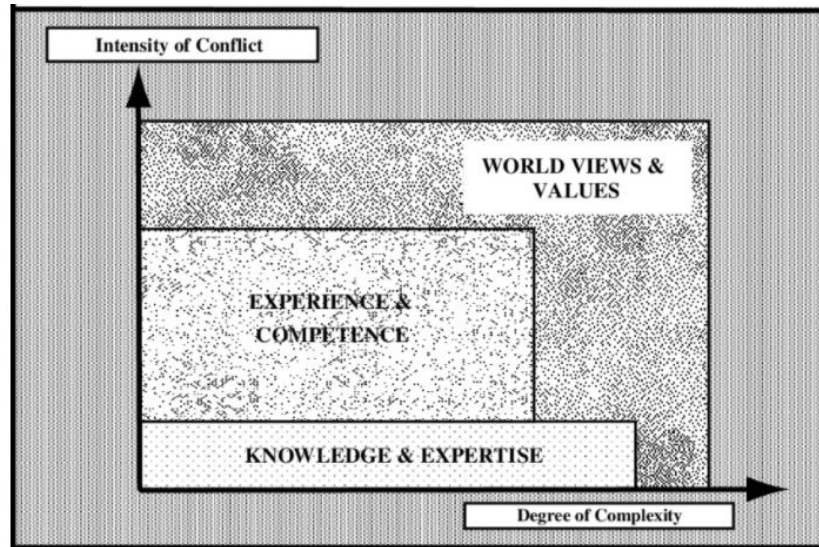
- impact concerning area and period/duration (long/short term)
- the situational dimensions of the crisis (local/national/international)

Expect anxiety, conflict, anger and expressions of emotion

Expect:

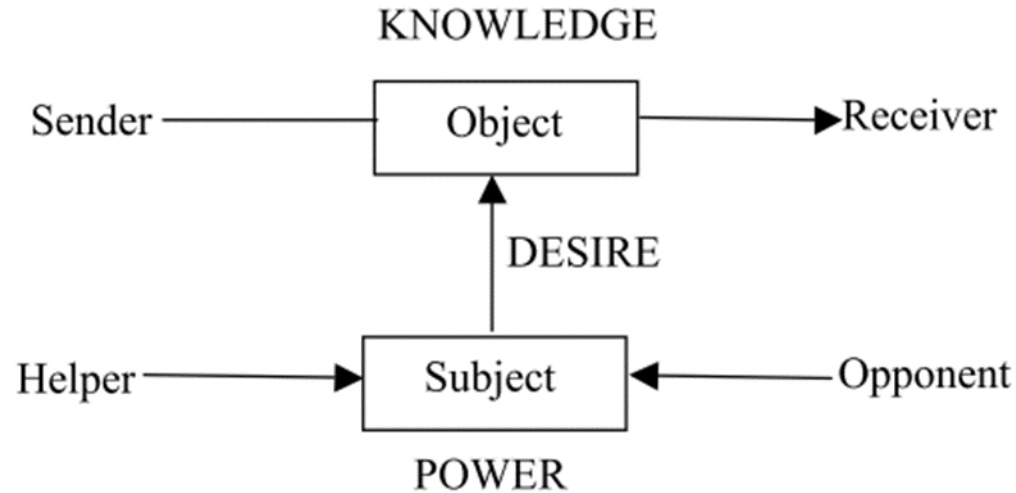
- democratic outbreak
- affective engagement

Prepare: Anticipate the potential reactions



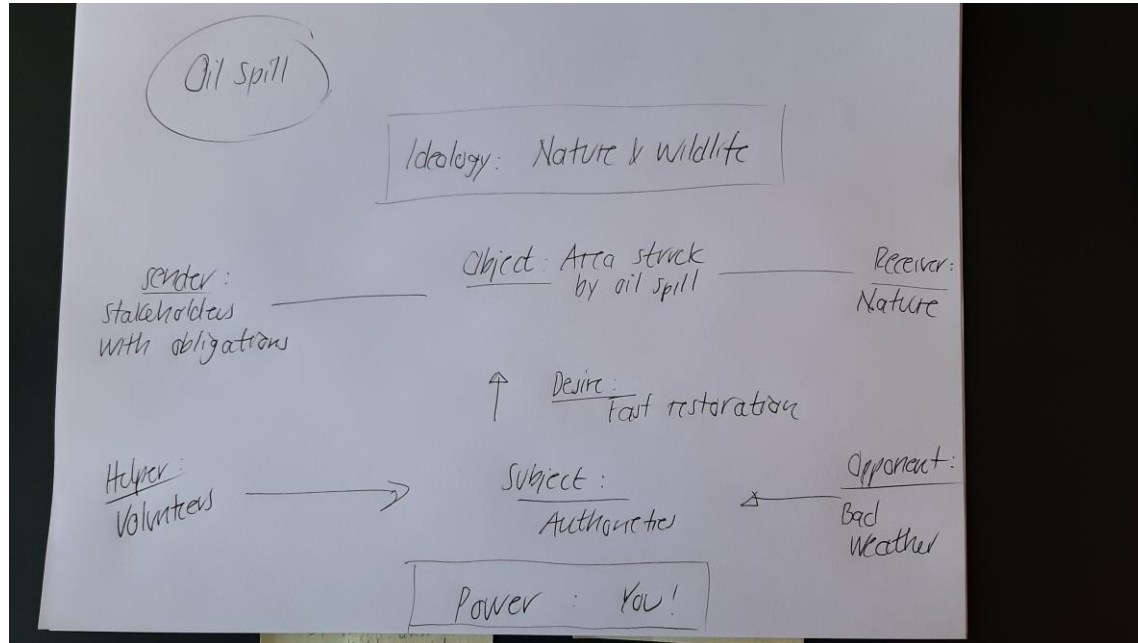
Renn (2010)

Media framing



Greimas

Media framing Example



Prepare: Navigation in agendas

TABLE 4.2
Clues Relevant for Peripheral Communication

<i>Type</i>	<i>Examples</i>
Source-related	credibility, reputation, social attractiveness, perceived impartiality
Message-related	length, number of arguments, package such as color, paper, graphical appeal, illustrations, layout), presence of highly appreciated symbolic signals
Transmitter-related	perceived neutrality, past performance of transmitter, perceived credibility, reputation
Context-related	crisis situation, conflict situation, dependence on "zeitgeist", social and cultural setting, circumstances of transmission

Renn (2010)