

# Elucidating the Conceptual Model of Crisis Communication Management in the Ministry of Economic Affairs and Finance: An Approach Based on Situational Crisis Communication Theory (SCCT)

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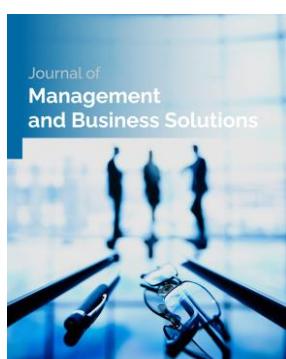
## ABSTRACT

Strategic communication management in macro-economic crises, particularly in the face of structural challenges and sanctions, serves as a decisive factor in safeguarding organizational reputation and public trust. Given the paucity of indigenous models in this domain, the present research aims to design a conceptual model for crisis communication management in the Iranian Ministry of Economic Affairs and Finance, grounded in the Situational Crisis Communication Theory (SCCT). The research methodology employs a "systematic review" of theoretical literature; through a structured search in international citation databases spanning from 2010 to 2025 and the application of rigorous screening criteria, 20 selected articles were identified and analyzed to extract and synthesize the model's components. The findings culminated in a comprehensive framework organized into four main dimensions: first, identifying crisis clusters (victim, accidental, and intentional) to determine the level of responsibility; second, adopting appropriate response strategies, including denial, diminishment, and rebuilding; third, incorporating moderating factors such as crisis history and prior reputation; and fourth, managing the temporal cycle across preparedness, rapid response, and learning phases. Based on the results, implementing this model—with a focus on the pivotal role of public relations in guiding news flows and preventive scenario planning—not only reduces uncertainty and rumors but also enhances the Ministry's capacity to transform communication threats into opportunities for reputation rebuilding, thereby providing a scientific mechanism for the transition from reactive measures to intelligent crisis management.

**Keywords:** Crisis Communication Management, Situational Theory (SCCT), Ministry of Economic Affairs and Finance, Systematic Review, Media Strategy.

## Introduction

In the contemporary global environment, characterized by economic volatility, geopolitical tensions, financial interdependence, digital acceleration, and unprecedented public scrutiny, the capacity of governments and public institutions to manage crises through effective communication has become a decisive determinant of institutional



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credibility, public trust, and socio-economic stability (1-3). Crises are no longer episodic disruptions; rather, they represent complex, multi-layered phenomena that simultaneously unfold across financial markets, political systems, social networks, and public perception domains (4-6). Within such conditions, crisis communication emerges not merely as a supportive managerial function but as a core strategic capability that shapes how societies interpret risk, responsibility, and recovery (7-9).

Public institutions are especially vulnerable in crisis contexts because their legitimacy depends fundamentally on trust, transparency, and procedural fairness (3, 10). Failures in communication during crises frequently intensify uncertainty, amplify rumors, distort public expectations, and generate secondary crises of confidence that often prove more damaging than the initial triggering event (11-13). The growing complexity of financial systems, digital platforms, and transnational economic dependencies has further elevated the stakes of communication management, particularly in ministries of finance and economic affairs that operate at the intersection of markets, governance, and citizen welfare (1, 6, 14).

Recent scholarship emphasizes that modern crises are not solely material or operational disruptions but socially constructed events whose consequences are profoundly shaped by narrative framing, message credibility, and stakeholder engagement (8, 15). The expansion of social media ecosystems has transformed crisis dynamics by enabling rapid diffusion of information, emotional contagion, and collective sense-making processes that unfold in real time (11, 16, 17). Consequently, crisis communication strategies must integrate both traditional and digital channels while maintaining coherence, speed, and procedural transparency (18-20).

Within this evolving environment, the **Situational Crisis Communication Theory (SCCT)** developed by Coombs provides one of the most robust theoretical frameworks for aligning organizational communication strategies with public perceptions of responsibility and threat (7, 21, 22). SCCT posits that crisis response effectiveness depends on accurately diagnosing crisis type, assigning responsibility levels, and selecting communication strategies that match stakeholder expectations (13, 23). This framework distinguishes among victim, accidental, and preventable crises, each requiring distinct rhetorical and behavioral responses to protect reputation and restore trust (23-25).

