Abstract
The development of information and communication technology has changed the practices in the field of Public Relations in carrying out its activities. Especially in crisis communication that is considered to be more complex, and even raises a new possibilities in which each company will be more vulnerable in crisis with greater impact than ever before. Internet as a result of these developments posed a threat and challenge to practitioners in crisis communication. Companies today are required to have a structured and internet-based crisis communications plan contains policy and procedure as an effort to respond to these technology developments. So far, crisis communication researchers have primarily focused on the use of internet on the crisis response. It is now time to start focusing not only on the one aspect but also all aspects of crisis communication (pre crisis, crisis and post crisis) which all can lead to the establishment of a crisis communication plan. Therefore, in this paper will discuss the importance of crisis communication planning and the steps in its development, by adopting the stages of a crisis communication consisting of pre crisis, the crisis and post crisis.

Keywords: Crisis, Crisis Communication, Crisis Communication Planning, Internet, Public Relations

Introduction
The study of crisis communication in its journey to the present continues to be influenced by the development of media as an important component that can not be separated. Entering the digital age, crisis communications in theoretically and practice has much renewed of welcoming the emergence of internet as new media. But in fact the internet is not the only medium that brings change to crisis communications. From the “Declaration of Principles” belongs Ivy Lee, until the emergence of mass media such as radio and television bring a broader perspective on crisis communications.

The development of the media is certainly increasingly demanding practitioners who run crisis communications activities - in this case Public Relations - to continue to innovate so as not to lag behind. Moreover information technology has indeed dramatically changed the way PR in distributing information, interacting with important publications, dealing with crises, and issues management (Lindic, 2006). Particularly in its crisis communications activities that are perceived to be increasingly complex, it also raises new possibilities where each company will be more vulnerable to a crisis with greater impact than ever before (Coombs, 2011). Supported by González-Herrero & Smith (2008) which shows that the Internet as well as a new media in crisis, but also can be a new trigger of the crisis. It has in fact been approved by many academics and practitioners out there.

It has been encountered many large companies that suffered huge losses due to the crisis that started from the internet. Call it the big companies such as United Airlines, which had experienced a crisis after a passenger express his dissatisfaction with the airline through youtube. Due to the lack of awareness of the management saw the issue of potentially crisis and corporate failure in adjusting to the crisis communication activities that have been integrated with digital developments that led to the slow
response, the crisis widened so that the company did not have a chance to return his good name. The incident is said to be one of the worst in the history of public relations practice, even some circles call it a Public Relations Disaster.

Therefore, one of the efforts that can be done by companies in dealing with the crisis in the digital age is full of complexity and uncertainty is to have a crisis communications planning that is structured and understood by every ranks of company management. If the company already has a crisis communications plan, then all that has to be done is to update the plan to become internet-based. In this paper will be explained about the changes that occur in the communication activity of the crisis because of the development of the internet that will lead to the discussion of the importance of having crisis communication planning in the digital era as well as update it into Internet-based communication crisis planning.

Literature Review
Defining Crisis
Discussing crisis communications planning certainly can be the beginning is the discussion of the crisis itself. Definitions crisis appears a lot of experts from various disciplines such as public relations, management and organizational communication. There are many books written about crisis management but none of the fixed definitions of the crisis have been agreed (Coombs, 2007). Here are some views from experts on the crisis:

“is not necessarily a bad thing. It may be a radical change for good as well as bad” (Friedman 2002: 5)
“turning point for better or worse” (Fink 2002: 15)
“an event that is an unpredictable, major threat that can have a negative effect on the organization, industry, or stakeholders if handled improperly” (Coombs 1999: 2)

From the various definitions that exist the authors see some similarities that arise related how the experts describe a crisis. An important point to be addressed is that some of them see the crisis as an event that can have both positive and negative effects. The point here is that if the crisis can be handled appropriately it will potentially provide benefits (one of them in the form of reputation enhancement) to the organization or company. Meanwhile, if the handling is not appropriate then it will obviously bring the organization or company in a situation worse than before even could lead to bankruptcy.

