

THREE CRISIS SITUATIONS

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THE PR LECTURE SERIES
“PR Readiness In Facing A Volatile, Uncertain,
Complex And Ambiguous Environment”

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INTRODUCTION

1. COVID-19 is a global infectious disease that emerged from Wuhan in China in December 2019.
2. World Health Organization (WHO) declared it a pandemic on January 30, 2020 and raised international public health concerns for it.
3. As of July 15, 2020, more than 13 million people have been affected by this disease. To date, around 0.6 million deaths have been reported.



PANDEMIC

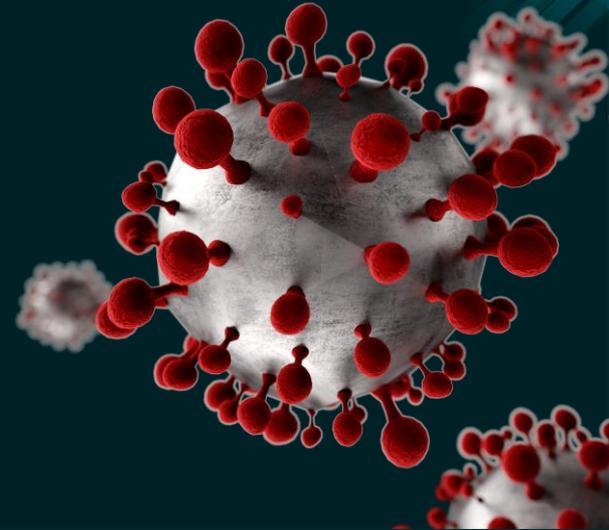
- When an outbreak of an infectious disease (epidemic) spreads across a large area like a continent or worldwide it is labelled as a pandemic.
- A pandemic not only involve a disease or condition that is widespread or causes a high mortality rate but also a disease or condition that is very infectious.
- In this new millennia, any health pandemic impacts human lives and also the socioeconomic, psychological, political and security spheres of the societies affected.

DATA ON INFECTION AND DEATHS

13 JULY 2021

	Confirmed Cases	Deaths
USA	33,915,385	607,784
INDIA	30,946,147	411,406
BRAZIL	19,151,993	535,838
JAPAN	824,990	14,923
MALAYSIA	855,949	6,385

<https://coronavirus.jhu.edu/region/>



POOR RECOVERY

Rank	Country/region	Total score	31	Slovenia	59.0	59	Niger	50.0	93	Angola	38.5
			32	Bahrain	58.5	63	Benin	49.5	94	Laos	38.0
1	China	77.5	33	El Salvador	58.0	63	Burkina Faso	49.5	95	Paraguay	37.0
2	Malta	73.0	33	Liechtenstein	58.0	63	Cameroon	49.5	96	Fiji	36.5
3	Poland	69.0	33	Portugal	58.0	66	Taiwan	49.0	97	Kuwait	36.0
4	Austria	68.5	33	Saudi Arabia	58.0	67	Mauritius	48.0	98	Mozambique	35.0
5	Hungary	67.0	33	UAE	58.0	67	Russia	48.0	98	Sri Lanka	35.0
5	Italy	67.0	38	Finland	57.5	69	Jamaica	47.5	100	Uganda	34.5
5	Qatar	67.0	39	Australia	57.0	69	Pakistan	47.5	101	Philippines	34.0
5	Singapore	67.0	39	Jordan	57.0	71	Mali	46.5	102	Honduras	33.5
9	New Zealand	66.5	41	Bulgaria	56.0	72	Egypt	46.0	102	Nepal	33.0
10	Israel	66.0	41	Spain	56.0	72	Mongolia	46.0	103	Rwanda	33.0
10	Lithuania	66.0	41	Togo	56.0	72	Tanzania	46.0	103	Rwanda	33.0
12	France	65.0	44	Belize	55.0	75	Ecuador	45.0	105	Cambodia	32.0
12	Germany	65.0	44	Dominican Republic	55.0	75	India	45.0	105	Haiti	32.0
14	Canada	64.0	44	Ireland	55.0	75	Panama	45.0	105	Zimbabwe	32.0
14	Denmark	64.0	44	Uruguay	55.0	78	Tajikistan	44.5	108	Iraq	31.5
14	Estonia	64.0	44	Uruguay	55.0	79	Brazil	44.0	108	Oman	31.5
14	Hong Kong	64.0	48	Japan	54.0	80	Kenya	43.5	110	Indonesia	31.0
18	Belgium	63.5	49	Ghana	53.0	80	Lebanon	43.5	111	Guatemala	30.5
18	Serbia	63.5	49	Nigeria	53.0	80	Barbados	43.0	111	Guatemala	30.5
18	Switzerland	63.5	51	Chile	52.0	82	Barbados	43.0	112	Botswana	30.0
21	Turkey	63.0	51	Morocco	52.0	82	Costa Rica	43.0	112	Libya	30.0
22	Norway	61.5	51	South Korea	52.0	84	Belarus	42.5	114	Bangladesh	29.0
22	U.S.	61.5	54	Kazakhstan	51.5	84	Georgia	42.5	114	Malaysia	29.0
24	Croatia	61.0	55	Aruba	51.0	86	Peru	42.0	114	Venezuela	29.0
24	Netherlands	61.0	55	Senegal	51.0	87	Colombia	41.0	114	Vietnam	29.0
26	Latvia	60.5	55	Ukraine	51.0	88	Papua New Guinea	40.5	118	Zambia	26.5
26	Luxembourg	60.5	55	U.K.	51.0	89	Argentina	40.0	119	Thailand	26.0
26	Romania	60.5	59	Bolivia	50.0	90	Gabon	39.5	120	Namibia	25.0
29	Greece	60.0	59	Mexico	50.0	90	Nicaragua	39.5	120	South Africa	25.0
29	Sweden	60.0	59	Moldova	50.0	92	Afghanistan	39.0			