Empirical evidence consistently demonstrates that mismatches between crisis type and response strategy significantly worsen reputational outcomes and erode institutional legitimacy (7-9). Conversely, when organizations adopt situationally appropriate strategies—such as denial in victim crises, diminishment in accidental crises, and rebuilding in preventable crises—they reduce stakeholder hostility, strengthen trust, and accelerate recovery (3, 12, 24). These findings have made SCCT a central theoretical pillar in contemporary crisis communication research (19, 26, 27).

For ministries of economic affairs and finance, the relevance of crisis communication is magnified by their structural role in managing fiscal policy, financial stability, market confidence, and national development (1, 2, 6). Economic crises—whether triggered by financial shocks, inflationary spirals, sanctions, pandemics, or banking system disruptions—carry immediate and tangible consequences for households, firms, and investors (5, 14). Communication failures during such events can provoke capital flight, currency instability, market panics, and long-term erosion of institutional trust (7, 8).

Research further indicates that public confidence in economic governance is highly sensitive to perceived transparency, fairness, and competence of authorities' communication practices (3, 10). Procedural transparency—explaining decision rationales, acknowledging uncertainties, and engaging stakeholders—significantly moderates

public reactions and reinforces institutional legitimacy (3, 6). Conversely, information opacity, delayed responses, and contradictory messaging consistently amplify distrust and political instability (28-30).

In emerging and transitional economies, these challenges are compounded by structural governance limitations, media volatility, and heightened socio-political sensitivity (25, 28, 29). Studies within such contexts highlight persistent gaps in crisis preparedness, inter-organizational coordination, and professional communication capacity (20, 30, 31). Furthermore, limited indigenous models tailored to local institutional cultures and media ecologies often constrain the practical application of global crisis frameworks (25, 28).

Although international research has extensively examined crisis communication dynamics, systematic synthesis of these insights into a coherent conceptual model specifically designed for ministries of economic affairs remains underdeveloped (15, 26, 27). Existing models frequently focus on corporate contexts, disaster management agencies, or emergency services, offering limited guidance for macro-economic governance institutions that operate under unique political, regulatory, and public accountability constraints (1, 2, 10).

Moreover, contemporary crises increasingly unfold across digital platforms where emotional reactions, misinformation, and networked publics reshape institutional communication power structures (11, 16, 17). Effective crisis management therefore requires integrative models that combine situational diagnosis, stakeholder analysis, media management, organizational culture, and temporal dynamics of crisis phases (8, 9, 32). The development of such models is essential for strengthening economic governance, protecting social capital, and enhancing national resilience (6, 14, 33).

Despite growing recognition of these needs, the literature continues to reflect fragmentation, conceptual inconsistency, and insufficient integration of crisis communication theory with public administration practice (15, 19, 26). There remains a critical demand for comprehensive frameworks that consolidate theoretical advances, empirical evidence, and contextual realities into operational models that ministries of economic affairs can realistically implement (1, 2, 27).

Accordingly, this study seeks to address this gap by systematically synthesizing the crisis communication literature and constructing an integrated conceptual model for crisis communication management in ministries of economic affairs and finance grounded in Situational Crisis Communication Theory (7-9, 18, 32).

The aim of this study is to develop a comprehensive conceptual model of crisis communication management for ministries of economic affairs and finance based on Situational Crisis Communication Theory.

## Methods and Materials

This research employs a systematic review approach to elucidate the conceptual model of crisis communication management in the Ministry of Economic Affairs and Finance. Systematic review is a structured and reproducible method that addresses the identification, evaluation, and synthesis of existing research within a specific domain, facilitating the extraction of key components and theoretical models. A systematic search for articles was conducted in two reputable databases, Scopus and Web of Science, which were selected due to their extensive coverage of authoritative scientific journals, advanced filtering capabilities, and high indexing credibility. The search timeframe was set from 2010 to 2025 to maintain focus on recent and up-to-date studies in the field of economic crisis communication management.

The article selection process was carried out in four stages. In the first stage, the initial search in both databases identified approximately 180 articles. In the second stage, after removing duplicates, 135 articles remained. In the

4 third stage, the titles and abstracts of the articles were reviewed, and 45 relevant articles were selected. In the fourth stage, the full texts of these 45 articles were studied, and based on defined criteria and components, 20 final articles (Table No. 1) were selected for in-depth analysis and model extraction. These criteria included publication in peer-reviewed scientific-research journals, focus on crisis communication management in economic or governmental organizations, provision of an extractable model or theoretical framework, and access to the full text of the article.