Of the many definitions of the above is in fact only able to be limited to explain the outcome of the crisis, but forgetting the meaning and characteristics of the crisis itself. Then what exactly is the crisis? Definitions that the author has been able to answer the question of what exactly the crisis is the definition according to Coombs, namely:

“The perception of an unpredictable event that important Threatens expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes” (Coombs 2007b: 2-3).
Can be clearly understood the above definition does explain some critical elements about what is a crisis, where it also said that the crisis is related to the perception of an unexpected event. The important point that should be discussed in the definition lies in the use of the word perception. How companies or organizations see the crisis come back to the fact that companies and organizations perceive events as a crisis or not as well as the experience of companies and organizations related to the crisis. Therefore it can be concluded that the crisis is perceptual. What A company thinks of as a crisis is not necessarily firm B regard as a crisis anyway. So as a start in devising a crisis communications plan, every company’s management must map out the area of crisis according to them specifically.

**Crisis Management**

Before talking about the concept of crisis communication, of course we better dig the root of the first is the crisis management. Crisis management can be defined as “a set of factors designed to combat crises and to lessen the actual damages inflicted” (Coombs 2007b: 5). From this definition can be said that crisis management is designed to prevent or reduce the negative impact of the crisis that hit the organization or company which is expected to protect the organization and its stakeholders and the industry from damage. This crisis management is not only limited to the response and reaction to the crisis, but also prevention and preparation in the face of crisis. Crisis management is a process that involves various stages one of which is crisis management and post-crisis plans evaluations. The key to understanding crisis management is to understand the process. Some experts have their own opinion about the process of crisis management one of them is Smith (1990) in which he divided the crisis management process into three stages: (1) The crisis management, (2) operational crisis and (3) a crisis of legitimation. Furthermore Mitroff (1994) differentiate into 5 stages of the process of crisis management, namely: (1) signal detection: detecting a signal related to the event or events and to develop preventive measures (management issues), (2) probing and prevention: measures to reduce risk, (3) damage containment to prevent the spread of the crisis, (4) recovery: the attempt to return to normal from the crisis and (5) learning: reviewing the process and learn manajamen crisis. In contrast to Smith and Mitroff, Emergency Management Institute (2003) makes the process of crisis management more simple and easy to understand because it is intended for emergencies, (1) mitigation, (2) preparedness, (3) response, and (4) recovery.

Among the various models of the stages of the process of the above communication management, Coombs (2010) gives a more simple models but represents the whole process of crisis management and even for crisis communication, including the pre-crisis, crisis and post-crisis. These three categories are a reflection of the stages in crisis management that provide simple mechanisms to facilitate further in devising strategies in crisis communications.
Pre crisis involving the business of the organization or company in preventing crises as well as the preparation of a crisis management plan. In preventing the occurrence of such crises, it can be done by increasing the sensitivity in looking at an issue, whether an issue in question could potentially be a crisis or not. While the crisis may be the response of the organization’s ongoing crisis. Finally, the post-crisis is the business of the organization or company to take lessons and/or lessons from the crisis has passed and conduct the evaluation.

Crisis Communication

An organization or company, unexpectedly is often in a situation or event that we might call a crisis. Seeing how the crisis always haunts the survival of organizations or companies stimulate researchers and practitioners to create concepts and strategies in preparing for the crisis and even prevent and reduce the negative impact if the crisis really happened. The concept can be called crisis management. Crisis management is a broad concept of crisis management which is also known as the concept of crisis communication where crisis communication is one of the keys to the success of crisis management.

The reality that the crisis caused a lot of losses and uncertainties so reasonable if the crisis review more directed to the need for preparation in response to the crisis. Therefore, it can not be denied again if communication has always been an important component in crisis management. Communication is at the core of crisis management. The crisis along with a series of threats in it would require the name of information. Information is collected, then processed and disseminated through communication. That’s why communication can be one of the keys to crisis management success.

Crisis communication when defined will be very broad but can be simplified as a process of communication and dissemination of information necessary to overcome the crisis. As mentioned earlier, crisis communication is part of crisis management that focuses on crisis categories and response to the crisis, making what should be communicated in times of crisis and after crisis as its main focus. Open
communication to relevant stakeholders will support the success of vice versa when the communication is not appropriate it will exacerbate the crisis that occurred.