Nikkei COVID-19 Recovery Index

How it started



Dr Jemilah dilantik penasihat khas kesihatan awam PM

- Mac 31, 2020 @ 5:08pm



Perdana Menteri, Tan Sri Muhyiddin Yassin menyerahkan surat pelantikan sebagai Penasihat kepada Perdana Menteri mengenai Penasihat Kesihatan Awam kepada Tan Sri Dr Jemilah Mahmood di pejabat beliau di Bangunan Perdana Putra hari ini. - Foto BERNAMA

KUALA LUMPUR: Ketua Pengarah Kesihatan, Datuk Dr Noor Hisham Abdullah, mengucapkan tahniah kepada Tan Sri Dr Jemilah Mahmood atas pelantikannya sebagai Penasihat Khas Kesihatan Awam kepada Perdana Menteri.

Dr Noor Hisham menyampaikan ucapan tahniah itu menerusi menerusi hantaran di akaun Facebook miliknya di sini, hari ini.

"Pelantikan Dr Jemilah adalah tepat pada masanya. Saya percaya kita boleh membawa perubahan besar kepada penjagaan kesihatan di Malaysia," katanya.

How it's going



Dr Jemilah Mahmood @Jemilah... · 48m

Spot on and well said Sir! COVID-19: 'Tiada koordinasi, tindakan bersepadu punca gagal keluar dari gelombang ketiga'



32 167 115



Jaey Firdaus @jaeyfirdaus

Replying to @JemilahMahmood

Tp Tan Sri ialah penasihat khas PM dalam hal ni. What happened? This is a serious question. Are you saying that the PM doesn't listen? Are you also saying that you were not (probably never) involved in the coordination task force?

1:13 PM · Jul 10, 2021 · Twitter for iPhone



CRISIS DEFINED

- Several definitions by communication scholars. W. L. Benoit, W. Timothy Coombs, Robert R Ulmer, Timothy L. Sellnow, Matthew W. Seeger, William Rick Crandall.

STUDIES ON CRISIS

- At the meso level with organisations.
- Short term or short duration.
- Concerned with reputation as in Benoit's **"Image Repair Theory"** or Coombs, **"Situational Crisis Communication Theory."**