**Table 1. Selected Articles for Extracting the Conceptual Model**

No.	Research Title	Researchers	Year	Main Focus
1	Handbook on Crisis Communication for Public Institutions	Bojovic et al.	2025	Comprehensive crisis communication framework for government institutions with an emphasis on public relations
2	Crisis Communication Literature Review with Key Takeaways	Andrisani	2025	Systematic review of crisis communication literature and practical strategies
3	Public Administration Effectiveness in Crises and Emergencies	Mamyrbayeva et al.	2025	The role of public management in the effectiveness of response to economic crises
4	Organizational Credibility during Financial Crisis	Claeys & Cauberghe	2025	Emphasis on procedural transparency as a builder of political and economic trust
5	Communication for Financial Crisis Prevention	Fell et al.	2024	Communication transparency and its role in preventing financial crises
6	Ideal Model for Strategic Crisis Communication	Sellnow & Sellnow	2019	Four-dimensional framework of messaging and network interaction in crisis
7	Mapping Crisis Communication in Communication Research	Bukar et al.	2023	Analysis of evolutionary trends and the role of media in economic crisis
8	Stakeholder Perspectives in Economic Crisis Communication	Frandsen & Johansen	2023	Polyphonic participatory model and the role of stakeholders in effectiveness
9	Financial Literacy During a Crisis: Financial Lessons Learned from COVID-19	Goyal	2023	Consequences of slow or absent economic messaging in a health crisis
10	SCCT and Reputation Management in Financial Sector	Coombs & Holladay	2022	Application of situational theory in maintaining the reputation of financial organizations
11	Media Relations Strategy in Government Crisis	Austin et al.	2012	Managing interaction with media in government crises
12	Strategic Communication Impact in Shaping Economic Policies and Mobilising Resources for Development	Madondo et al.	2025	Role of strategic communication in reducing economic uncertainty
13	Trust during crisis: unveiling the role of perceived procedural transparency	Coroado & Frateur	2025	Relationship between response strategies and public trust in financial crisis
14	Digital Communication Platforms in Crisis Management	Guidry et al.	2020	Role of digital platforms in managing news coverage
15	Strategies of Situational Theory in Iranian Organizations	Ahmadi et al.	2021	Impact of choosing a strategy commensurate with government responsibility
16	Crisis Management Strategy Implementation Model	Amjad et al.	2023	Networking and phasing of crisis communication operations
17	Organizational Crisis Management: What and How	Mohammadi	2021	Impact of operational process, structure, culture, and resource components in coping with organizational crises
18	Designing a Conceptual Model of the Role of Organizational Communication in Crisis Conditions with a Systems Approach	Sanaee & Rastegar	2024	Optimal crisis management through improving quality, speed, and accuracy of organizational communication
19	Dynamic Response Network in Crisis Management	Ghaffari	2023	Smart technologies and institutional coordination
20	Designing a Native Crisis Communication Management Model in Tehran	Khorsand & Talkhabi Alishah	2017	Government communication framework in Iranian financial crises

To guarantee the validity of the research, the process of search, screening, and selection of articles was performed independently by two researchers, and the correspondence of results was checked. Full documentation of the process facilitates the reproducibility of the research.

## Findings and Results

The systematic analysis of 20 selected articles and the extraction of key components from the economic crisis communication management literature led to the elucidation of a conceptual model for crisis communication management in the Ministry of Economic Affairs and Finance. This model, designed based on Coombs' (2007) Situational Crisis Communication Theory (SCCT), specifically focuses on the role of public relations in managing news coverage and interacting with the media and public opinion. The extracted model consists of four main dimensions: identification and classification of economic crises, selection of appropriate communication strategies, moderating factors, and temporal phasing of communication actions.

### First Dimension: Identification and Classification of Economic Crises

Analysis of the articles revealed that the first step in crisis communication management is the precise identification of the crisis type and the level of organizational responsibility. According to situational theory, economic crises fall into three main clusters, each requiring a different communication approach (21). The first cluster comprises victim-centered crises, where the organization bears little responsibility for their occurrence and they primarily happen due to external factors such as international sanctions, global economic crises, or natural disasters (4). In these types of crises, the Ministry of Economic Affairs and Finance plays more of a role in managing consequences and maintaining public trust than accepting direct responsibility. Research findings (21) indicate that in these situations, defensive and bolstering strategies can be effective because public opinion views the organization as a victim of circumstances and expects less accountability.