Crisis communication is not only an interaction at the time of crisis but also includes interactions before the crisis and after the crisis occurred. As Banks (2007) puts it:

“Crisis communication is the interaction between an organization and its stakeholders before, during and after a crisis.”

In a crisis communication used were three categories of crisis ie pre-crisis, crisis and post-crisis to map out the steps that must be done so that communication goes to the right so as to prevent the negative impact of the crisis, but instead a positive impact on the organization or company.

a. Pre crisis

At this stage, crisis communications focus on determining and mitigating the risks that may occur. This stage is dominated by preventive actions from companies where the management team uses its vigilance or sensitivity in looking at issues or events from before the crisis. In this stage it is recommended that the company start its communications with stakeholders by conveying the message about the potential crisis to reduce the impact of the crisis and become a shield for the company later in the face of negative responses from the media and the public.

At this stage it also integrates issues management and crisis management. Crisis management teams can try to look for potential crisis alerts that can be followed by planning that can affect the outbreak of the issue and the most important thing is to prevent the crisis from happening. Several recent studies have talked a lot about the best way to increase the sensitivity to see the crisis that might occur (crisis sensing) one is to routinely monitor the mass media. Nowadays with the development of information and communication technology, sensing a crisis activity can also be done using the Internet.

Furthermore, in this stage also required training and simulation for each crisis management and management teams, especially those selected as spokesperson. When a crisis becomes unlawful if the company does not comment on the incident because it could have an increasingly severe impact on the crisis. The public will be more sympathetic if the company is able to provide information and provide clarity related to the crisis that occurred.

In addition to the exercises given to the crisis management and management teams it would be better if all the internal employees and the public concerned also get training and simulations such as fire simulations, piracy simulations, accident simulations, and so on. In this case the role of risk management in crisis communication although it is sometimes less utilized by the company but it can actually be useful later in the day when the company really hit by the crisis.

b. Crisis Response

This stage is the most crucial stage in crisis communication where what and how the company communicates in times of crisis will have a significant impact on the outcomes generated by the crisis itself, one of which is the amount of losses generated either in the form of material or corporate reputation. Response at the time of crisis is what determines whether the crisis will become more severe or not so it needs special attention. Moreover, the stakeholders will tend to listen to every response given by the
company in times of crisis. Therefore, this stage has generated a great deal of research that generated the theoretical concepts of crisis communication. But the discussion here will tend on the steps and tactics because for theoretical concepts will be discussed further in subsequent chapters.

The first thing to be discussed at this stage is ethically related in responding and communicating during crisis by the spokesperson. As previously explained that companies are not allowed to shut up and should provide information when a crisis occurs. Furthermore the company must also quickly respond, usually the first hour the company must respond (Barton, 2001). Failure to respond quickly will provide an opportunity for others to take over and even control the crisis. If the information is given directly by the company rather than other parties such as mass media it will provide benefits to the company’s reputation to maintain from the more serious damage.

Furthermore, the company must also be accurate in providing information. Accuracy can build credibility whereas if it is inaccurate and there is missing or incorrect information it will have a more serious impact on stakeholders. It continues consistently where consistently it also becomes one way of building credibility. The company if it looks inconsistent in the public eye will further defame the reputation of looking incompetent. More than that also will make the public confused when receiving information that is inconsistent and fluid. With that in this case the management team should continue to regularly update the information that will be submitted to the spokesperson’s (Carney and Jorden, 1993) and would be better if only designate one spokesperson who have the ability to absorb a variety of information so that the information submitted does not change- Change and stay consistent.

c. Post Crisis

At this stage the focus on the crisis is over but will continue to focus on the effects that occur after the crisis. This stage is more inclined to use reaction stakeholder communication type communication management. When the company has returned to normal, it does not mean the dissemination of information related to the crisis will stop. Stakeholders also still need information especially related to the company’s operations whether it has been running normally or not. In addition, the company must also coordinate with external companies such as the government to see the results of the investigation. One of the most important is the company still have to continue to provide support to victims due to the crisis that occurred.

Improving reputation is also an important point in this stage. Indeed, in this case takes time not too little, can be months or even years in rebuilding reputation after the crisis.