DIFFERENT PERSPECTIVES

Sunway Lagoon



Tenaga Blackout

June 29, 1985
July 31, 1992
Aug 3, 1996



MH17 AND MH370

July 17, 2014
March 8, 2014

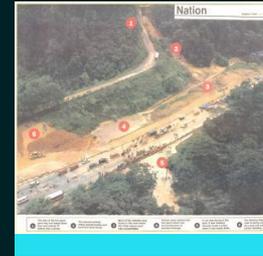


**DISASTERS,
HEALTH**



Highland Towers

December 11, 1993



Genting Landslide

June 30, 1995



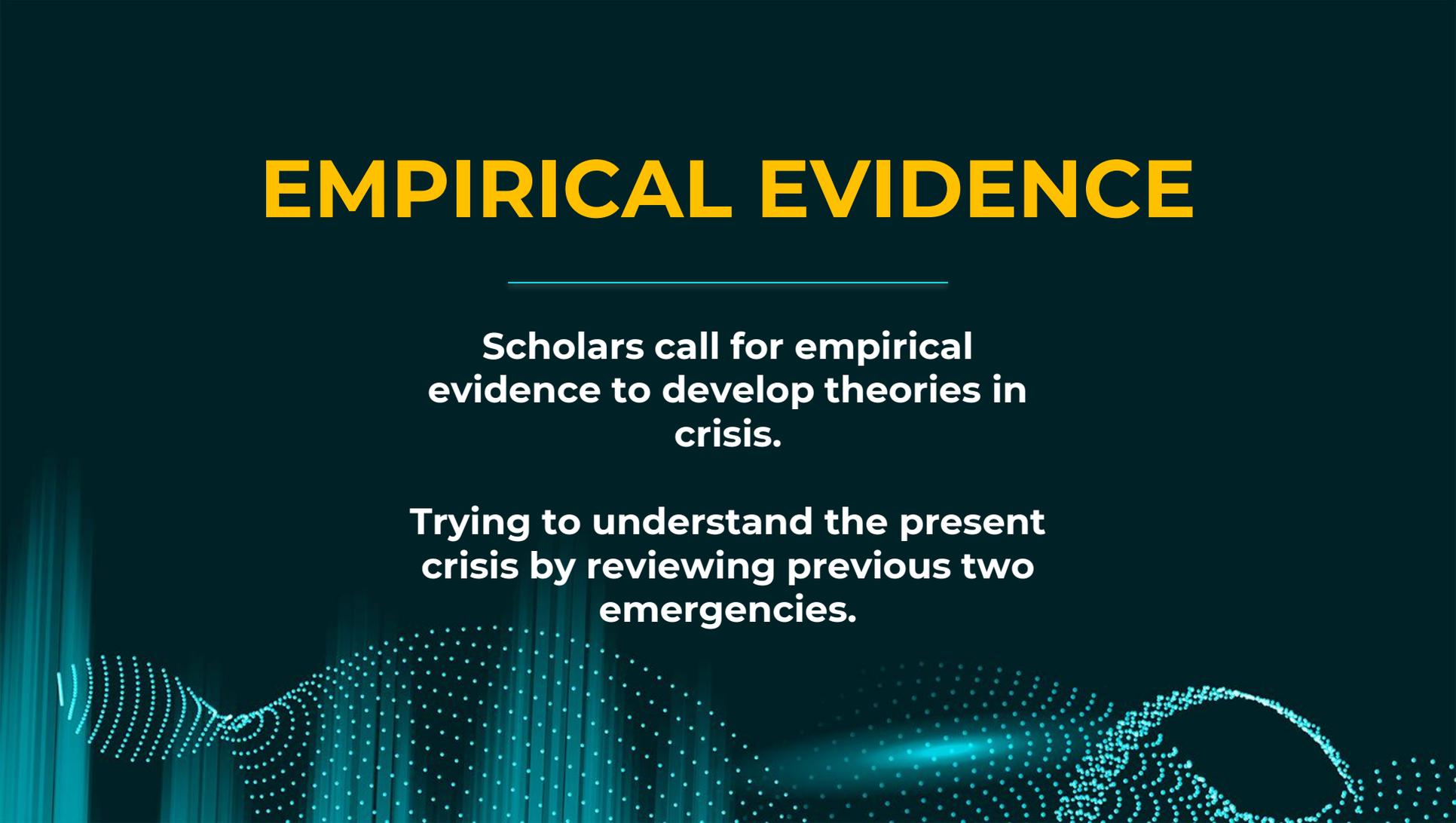
Mas Flight in Tawau

September 15, 1995

EMPIRICAL EVIDENCE

Scholars call for empirical evidence to develop theories in crisis.

Trying to understand the present crisis by reviewing previous two emergencies.



THREE MALAYSIAN CRISES

01

**THE
EMERGENCY
(1948 - 1960)**

02

**THE MAY 13,
1969**

03

**COVID-19
EMERGENCY**

SIMILARITIES

- Emergency declared.
- Threat identified.
- Curfew, lockdown - Control of movement, less freedom of movement.



THREE CRISES - GOVERNMENT IN POWER

First emergency

- Moving from British government to own Malayan government.

