

TABLE 1: An Integrated Strategy Toolkit for Organizational Crisis Communication Strategies (CCS)

Crisis response	Stance	Advocacy	<In between>	Accommodation	
	CCS	Pre-crisis	Crisis event		Post-crisis
1. Base	Information providing (Instructing, Adjusting, & Internalizing information)	X		X	
	Monitoring	X			
	Manipulation; Covering up (reduce media coverage & stakeholder involvement)	X			
	Sympathy	X			
2. Denial	Legal action		X		
	Attack the accuser		X		
	Deny		X		
	Ignore		X		
	No comments		X		
	Scapegoat		X		
3. Evasion	Excuse			X	
	Provocation			X	
	Defeasibility			X	
	Accidental			X	
	Good intentions			X	
	Shifting the blame			X	
4. Justification	Enhancing			X	
	Bolstering			X	
	Transferring			X	
	Reminder			X	
	Ingratiation				X
	Minimizing			X	
	Differentiating			X	
	Divergence			X	
Transcendence			X		
5. Concession	Stealing thunder	X			
	Compensation			X	
	Apology				X

Same CCS applied here

Note: This table was directly adopted from Cheng (2016) on page 9, Copy right © 2016 John Wiley & Sons Ltd