There is a popular expression of the practitioners related to the crisis that “crises are a perfect learning experience”. It is true if the problem or disaster can be a learning for not only the company but also every individual if we take the lesson. Crisis can provide an opportunity for companies to evaluate the performance of the company including the aspects that bring them hit by the crisis and what the implementation of crisis management has been successful. In studying the crisis or
taking the lessons of the crisis can be done by collecting all the relevant information and analyzing any information that exists.

In this context there is a theoretical concept that continues to be developed by academics who may be able to help to further discuss related learning and evaluation after the crisis. According to Boin and friends (2005) there are three forms of learning (learning) of them is experience, explanation, and competence / skill-based learning. Experience refers to the experience of individuals or companies. Explanation refers to scientific and critical evaluation by the auditor crisis while competence refers to the use of existing capabilities as the basis to create new techniques and strategies related to crisis management and communication.

Organizational learning refers to the efforts in which individuals and collectives in organizations (government, corporations, etc.) gain knowledge of past events to deal with current events or the future. In the context of the crisis is in the form of taking learning and new science from previous crises to manage new crises or future crises, especially to improve the deficiencies and errors of strategy and previous management. Particularly to evaluate policies that are perceived to be less effective to implement when previous crisis situations have occurred so as to be more effectively applied to future crises.

Internet and Crisis Communication
The study of crisis communication in its journey to the present continues to be influenced by the development of media as an important component that can not be separated. Entering the digital age, crisis communications has theoretically and much renewed practice of welcoming the emergence of new media that is the internet. But in fact the internet is not the only medium that brings change to crisis communications. From the “Declaration of Principles” belongs Ivy Lee, until the emergence of mass media such as radio and television bring a broader perspective on crisis communications. Especially the mass media that has provided an opportunity for the creation of more effective communication crisis practices. Communication crisis will be more effective by adopting the use of mass media, the response will be faster, more accurate, more transparent and consistent in answering questions (Ray, 1999; Seitel; 1983; Sen & Egelholf; 1991).

But moving from the conventional media, the crisis communications review has now entered a new phase where the Internet has dramatically changed both the existing theory and practice of crisis communication. Therefore, there is a lot of literature focusing on Internet-based crisis communication strategy, although the traditional crisis communication strategy has not been completely abandoned but it would be wise if the internet is used as an important component that should be given special attention, one of them by adopting the use of internet in crisis communication strategy. There have been quite a number of companies that suffered losses both in terms of financial and reputation due to their failure in the face of the crisis in the digital age today.

It can not be denied if the presence of the Internet has given a considerable influence on the development of communication studies in theory and practice. The Internet has changed the practice of crisis communications in every stage of the crisis whether pre-crisis, crisis, or post-crisis (Birgfeld 2010). With the internet, companies have a new way of responding to crisis situations. The Internet is a new area
that attracts practitioners in the company as well as its stakeholders. Various literature states that the internet has influenced the crisis communication from various aspects of positive and negative such as speed, involvement, message control, interactivity, territorial and time constraints, transparency, and of course new media in crisis communication as well as new threats or triggers of crisis.

Internet has provided a facility for rapid and accurate information, known as real time information (Fink, 2002; Fearn-Banks; 2011). Technology has enabled information to reach a global scale in just seconds (Fink, 2002). Information as one of the important aspects of crisis communication have been able to spread so quickly that it automatically affects the way the crisis develops faster than ever, therefore, aspects of sensitivity being the foremost, have a sense of urgency and sense of crisis is the key to success in handling the crisis in Digital era as it is today. Time becomes more narrow for the company in responding to the crisis.

Some researchers have agreed that the internet presence is considered a double-edged sword that on one hand provides a good opportunity and on the other hand can be a threat to the company. González-Herrero & Smith (2008) sees the internet as a threatening trigger at all times but may instead be a facilitator that provides enterprises with ease in times of crisis.

Internet-based technologies can act either as a trigger of crises or as a simple enabler of them, as a new cause for crises, or as an additional channel through the which the company’s stakeholders Obtain Reviews their information (González-Herrero & Smith, 2008 p. 152).