Second emergency

- Own government but coming from 1969 general election.
- Forming understanding among political parties.
- National operations council, with cabinet in existence.

Third emergency

- Coming out from another party in power to form government.
- National security council, with cabinet in existence.

FIRST EMERGENCY

- The first emergency was clear.
- The communist terrorists - identified as the enemy.
- The approach was security.
- Approach to win over the hearts and minds of the people.
- Strict curfew.
- Concept of Kampong Bharu.



FIRST EMERGENCY

- The British declared the first emergency directed by General Templer.
- It was a military lead government.
- When elections were held, Tunku Abdul Rahman became Chief Minister and made clear Malaya to achieve independence in 1957.



SECOND EMERGENCY

- Riots after the 1969 election results were made known.
- The enemy was identified: the hatred within us, the fear among the races, namely the Malays and Chinese.
- Tunku Abdul Rahman was Prime Minister, but Tun Razak was made Director of Operations
- Again curfew. Military was brought in.
- Information given by information department officers, radio broadcasting and TV.
- Government in near full control of communication channels.



THIRD EMERGENCY

- Another emergency. Enemy was not visible. Not in human form.
- Movement Control Order (MCO) declared mid March 2020.
- Emergency based on health.
- DG of Health - the technical person, not politicians or security officials as the main actors.



DIFFERENCES IN GOVERNMENT

First emergency

- Government of the day: military general operating.
- Later PERIKATAN under Tunku Abdul Rahman.
- 1955 elections 51/52

Second emergency

- Prime Minister Tunku Abdul Rahman.
- But Director of Operations, MAGERAN, Tun Abdul Razak, with absolute powers.

Third emergency

- Newly formed government, with slim majority.

FIRST EMERGENCY

- Malaysians were all out to support the government.
- Government instructions were accepted without counter-suggestions.
- Government spokespersons. Clearly from the security.
- Information Department from Department of Public Relations in 1946 later merged to form Information Services in 1951.
- Government machinery in providing information - Face to face, and electronic.



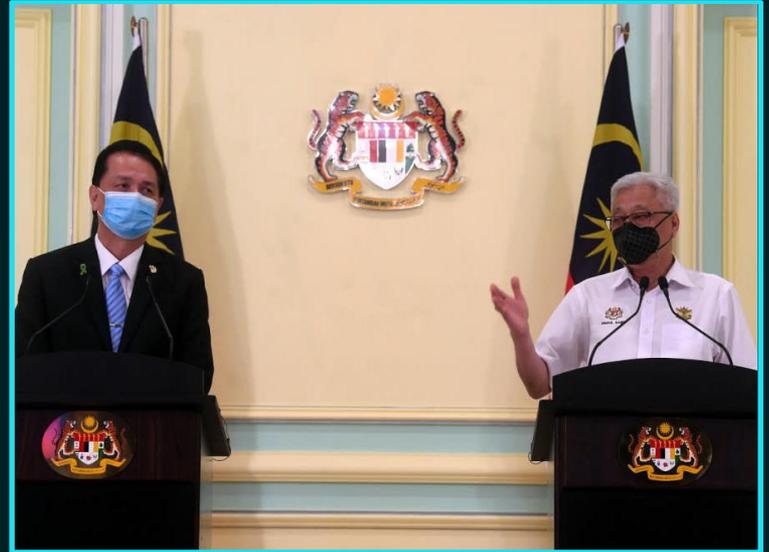
SECOND EMERGENCY

- To win over the people.
- Political will. Birth of Barisan Nasional.
- All out to get all states to agree to fundamentals.
- Information department very strong.
- Liaison officers appointed to explain government policy



THIRD EMERGENCY

- Spokesperson. One on health and the other on “security” for all.
- Information not conducted by Information Department (now part of Ministry of Communications and Multimedia).
- Communication channels in society now also with non-government sector.
- Concept of fake news.
- Need to be in full control in information, but to allow for feedback (different society).
- Ministers cannot go down to assure people as in first and second emergency.
- Medium of communication is mediated, webinar.
- Facebook, WhatsApp, Twitters.



FIRST AND SECOND EMERGENCY

- In first and second emergencies, media were radio, newspapers and television.



PRESENT EMERGENCY

- Use of media: traditional and social media.
- People can react using the new media.
- Fake news.
- Hence Government has lost its role as the sole provider of information.



SAME SOLUTIONS

- Similar solutions offered: one spokesperson, stakeholders, PRO office to answer from the press.
- Information not coordinated.
- Ministers caught violating the lockdowns cause Rakyat to be disheartened.