The second cluster is accidental crises, where the organization bears partial responsibility, and the crisis results from unintentional errors, technical problems, or structural weaknesses. Examples such as severe exchange rate fluctuations due to flawed policy-making, delays in implementing economic reforms, or weaknesses in banking system supervision fall into this category. In these conditions, the organization must, while accepting flaws, demonstrate efforts to remedy the situation and prevent recurrence. Analysis of articles by Fell et al. (6) and Goyal (14) showed that transparency in information dissemination and the presentation of clear corrective plans are the key factors in restoring trust in this type of crisis.

The third cluster involves intentional or preventable crises, where the organization's responsibility is very high. These crises result from knowingly wrong decisions, financial corruption, violation of laws, or disregard for early warnings (22). In such situations, public opinion and the media expect full accountability, apology, and serious compensatory actions. The study by Frandsen and Johansen (15) emphasizes that in these conditions, any attempt at concealment, denial, or communicative aggression can inflict further damage on the organization's reputation, and only a rebuilding strategy with full acceptance of responsibility can be effective.

### Second Dimension: Situation-Based Communication Strategies

Based on the extracted model, the selection of a communication strategy must be precisely commensurate with the crisis type and the extent of organizational responsibility (13). Communication strategies are classified into three main categories, each with its specific application. The first category is denial strategies, which include attacking the accuser, full denial of crisis occurrence, or scapegoating. These strategies can be useful only in first-cluster

6 crises where organizational responsibility is very low. Analysis of articles by Sellnow & Sellnow (12) shows that using these strategies in inappropriate situations can rapidly destroy the organization's reputation and provoke more severe media reactions.

The second category is diminishment strategies, which attempt to make the crisis severity or the extent of organizational responsibility appear smaller. These strategies include justification, minimization, excuse, and bolstering (34). In second-cluster crises where responsibility is moderate, these strategies can be effective. For example, the Ministry of Economy's public relations can present a more balanced image of the situation by offering technical explanations about the crisis causes, showing efforts made for prevention, and reminding of past positive actions. Research findings by Corrado & Frateur (3) indicate that these strategies are effective when accompanied by transparency and presented as part of a more comprehensive communication plan.

The third category is rebuilding strategies, which include compensation, full apology, and acceptance of responsibility. These strategies are essential for third-cluster crises where organizational responsibility is high (25). Analysis of articles by Bojovic et al. (27) and Austin et al. (18) emphasizes that in these situations, speed in apology, full transparency in information presentation, and specific actions for compensation and prevention of recurrence are the only ways to maintain minimum public trust. Public relations must demonstrate in these conditions, through issuing explicit statements, holding press conferences, and active interaction with media, that the organization accepts its responsibility and is serious about rectifying the situation.

### Third Dimension: Moderating Factors

Analysis of the articles showed that the effectiveness of communication strategies depends not only on the correct choice of strategy but is also influenced by several moderating factors that must be considered in the communication decision-making process (22). The first factor is the organization's crisis history. If the Ministry of Economy has a history of poor handling of previous crises or similar crises, even rebuilding strategies may be less efficient because public trust has already been damaged (20). The study by Claeys & Cauberghe (24) shows that organizations with a history of transparency and appropriate accountability face milder reactions in new crises.

The second factor is the organization's prior reputation and credibility. The Ministry of Economic Affairs and Finance, as one of the main pillars of the country's economic policy-making, possesses a certain level of credibility among public opinion that can act as a protective shield against crisis. Analysis of articles by Madondo et al. (2) indicates that organizations that have established positive relationships with media and stakeholders before the crisis have more room for communicative maneuvering, and their messages are received more favorably.

The third factor is the media type and communication platform. Traditional media such as television and newspapers usually have greater controllability and manageability, while social media, with high diffusion speed and the possibility of multilateral information dissemination, create new challenges (17). Findings emphasize that public relations must have different strategies for managing each platform and use a smart combination of various media to reach diverse audiences.

The fourth factor is the social and political sensitivity of the issue. Some economic crises, such as exchange rate fluctuations or inflation, due to their direct impact on people's daily lives, have very high sensitivity and provoke more severe public reactions. The study by Bukar et al. (19) shows that in such situations, the speed of communicative reaction and the presentation of practical solutions are of greater importance.

