

## TURNING THE CRISIS INTO OPPORTUNITY: CASE OF BANVİT

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**Abstract:** Uncertainty is rapidly increasing in fast-changing world. With each moment we are faced with various crisis and uncertainties. Today, crises have become an important part of our lives. It is same for the organizations. That is why preventing the crisis before it starts, exiting from the crisis with minimum damage and effectively managing crisis has become a main object of the organizations.

In this research firstly; crisis, its reasons and effects are tried to be explained and identified. After that crisis management and its processes are examined and tried to be identified.

In second part of this study we are going to examine Banvit Bandırma Vitaminli Yem Sanayi Ticaret A.Ş. Şirket. We will try to examine and understand the organization's reaction to crisis (avian influenza), how they handle it and how a crisis can be turn into an opportunity.

### 1. Introduction

Crisis is the most important factor that affects the production and marketing strategies of organizations. Production and demand drops significantly during the crisis time. In global world; political instability, wars, technological innovations, socio-cultural and political changes effect the organizations anywhere in the world.

Although some researchers say that the biggest features of the crisis are emerging suddenly and occur an unexpected time, some crisis can be recognized, but if organizations cannot foresee upcoming events and improvements or cannot manage the situation, they will face crisis a lot. In order the prevent crisis, organizations need to develop strong crisis management procedures and make preparation for possible crisis.

### 2. Scope and Methods of the Study

This case study was made on Banvit (Bandırma Vitaminli Yem Sanayi Ticaret A.Ş. Şirket). Data were obtained for 2005. Secondary data is used. Main information source is the data from the company and it is also used newspapers' articles and corporate's website.

### 3. Purpose of the Study

Purpose of the study is to understand how crisis begins, develop and what should organizations do in order to stop and turn the crisis into an opportunity or avoid crisis with minimum damage. Banvit has been selected as example organization in order to understand the process of crisis and its management. Banvit is a feed and poultry producer that founded in Bandırma, western Turkey. They started as a feed producer in 1968 and moved into the production of broiler chickens in 1985. Today Banvit is the largest single broiler producer in Turkey.

### 4. LITERATURE REVIEW

#### 4.1. Crisis

Today, there are lots of definitions for crisis. The word crisis means 'extraordinary and adverse event', 'difficult situation that undesirable and hard to avoid, 'complex phase of a work or an event' 'suddenly emerged deterioration and dangerous moment' (Tutar, 2011: 13).

In Oxford dictionary, definition of crisis is "*time of intense difficult or danger*". (<http://www.oxforddictionaries.com/>). In Turkish Language Society defines crisis as 'it is hard time, depression, of society or organization's life in a country or between the countries' (<http://tdk.gov.tr/>). Organizational sense, crisis threatens the existence and purpose of the organization (Sezgin, 181). In this respect, there were made some definition about what crisis means for organizations.

According to Tağraf, 'Crisis is unexpected and unforeseen situation which threatens the current value and purposes of the organization' (Tağraf & Arslan, 2003: 150). Güler defines crisis as; 'Crisis is an unexpected situation that can occur at anytime and it limits the organization's way of doing business' (Güler & Yılmaz, 2009: 88). Coombs's definition is "*Crisis is the perception of an unpredictable event that threatens important expectancies of stockholders related to health, safety, environmental and economic issues and can seriously impact an organization's performance and generate negative outcomes*" (Coombs, 2014: 3). In systematic approach "*Crisis is seen as critical change in important variables that endanger or destroy either part of or the entire system*" (Glasser, 2006: 11), and Devlin describes it as, "*Crisis is unstable time for an organization, with a distinct possibility for an undesirable outcome*" (Devlin, 2006: 5). Another definition is, 'Crisis is the situation of tension which is not expected and predicted, and which threatens the prevention and adoption mechanisms of the organization' (Baran, 2001: 26).

So, by looking at these definitions we can say that, crisis is a crucial situation that has to be handled quickly and in proper way before it turns into disaster or catastrophe for the organization.