Coronavirus: backlash as Malaysian politicians caught flouting Covid-19 lockdown

- Nearly 16,000 Malaysians face either fines or jail terms after being caught breaking restrictions on social gatherings and travel
- Yet a string of politicians appear to have got away with similar transgressions largely uncensured

THE STRAITS TIMES



Nicolas Cage knew his fifth wife was the one because...

Jul 16, 2021



Home-grown music conductor Adrian Tan dies in...

Jul 13, 2021



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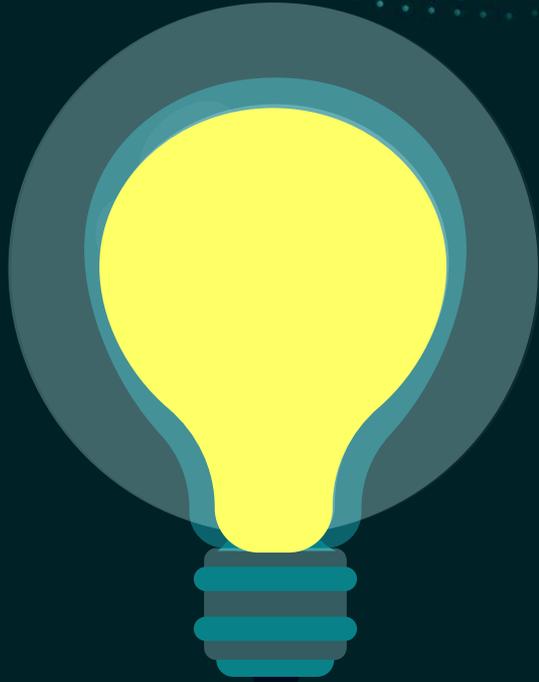
Malaysian minister apologises for breaking Covid-19 dine-in restriction, leaves investigation to police



DIFFERENT PROBLEMS

- Long period of time.
- Good economy in First and Second Emergencies.
- Government or management not responsible but held responsible to solve the issue.
- Stakeholders are the whole country.
- The resources are the whole country.
- Must get people together.
- Worldwide issue.
- Not clear-cut solutions.