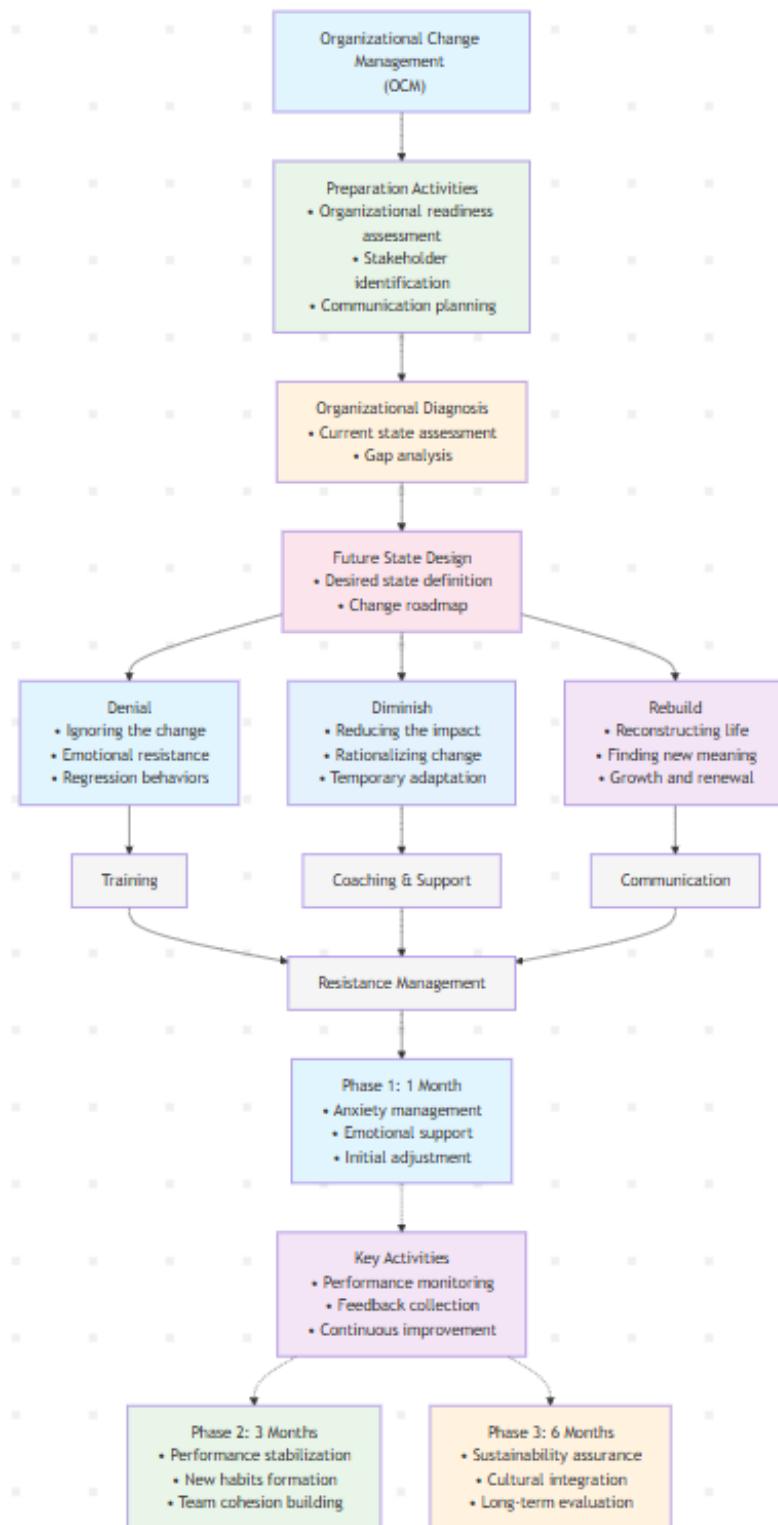
#### Fourth Dimension: Temporal Phasing of Communication Management

The extracted model based on article analysis divides the crisis communication management time cycle into three main phases, each requiring specific communication actions (32). The pre-crisis phase, called the preparation and prevention stage, involves formulating preventive communication plans, identifying and monitoring warning signals, establishing continuous relationships with media and key journalists, forming a public relations crisis team, and training spokespersons. Analysis of articles by Andrisani (26) and Mamyrbayeva et al. (1) shows that organizations investing appropriately in this stage have a much greater ability to rapidly contain crises and reduce media damage. The Ministry of Economy's public relations must compile a bank of prepared messages, potential scenarios, and response strategies for every crisis type in this stage to avoid confusion when a real crisis occurs.