#### 4.2. Causes of Crisis

Many factors may bring out crisis in the organizations, but we can address them in two topics, one is internal factors, second one is external factors.

**4.2.1. External Factors**

The most important reason why organization is in the crisis is external environmental factors. External factors are the uncontrollable changes that occur outside of the organizations (Aymankuy, 2001: 107). "The external environment includes a wide variety of needs and influences that can affect the organization, but which the organization cannot directly control" (McNamara, 2006: 143). These uncountable factors are; natural environmental factors such as earthquakes, fire, and flood. Socio-cultural factors like change of values in society, social turmoil and reduction of customer's interest. Political factors, technological innovations and strong competition.

**4.2.2. Internal Factors**

Internal factors are related to external factors. These problems occur when organizations cannot adapt and response to the changing external environment (Erten, 2011: 8).

**Incompetent Top Managers;** Incapable senior executives have weak estimation and intuition about organization's future. Because of inability to understand differences of new problems and tendency to solve them in old way, denial of crisis (Baran, 2001: 29) and unqualified managers led organization to crisis (Yavaş, 2014: 16).

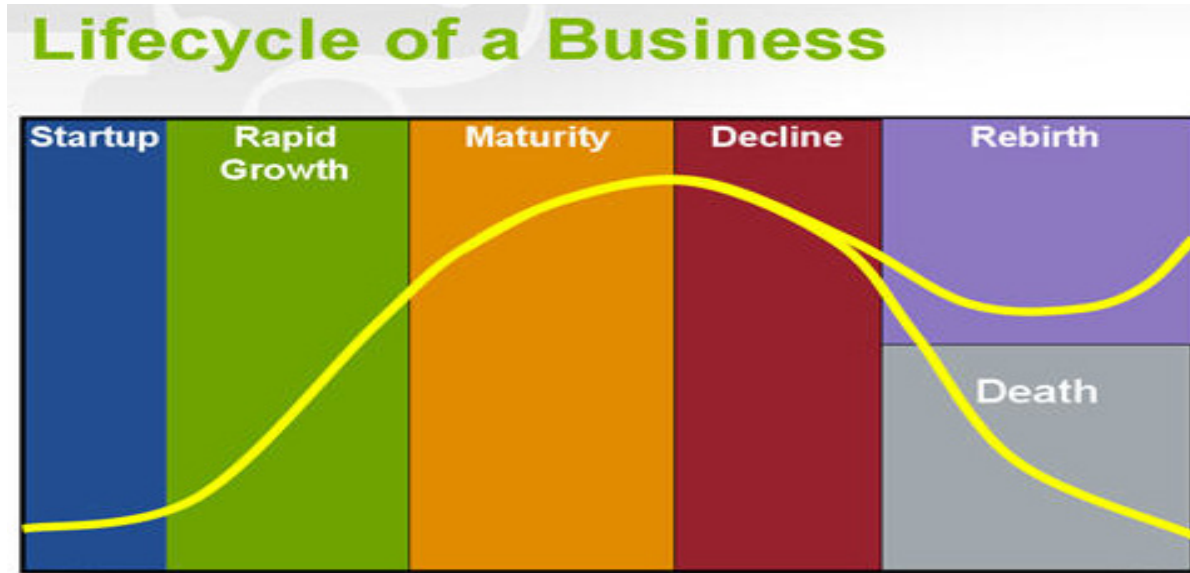
**Data Collection and Lack of Experience;** Crisis situation is not always occur surprisingly, sometimes unqualified managers cannot see the early warning signals of upcoming threat. This situation may become a crisis in the future and it prevents the organization from taking precautions (Yavaş, 2014: 16). To prevent this situation, organization should gather information and evaluate them. These information needs to be; accurate, received in exact time, full (all data that the manager needs), short (for making fast decision) and relevant (information should reach the required place or manager (Akçe, 2005: 22).