Based on the above exposure, Gonzalez wanted to emphasize that the Internet can be a new cause of crisis which is very threatening the sustainability of companies see their position become more vulnerable hit by the crisis. This has been widely recognized by companies out there looking at statistical results in America, of which 89% of the 500 CEOs of Fortune Magazine agree that the current crisis is inevitable, as well as death and government taxes (Fink, 2002). No company in the world who, despite being financially successful, has a strong position and a brilliant reputation, can be immune to crisis (Regester and Larkin 2005).

Gonzalez-Herrero and Smith (2008) describe how the Internet has accelerated the crisis cycle to evolve and penetrate geographical boundaries. Indeed, in the absence of internet crises, it is still possible, but in a slower way that it gives enough time for companies to design their crisis management and communication strategies. The existence of the Internet also raises a new cause of the crisis such as hacking, rumors and issues that were scattered, shadow copy-cat or web-sites, web security breaks, and all forms of cyber-terrorism (Gonzalez-Herrero & Smith, 2008). As an example the case of the united breaks guitars United Airlines highlight the large companies that had experienced a crisis after a passenger express his dissatisfaction with the airline through youtube. Therefore the point is that in the absence of the internet there will be no chance of such a crisis. The emergence of the internet is undeniable has given many changes to the crisis today.

The Internet does bring a series of threats to the company, but it also depends on how the company uses the internet itself. If the internet is used wisely by managing it properly it will help improve reputation (Jones et al., 2009), as well as to help
prevent the possibility of a crisis before surfacing and getting serious (González-Herrero & Smith, 2008). The Internet provides enough convenience for the company in its crisis communications. One of them is to help PR in preparing communication programs one of which is the anticipation of issues and crisis (Grunig, 2009). The Internet also provides new benefits that can be used as media / new channels for companies in delivering information, especially to stakeholders more quickly and certainly more practical. Integrating internet and crisis management and communication strategies is the right thing.

Changes that occur in crisis communication both theory and practice certainly can not be avoided, especially when the media as the only channel to evolve. For academics it will be a new homework to be studied, while for practitioners is to devise a new strategy that is aligned with the existing development becomes the main. As a conclusion based on the above explanation, there are several aspects that become important for managers and corporate practitioners to consider to change the principles of crisis management and communications in accordance with the current conditions. Especially considering changes in communication patterns and speed of information flow, changing organizational dynamics, maintaining good financial performance to see more and more stakeholders and easier access to information, and social change where one of them is the increasingly demanding public information as described earlier. Individually and collectively, these elements are the beginning for modern managers to adopt new principles that are different from those of the past. Some of these elements can be considered as early in overhauling traditional crisis communication planning into Internet-based crisis communication planning.

Research Methodology
This paper takes a theoretical approach reviewing the literature on crisis management and crisis communication discussing the framework of internet-based crisis communication planning. By conducting literature studies it will be possible to summarize what important aspects should be in a crisis communication planning.

Result
The Importance of Crisis Communications Planning in the Digital Age
Having a crisis communication strategy is an important thing to do. Called crisis communication planning that can be one of the efforts in response to changes that cause the crisis is increasingly complex. Seeing the increasingly narrow time frame, the information circulating faster and more intense, the changing nature of the public who have become more active and demanding, and a series of other changes to eventually sue the company in the digital age is to have a crisis communications planning. Almost
any company engaged in any field can be threatened by the crisis each year. Evidenced by a survey (Egelhoff & Sen, 1992):

“The incidence of corporate crises is increasing at an alarming rate A recent survey of 114 of the Fortune 1000 companies found the top 10 crises per year”

It can be imagined how the crisis events each year. Therefore, policies and plans are needed (Pearson & Clair, 1998). The policy and planning is considered the sole survivor of the company to survive in a digital era that demands speed.

Before the Internet emerged, policy-related communications crisis was already considered necessary for some parties. Some experts argue that companies need to organize their own business. One form of integration between crisis communications and organizational strategic management is to create a special policy of crisis communication. The policy and planning can bring the company to the proper handling of the crisis and avoid any miscommunication that could potentially thwart the implementation of crisis management. As Coombs (2006) argues, it can be said that companies can succeed in managing the crisis if they have a continuously updated crisis management plan in accordance with the existing situation and conditions Actually occurs. Crisis communication policy and planning plays an important role in both crisis and non-crisis strategies. The study found that pension, 2000, has not been successful. The policy may consist of establishing a crisis management team, developing a crisis communications strategy plan and most importantly promoting long-term relationships with stakeholders (Gordon, 2007).