The crisis event phase, which is the reaction and response stage, is considered the most critical stage of the communication cycle. In this phase, speed, transparency, and coordination in message dissemination are of vital importance. Public relations must immediately activate its position, establish close contact with the media, and disseminate key messages through official channels. Findings of the study by Sellnow & Sellnow (12), introducing the IDEA model, emphasize that messages must be designed to convey accurate, easy-to-understand, and reliable information and prevent the spread of contradictory information. In this stage, holding regular press conferences, issuing official statements, responding to media inquiries, and continuously monitoring the media space and social networks are the main duties of public relations. Also, coordination with other relevant government agencies, such as the Central Bank, to provide unified messages is essential to prevent public confusion.

The post-crisis phase, called the recovery and learning stage, deals with rebuilding public trust and evaluating communication performance (9). In this stage, public relations must publish a comprehensive report on crisis management, actions taken, and results achieved, and respond to criticisms and suggestions from the media and public opinion (33). This stage is an opportunity to demonstrate the organization's commitment to continuous improvement and prevention of similar crises. Holding internal evaluation meetings, collecting feedback from media and stakeholders, and updating communication plans based on lessons learned are key actions of this phase. Furthermore, continuing constructive interaction with the media and publishing positive news about corrective actions and progress made helps strengthen the organization's positive image (6).

The extracted conceptual model indicates that effective crisis communication management in the Ministry of Economic Affairs and Finance requires a systematic, scientific, and multidimensional approach built upon precise recognition of the crisis type, selection of appropriate strategy, consideration of moderating factors, and execution of appropriate actions in each temporal phase. The role of public relations in this model is highlighted as the central axis of managing news coverage and interacting with media and public opinion, and success in crisis management entails prior preparedness, rapid and transparent reaction, and continuous learning. (Fig. 1)



**Figure 1. Conceptual Model of Crisis Communication Management in the Ministry of Economic Affairs and Finance (SCCT Based)**

## Discussion and Conclusion

The present study aimed to develop a comprehensive conceptual model of crisis communication management for ministries of economic affairs grounded in Situational Crisis Communication Theory. The findings demonstrate

that effective crisis communication in economic governance is a multidimensional process structured around four core components: accurate crisis classification, strategic response alignment, moderating contextual variables, and temporal phasing of communication actions. These results provide empirical and theoretical validation for SCCT as an effective organizing framework for public-sector crisis communication and extend its applicability to macroeconomic governance contexts. The central outcome of this study confirms that communication failures during economic crises are rarely the result of informational scarcity alone; rather, they emerge from misalignment between crisis characteristics, organizational responsibility, and communicative behavior, which directly supports the theoretical propositions advanced by Coombs (7, 13, 21, 22).

The identification of crisis type as the first and most decisive stage of communication management underscores the foundational assumption of SCCT that reputational threat is socially constructed through stakeholder attribution of responsibility. The model's classification of crises into victim, accidental, and preventable categories reflects established theoretical structures and demonstrates their operational relevance in public economic institutions. This result aligns with extensive empirical evidence indicating that public reactions are significantly shaped by perceived causality and organizational culpability (3, 23, 24). The present findings further reveal that ministries of economic affairs encounter a high frequency of victim-type and accidental crises due to macroeconomic volatility, sanctions, global market fluctuations, and systemic financial risks, consistent with prior research on financial crises and institutional vulnerability (4-6).

The results indicate that inappropriate strategy selection—particularly the use of denial or diminishment in high-responsibility crises—produces rapid erosion of trust, intensifies public skepticism, and triggers secondary crises of legitimacy. These outcomes reinforce prior findings that communication incongruence amplifies reputational damage beyond the direct effects of the crisis itself (8, 9, 12). The strong explanatory power of strategy–situation congruence observed in this study also supports experimental and field-based evidence demonstrating that rebuilding strategies—apology, compensation, and corrective action—are indispensable in preventable crises (3, 7, 24). These results provide further validation of SCCT's normative prescriptions while contextualizing them within the operational realities of public financial governance.