**Organization's Experience;** Organizations can benefit from their past experiences in order to solve the crisis they are in (Yavaş, 2014: 17), but generally, old experience is not suitable for new crisis and it requires new solutions (Baran, 2001: 29), so organizations should always consider new solutions for every possible threat that may occur in the future.

**Management's Values, Benefits and Attitudes;** Values and assumptions of the managers may in conflict with changing environment. This conflict may led organization to crisis (Yavaş, 2014: 17).

**The life Stage of Organization;** Organization may be in any phase in its life (birth, growth, maturity, regress, collapse). In first three phase, organization face only predictable problems and in last two stage, mostly faces with fear of loss and it usually threatens the organization's life span (Baran, 2001: 29). According to Greiner; organizations face leadership crisis in birth, devolution crisis at growth, bureaucracy crisis at maturity and need for resurgence at regress. If organization cannot overcome the regress it will collapse (Uzun, 2001: 38 in Şen, 2011: 20).

**Life Cycle of Business**



**Source:** <http://thepresidentscouncil.org/are-you-sure-of-which-business-life-cycle-stage-youre-in/>

**4.3. Types of Crisis**

Origin of all type of crisis comes from technical, economic, social, legal, administrative, anthropogenic and communicative problems. Environmental and organizational factors are categorized as (Baran, 2001: 28);

-Industrial Accidents	-Environmental Problems
-Financial Problems	-Shareholder Problems
-Hand over	-Strike
-Recalled products	-Failure of Information System
-Natural Disasters	-Bankruptcy
-Service Disruptions	

**4.4. Formation Process of Crisis**

Generally, crisis is defined as unexpected situation and it may occur anytime without giving a sign but it actually has a process. It is important the identification these processes to managing crisis effectively.

**4.4.1. Inability to Recognize Interior and Exterior Signs (Blindness)**

At this stage, there are signals about the situation that threatens the organization's aim and existence. Because of insufficient information flow in the organization (Demirtaş, 2000:361) managers cannot get enough information to take precaution. Taking the good results for granted, managers do not care the possible incoming crisis during pre-crisis period (Tağraf & Aslan, 2003: 151). However, when the severity of crisis increases, managerial and organizational problems become more obvious, and it may cause panic in management.

#### 4.4.2. Failing to Take Action and Unresponsiveness Phase

In this phase, managers think that, danger or opportunity that emerged is temporary or cost of changing the current practice will be high (Baran, 2001: 31). Because of these thought, managers expect crisis to recover by itself or it is believed that the current situation can be resolved over time with temporary measures and standards (Tağraf & Arslan, 2003: 151).

#### 4.4.3. Wrong Decisions and Activities

In this stage, management recognizes that, there is a crisis in the organization. At this rate some problems occur in the organization such as lack of capital, decline in the market share and profitability, reduction of qualified staff and increasing centralization etc. this make uncertainty for the future and it prevents common views in the management (Akçe, 2005: 37).

#### 4.4.4. Crisis Stage

In this phase, if an organization fails to pass through first three stages and cannot adopt the changes, then crisis revealed and anger and bustle occurs in the management (Baran, 2001: 32).

At crisis stage, organization may have not passed all of these processes (4.1, 4.2, and 4.3). At this stage, management should change organization's purposes, strategies, structure, functions and personnel. However, if organization pass all of these process (4.1, 4.2, 4.3) then management should be changed (Sucu, 2000: 65).

#### 4.4.5. Solution or Bankruptcy of the Organization

Exit from the crisis, but if intervention is insufficient then it will decrease the chance of survival of the organization (Sucu, 2000: 66).

#### 4.5. Result of the Crisis

There will be two outcomes after the crisis. First one is negative results, second one is positive results.

##### 4.5.1. Negative Effects of the Crisis

**Tendency of Centralization in Decisions;** In crisis time, quick decision must be made by the managers. In order to make quick decision, power of authority must gather in the center (Şen, 2011: 31). The reason of gathering authority in the center is that crisis is corrupting the normal decision-making process in the lower management and top management wants to be informed all of the process (Özdevecioğlu, 2002: 99). That is why organizations are centralized in the time of crisis.