Of course, having a crisis communication planning in the digital age is the right thing. It is just as important as having an updated crisis communications plan following the digital development. Increasingly companies are in need of policies and planning on how to handle the crisis; Especially now with the existence of modern technology (Pearson & Clair, 1998). It would be useless if the company has such a planning but has not or has not even updated in accordance with current conditions. Seeing the internet has changed the conventional crisis communication practice so much that updating it in accordance with the current crisis is most appropriate communications practices. Today’s crisis communications are not effective enough only by using traditional means but modern methods are required that have adopted the use of the Internet in every step of crisis communication.

A study in Sweden showed that about 50% of the 100 companies have been asked about social media in their crisis communication planning (Gordon, 2007). This can be evident where some circles have realized the importance of social media in crisis communication planning. Not only that, subsequent research has also resulted in companies that use new media in their crisis management planning, giving the impression that the company has the ability to supply information routinely to the public at large, which can lead to a more positive reputation at a time crisis and post crisis (Sweester & Metzgar 2007).

Therefore, the crisis is no longer an exception in the digital age where the potential for crisis is increasing and threatens every manager and every employee in the company. Having a crisis plan provides two positive opportunities where the company that owns it will increase the likelihood of successful crisis handling when it happens one day. By having such planning will increase efficiency which will have the potential in reducing the duration of the crisis, reducing the overall financial impact, and
potential damage to the reputation of the organization. Furthermore, by having crisis planning, companies and organizations are considered to be more efficient in their overall operations.

**Internet-based crisis communication planning**

As has been explained before, the importance of crisis communication in the digital era policy has been emphasized by many experts, so that there is quite a lot of literature that discusses related to the preparation of the planning. Returning to the definition from Marconi’s concept of “crisis marketing,” we recall crisis communication as “the strategy and technique of carrying on a successful communications program before, during and after the public or business sentiment has turned against you.” In other words, the planning must take into account every stage of crisis communication in it, be it before the crisis occurs evaluation until after the crisis occurs. In formulating the planning of strategic steps required course that involve; every stage of crisis communication such as pre-crisis, crisis and post-crisis. Therefore, using the concept of crisis communication that consists of pre-crisis, when the crisis, and post-crisis is the right thing.

**Pre Crisis**

There are several key aspects that must be prepared when developing crisis communications policy. In my own view this pre crisis stage involves various vital aspects that determine the effectiveness of the planning that has been prepared. This aspect is to determine the indicator of a crisis or potential crisis, then proceed to establish a crisis communication team as well as determine the spokesperson, and the last is to identify the main public or potential public. Like Mitroff et al. (2006) which offers an ideal crisis management program that has four essential components:

- Preparation for a broad range of crisis types;
- Mechanisms for picking up and amplifying the early warning signals;
- A well trained, interdisciplinary crisis management team;

  Inclusion of a wide variety of both internal and external stakeholders. By compiling these aspects the company can be said to have completed the foundation of its crisis communications planning and can continue designing crisis communication strategy to be executed in times of crisis entered the stage during the crisis and post crisis.

  One of the first keys to successful planning, according to many experts is identifying potential crises before they emerge. Dilenschneider et al. (1985) recommend developing a “catalogue of potential crises”. One option suggests listing events that might lead to crisis, including past incidents of crisis or near-crisis proportions, and then prioritizing these according to the likelihood of occurrence. This is the approach taken by Garuda Indonesia which divided potential business crises into nine categories and established a crisis action plan for each group on their crisis plan such as: aircraft accident, bomb threat, hijack, kidnap, medical emergency, war/civil disorder, major IT down, natural disaster, and fire.

  That is not less important is determining the crisis communications team. Quoting from Coombs (2007) where a crisis team was made up of a cross-functional group of people in the organization who has been appointed to handle the crisis. Studies show that even if an organization can not prevent all crises that may occur, however, if the organization has a team of crisis communications that are reliable (and well-trained) will
still be able to recover the cost substantially more quickly and much less (Mitroff et al. 2006). Establish a crisis communication team is one important step in developing a plan. Without a crisis communication team is clear, the information as a vital aspect of the current crisis can not be managed properly.