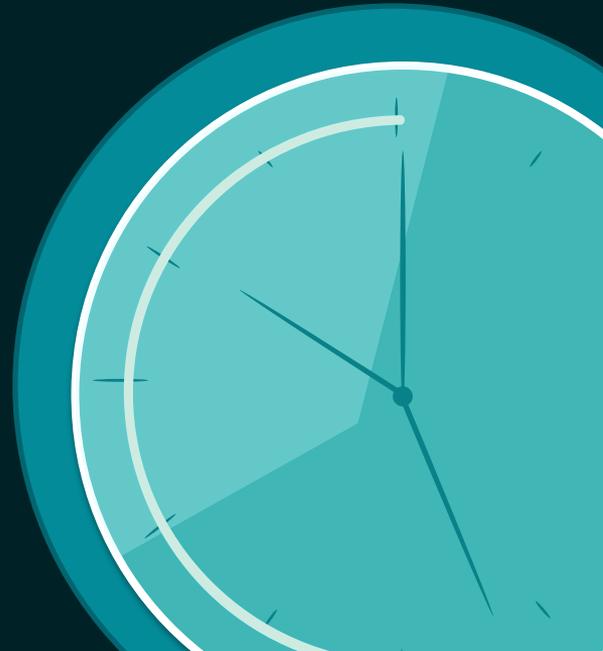


BIGGER LESSONS

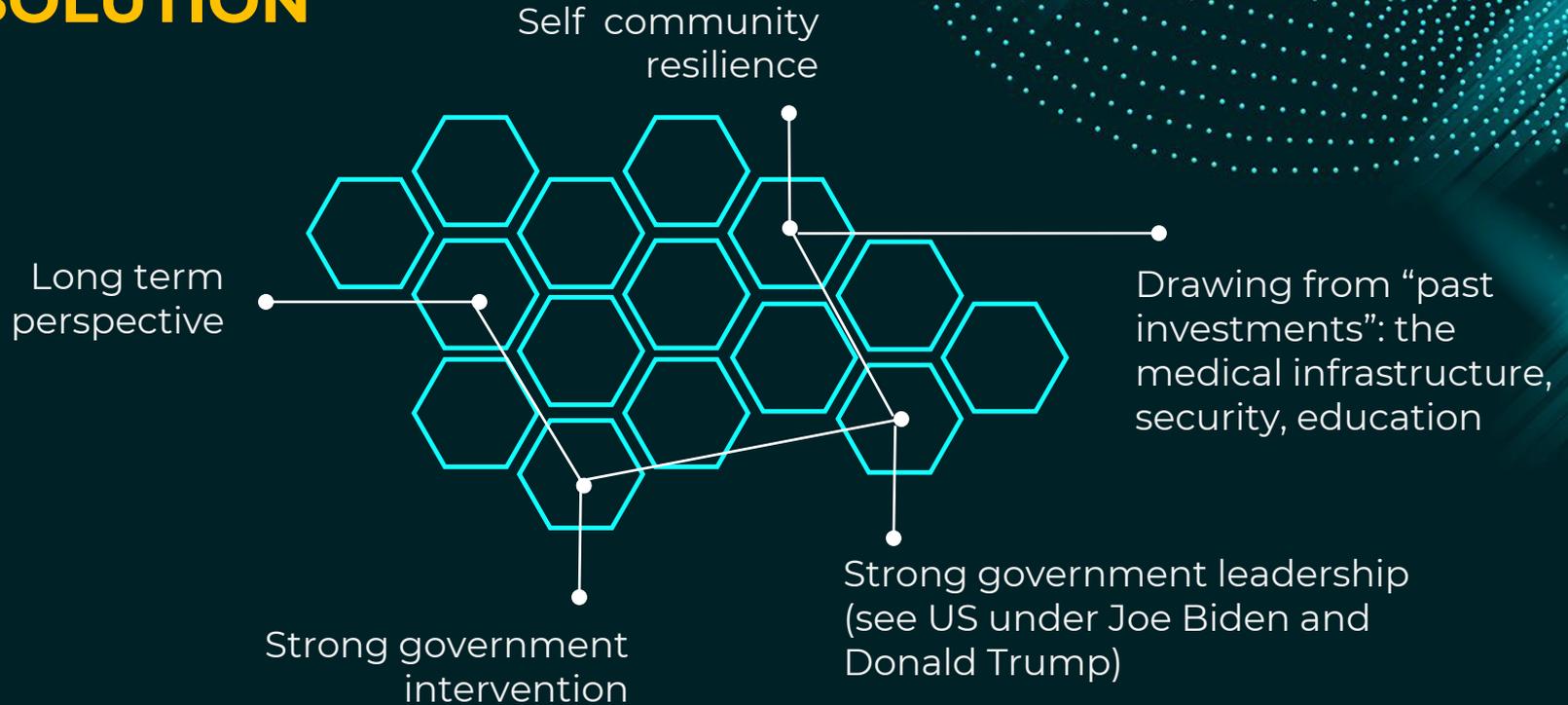
- We have good medical and health system.
- This is product of investment and good education system.

HOPE, RESILIENCE

- In first emergency, there was hope:
MERDEKA.
- The first Malayan five-year plan.
- In second emergency, Barisan Nasional was formed. Hope: **New Economic Policy** formulated, **Rukun Negara.**
- Third Emergency: Recovery Plan. Can it sustain?



SOLUTION



EFFECTS

Every Emergency brings in:

- Recovery Plan.
- Push Malaysia further ahead.



First Emergency

Independence, First
Malaya Plan.



Second Emergency

Barisan Nasional, NEP.



Third Emergency

To push for Malaysia
ahead.



TRUST IN INSTITUTIONS

- Family,
- Military,
- Political Leaders.



FINDINGS

	APRIL 2019 (n = 1,544)	MARCH 2021 (n = 822)		APRIL 2019 (n = 1,544)	MARCH 2021 (n = 822)
Parents	91%	85%	Civil service	67%	75%
Siblings	90%	-	Legal & judiciary	66%	67%
Relatives	83%	-	Police	65%	70%
			Malaysian big companies	62%	75%
Spiritual/religious leaders	86%	79%			69%
Community leaders	74%	64%	Mass media	61%	67%
Friends	73%	-			62%
Neighbours	72%	70%	Parliament	64%	68%
			Malaysian government	61%	67%
Teachers	79%	83%	Political leaders	57%	48%
Military	76%	79%	Political parties	54%	57%

% EDELMAN

% GALLUP



**YOU CANNOT SEE
THE ENEMY TO
ATTACK, BUT YOU
HAVE AN ENEMY
TO UNITE.**



**THANK
YOU!**

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