**Organizational Communication Corruption;** In crisis situation, because of lack of time, and information, there will be tension in the whole organization from lower level to top management. The reason is that this information from outside of the organization is insufficient and because of insufficient information, there will be deficiency and disconnections within the organization. In time of crisis, information from outside of the organization might be inadequate or none. In that case, there might be a problem among decision makers, personnel and information processing in the

organization(Özdevecioğlu, 2002: 99).

**Deterioration of the Quality of Decisions;** Making quick decisions only in head office impair the quality of decision. Because for quick responding, manager will decide by asking few managers or bosses. This cause poor communication and lack of information. So in this situation, manager cannot make good decision(Özdevecioğlu, 2002: 99).

**Psychological And Physiological Depression;** Even crisis is abolished; still some members of the organization may not escape from effect of the crisis. Because even minor problems are perceived as a harbinger of the crisis during that time and it cause a feeling of shyness about making new ideas(Özdevecioğlu, 2002: 101).

**Increase in Self-Defense;** In crisis time, all energy and attention focused on solution to overcome the crisis(Şen, 35 :2011), but after overcoming crisis, worker will begin to fear for the future because working at an organization in crisis is risky(Özdevecioğlu, 2002: 101).

**The Decline of Confidence between Employees and Top Management;** Due to the centralization, number of empowered personnel will be decreased, so participation of employees will be reduced. Because of these reasons, there will be strong resistance to change among the employees (Şen, 35 :2011).

#### 4.5.2. Positive Effects of the Crisis

**Emerging Of the Weaknesses of The Organization;** Organizations usually do not revision their daily activities when everything is alright. They cannot see the problems or ignore the problems they discovered and they get used to it(Akçe, 2005: 28). However in the time of crisis, these problems attract the attentions. That is why we can say that, it is the positive effect of the crisis(Şen, 2011: 36).

**Development of Effective Strategies;** Crisis must be recognized as soon as possible in order to minimize its effects. But to do so, it is not enough to use conventional methods(Akçe, 2005: 29). They need to develop new strategies. Otherwise, organizations cannot keep up with changes and cannot compete with competitors(Şen, 2005: 36).

**Establishing Teamwork and Discovery Of New Talents;** If crisis handled with care, teams are created and some talented personnel might be found after the crisis, because in the time of crisis, management will create teams and some extra work will be given to lower and middle class managers by the top management. This extra works will improve the managers' talents(Akçe, 2005: 28-29).

**Developing Effective Strategies;** By establishing early warning system, organization can recognize exterior threats and opportunities. Organization can develop new strategies by looking at these threats and opportunities(Şen, 2005: 36).

#### 4.6. Crisis Management

The meaning of the crisis management in the Turkish Language Society (TDK) is, 'it is a way of management in a troubled time (because of faulty production, raw material shortage, low quality, marketing, etc.) by the managers.' (<http://tdk.gov.tr/>). Every crisis requires immediate response. As in the definition of crisis, there are lots of definitions about crisis management. According to Tutar's definition of crisis management,



'Instead of detecting problems early or taking steps for limiting the results of these problems, it is a reaction to problems after it occurs' (Tutar, 2011: 69). Akdağ defines crisis management as, 'Crisis management is a public relation studies which is done in order to avoid damage to communicate with target audience and to prevent injuries to organization's image' (Akdağ, 2005: 3). In a different definition, "*Crisis management is a changing tasks and processes of the organization during the crisis time*" (Glasser, 2006: 22). Coombs describe it as, "*Crisis management represents set of factors designed to combat crisis and to lessen the actual damage inflicted.*" (Coombs, 2014: 5). According to Devlin, "*Crisis management was designed as special measures taken to solve problems caused by a crisis to confine or minimize any damage to the organization's reputation or image.*" (Devlin, 2006: 1).