The second major contribution of the study lies in the integration of moderating variables into the communication process. The findings confirm that crisis history, organizational reputation, media environment, and socio-political sensitivity significantly influence stakeholder response patterns and strategy effectiveness. This observation extends earlier research emphasizing that communication strategies do not operate in isolation but interact dynamically with contextual conditions (1, 2, 15). The role of prior reputation as a protective asset mirrors evidence showing that institutions with established credibility enjoy greater communicative flexibility and reduced hostility during crises (3, 24). This protective function of reputational capital is particularly salient for ministries of economic affairs, whose policy decisions exert immediate influence on national welfare and market stability (6, 14).

The study also confirms the pivotal role of media ecology as a moderating force. Traditional media offer relatively stable framing mechanisms, whereas digital platforms accelerate emotional contagion, rumor propagation, and interpretive fragmentation. This dual-media dynamic requires ministries to adopt hybrid communication strategies capable of synchronizing institutional messaging across heterogeneous information ecosystems. These findings are consistent with research demonstrating that crisis communication effectiveness increasingly depends on digital engagement, emotional intelligence, and rapid corrective interventions (11, 16, 17, 19). The present model's

emphasis on continuous monitoring, adaptive messaging, and multi-platform coordination reflects best practices identified in recent crisis communication scholarship (8, 26, 27).

Another significant result concerns the temporal architecture of crisis communication. The study demonstrates that communication effectiveness emerges from a cyclical process encompassing preparedness, response, and recovery phases. The pre-crisis phase is shown to be critical for risk anticipation, scenario planning, and institutional learning, corroborating findings that proactive communication infrastructures dramatically reduce crisis impact and response time (1, 10, 32). During the crisis phase, speed, coherence, and procedural transparency are identified as decisive performance indicators, reinforcing earlier conclusions that delayed or contradictory messaging exacerbates uncertainty and accelerates reputational decline (12, 13, 18). The post-crisis phase, centered on evaluation and trust restoration, further supports the argument that crisis communication is not an episodic intervention but a continuous governance function (8, 9).

Importantly, the present findings reveal that ministries of economic affairs face structural and cultural constraints that complicate the application of crisis communication theory. Organizational rigidity, bureaucratic fragmentation, limited inter-agency coordination, and political sensitivities impede rapid and transparent communication, a pattern repeatedly documented in developing and transitional governance systems (25, 28-30). The integration of SCCT with systemic organizational communication models therefore represents a critical advancement in adapting theoretical insights to real-world governance conditions (20, 29, 31).

Collectively, these results contribute to crisis communication theory by demonstrating that SCCT can be effectively expanded into a multidimensional governance model when combined with organizational, institutional, and media-system perspectives. They also provide practical validation for the growing body of research arguing that strategic communication is no longer auxiliary but constitutive of economic governance and public administration performance (1, 2, 6). By synthesizing these dimensions into a unified conceptual framework, this study offers a robust platform for advancing both theoretical scholarship and policy implementation in crisis communication management.

The study relied primarily on secondary data and systematic literature synthesis rather than primary empirical fieldwork, which may limit the generalizability of its conclusions across different national administrative systems. Additionally, the proposed conceptual model was not empirically tested through real-time crisis simulations or organizational case studies, which restricts direct causal validation. The focus on ministries of economic affairs also narrows the scope of application to comparable governance institutions.

Future studies should empirically test the proposed model through case studies, experimental designs, and crisis simulations across diverse political and economic contexts. Comparative analyses between developed and developing economies would further illuminate contextual adaptations of crisis communication strategies. Longitudinal research examining how institutional learning shapes crisis resilience over time would also deepen understanding of communication effectiveness.

Public institutions should establish permanent crisis communication units equipped with professional training, digital monitoring systems, and inter-agency coordination protocols. Crisis preparedness should be institutionalized through continuous scenario planning and regular simulation exercises. Leadership development programs should emphasize communication competence as a core governance skill, and ministries should invest in building long-term relationships with media and stakeholders to strengthen trust before crises emerge.

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## Authors' Contributions

All authors equally contributed to this study.

## Declaration of Interest

The authors of this article declared no conflict of interest.

## Ethical Considerations

All ethical principles were adhered in conducting and writing this article.

## Transparency of Data

In accordance with the principles of transparency and open research, we declare that all data and materials used in this study are available upon request.

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