After the crisis communication team is ready and also do some sort of simulation or training for crisis communication team of the turn is made the determination spokesperson. Spokesperson determination can not be done just when a crisis occurs, must be initiated from various deliberation because it will ultimately be included in the communication policy crisis as a reference so that when a crisis occurs spokesperson has been determined and is ready to do its job. At the top of every crisis communications policy should be mentioned also the name that will represent perusahaan spokesperson. Spokesman extremely important for addressing a press conference or media questions during a crisis. Marconi (1997) suggest to choose just only one a spokesman.

Another key to developing a successful plan relies on the organization’s ability to identify its most important constituents. Members of the crisis team at Hill & Knowlton recommend that companies first identify potential problems, then identify affected audiences before attempting to develop appropriate messages (Pinsdorf, 1987). Dougherty describes the importance of identifying key publics early in the planning process, along with Mitroff and others who consider this one of the main ingredients of any useful crisis communication plan. Once target audiences have been identified, key messages can be developed for each. Handling public purpose should not be generalized, should be made special messages for any public purpose.

Now that a foundation has been laid, having identified potential crises, crisis communication team form, selecting spokesperson, and identified key public, the public relations professional has the opportunity to continue to design planning for the next stage.

**During The Crisis**

With the onset of crisis, the communications plan goes from drawing board and training room to implementation. The crisis team is assembled to evaluate and investigate the situation; their first responsibility is to review the facts and gather missing information before determining what messages the organization will send out. In most cases, the communication team’s response during this critical phase will determine if a organization will be able to take control of the situation. “Initially you need to communicate the briefest, most appropriate and most accurate information that you have as quickly as possible,” writes Dieudonnee ten Berge (1990).

Respond quickly has become one of the obligations in implementing crisis communication activity, but in the context of today’s digital, the time period in response to accelerated so that the subject is that in a crisis communication plan should be ensured time set to be faster to follow the digital development. Various crisis communication experts advise to give 15 minutes to respond after a crisis
appeared on the surface. Applying the 15 minutes rules set out in the internet-based crisis communication plan also should be considered by companies in the digital era.

Patrick Lagadec (1993) suggests following these guidelines when formulating an initial message to key stakeholders:

- We are aware of the problem and have taken charge.
- Many unknowns remain; everything is being done to determine more.
- Emergency plans are now in action and here is how they work.
- More information will be provided as soon as it becomes available.

Post Crisis

In this stage, the crisis has been said to end by the company but it does not mean the company can end its communication communications crisis because there are still many tasks that have not been done. In this stage the company began to develop a strategy to restore its reputation and management began to focus on restoring normal operations as usual. Crisis communication activity in this stage can not be avoided and must still be done because of course any small company image crisis level will still be affected.

From a communications perspective, the organization must focus on two major issues immediately following a crisis: learning and recovery. Learning from the experiences of communicating in a crisis requires an honest critique of the organization’s performance and of the communication plan:

- Was the plan designed to respond to the crisis?
- Was the organization trained and prepared to use the plan?
- Did the communications team function well and receive adequate support?
- How effective was the spokesperson?
- Were the organization’s messages understood and communicated accurately?
- Did the messages reach the target audiences?
- How flexible was the team in responding to developing issues?
- What logistical problems could have been solved in advance?
- Was information released in a timely manner?
- How well were inaccuracies in media reports handled and corrected?

Samples of Crisis Communication Plan

From the literature that has been discussed in the previous section here, author will attach the results of the analysis of the in the form of a crisis communication plan sample. The sample below can still be expanded following the company’s condition and
corporate culture and values. The components and these indicators will be mentioned and discussed one by one in a sample of a crisis communications planning below.

Targeted Communications

- Shows that the company under control and were able to get through the crisis.
- Showing concern and empathy
- Provide accurate and timely
- Always maintain consistency and transparency before public
- Not to blame and indifferent to media

Potential crisis

- Accident
- Natural disasters
- Financial crisis
- Government regulations
- Ethics violations
- Issues or rumors
- Terrorism
- bomb threat
- War
- Fire
- Product withdrawal
- Marketing failure

Crisis Assessment Material

- Doing confirmation and identification that the incident is not a hoax
- Four indicators of crisis with the priority level ratings of 4-1. Will be analyzed and declared by a team of assessment.

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<th>Criteria</th>
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<td>Loss of life</td>
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<td>Impact to Reputation</td>
<td>4</td>
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<td>Loss of properties</td>
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<td>Impact to business</td>
<td>2</td>
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<td>media coverage</td>
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Crisis Communication Team

Roles and Responsibilities

- Providing information to the public and the media regarding the business interruption or other crisis situations that affect the image and reputation of the company
- Handle all questions from the media
- Provides press releases addressed to media and employees,
- Coordinate press conference with the media,
- Perform monitor media coverage
- Being a coordinator and supervisor any good communication activity with internal and external parties.
- Enabling dark website
- Filling the information content of dark website
- Giving a statement through online media channels companies
- Provide specific contacts (dedicated e-mail, phone)
- Ensuring the company logo has been adapted to the conditions of crisis
- Ensuring marketing campaign has been revoked or withdrawn from online websites or other channels to avoid negative public sentiment
- Prepare a statement for the spokeperson

Spoke Person

- President or CEO
- Vice President Corporate Communications

Key public

- User Public Product or Service
• Mass media
• Government
• Shareholders
• Employees
• Supplier

Training and Simulation
• Simulation dark website
• Notification exercise: check the number of contacts among the crisis team
• Tabletop: test-based skenario crisis as simple as answering questions of media crews
• Input response simulation: test in responding quickly and appropriately and according to SOP
• Doing crisis policy review scheduled for renewal Activity what-if scenarios Scheduled to find other potential crises

Online Communication
• External communication
  1. Dark Website
  2. Social Media Channels (Twitter and Facebook)

Sample Response or Statement:
“The company is conducting an investigation. Will be informed on the next statement.”
“The company confirms that there has been a crisis. Our crisis team has been trained and experienced to deal with crisis situations. Further information will be notified shortly.”
“Our first priority is public safety users of products or services and employees. We are gathering information, and as soon as the detailed information is available we will inform the media.”

• Internal communications
  1. Intranet
  2. E-mail
  3. Social Media Guidelines for Employee

Post-Crisis / Ongoing Actions
• Declaring the crisis is over in any internet tools such as web and social media channels
• Provide regular news release related to post-crisis
• Contact the relevant public affected by the crisis
• Conducting media monitoring
• Monitor public opinion in post-crisis
• Creating an event or workshop to repair reputation

Discussion
Step-by-step preparation of internet-based crisis communication in this paper are general rather than specific standards prescriptions about methods, channels, and messages. Every company in the digital age ideally has a crisis communication planning that has been updated following the digital development. Each company will be able to use the concept of crisis communication plan in this paper then extended it depending on the company condition and corporate culture. Criticism corporate culture in the preparation of crisis communication plan could also be interesting things that can be discussed for next research. But it is not recommended to skip one aspect of planning because basically each of these steps are interconnected and constitute the basic steps that must be done in developing a crisis communication planning.

A study of the internet and crisis communication can be expanded and specified start from pre-crisis stage, during crisis and post crisis. Even discussing about the change of crisis definition in this digital age are being interesting. It can be studied more deeply by conducting in-depth interviews with PR practitioners in some company to know what aspects that affect the views of the PR against a crisis in this digital age. Indeed the study of crisis communication in the digital era is still open very widely.

Conclusion
The development of information and communication technology in the form of internet media has influenced a variety of public relations practices, especially crisis communication activities. The crisis in the eyes of practitioners today is considered to be increasingly complex. Hence, a crisis communication policy is the main thing. Every company in the digital age ideally has a crisis communications policy that has been updated following the digital development. There are some components and indicators that must exist in any crisis communications planning. The components consist of communication targets, potential crises, crisis assessment materials, crisis communications teams, roles and responsibilities, spokesperson, public key, training and simulation, online communication, and post-crisis / ongoing action. Each of these components can be extended depending on the condition and value and corporate culture.

References