#### **4.6.1. Pre-Crisis Management**

Pre-Crisis phase is one of the periods of crisis. For the organizations, primarily important thing is not to overcome the crisis (Ofluoğlu, 2001: 3). Pre-crisis management should make accurate forecast, necessary strategies and preparation before the crisis moment by noticing the early warnings and signs of incoming crisis (Demir, 2011: 31). Basic studies are required by the pre-crisis management:

- Creating Strategies
- Establishing an early-warning system
- Making Crisis Management plan
- Establishing Crisis Management team

#### **4.6.2. Crisis Moment Management**

Approaches for management during crisis and post-crisis period are very different from the pre-crisis stage (Babüroğlu, 1999: 6). During the crisis time, trying to solve the problem as if the organization is in under normal conditions will fail. (Ofluoğlu, 2001: 15). During this period, the decision taken should be more consistent and also should serve post-crisis period (Demir, 2011: 31).

Crisis management during the crisis consist three phases (Demir, 2011: 32);

- Crisis should be identified, emergency detection should be done.
- Organization should determine what kind of measures to be taken and related decision should be taken.
- The decision taken must be implemented, the process of implementation should be monitored and the results should be evaluated.

#### **4.6.3. Post-Crisis Management**

The end of the crisis period is the period after the crisis, but the effects continue. The purpose of post-crisis management is to eliminate the behavior of feeling of insecurity, fear, fatigue and excessive reaction to even small problems (Erten, 2011: 32).

Management prepares for the recurrence of the crisis. Organization tries to prevent crisis as much as possible but if occurs again, management determines urgent applications (Ofluoğlu, 2001: 24).

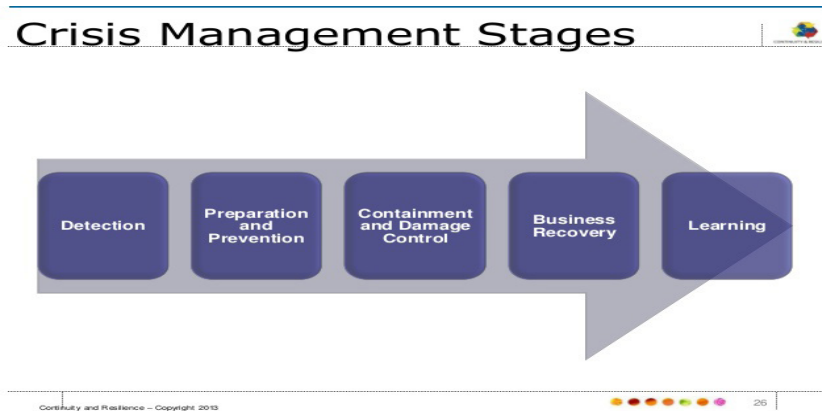
#### 4.7. Approaches

There are 2 basic approaches which is the subject of crisis management (Dinçer, Ön.Ver. s.328 in Aymantkuy, 2001: 108);

**Avoiding Crisis;** the main purpose here is to prevent organization go into crisis. In order to prevent and effectively manage the crisis, organizations should create mechanisms that collect and evaluate the crisis and make plans by evaluating the result of crisis signals(Erten, 2011: 23-24).

**Crisis Solving Approach;** in case of facing possible crisis, it is a process of recognizing and evaluating early signals of crisis and taking necessary precautions and practice them at the right time in order to overcome the crisis with minimal losses(Baran, 2001: 32).

We saw the simple three-stage approach above (6.1, 6.2, 6.3), but in order to better understand stages of crisis it is tried to be explained Pearson and Mitroff's five stage framework of crisis management at below(Pearson and Mitroff(1993) in Crandall & Spillan, 2009: 9-10);



**Source:**<http://www.slideshare.net/AnishaDahiya/understanding-crisis-management-30380919>

**Signal Detection;** sometimes crisis warns the organization before it occurs. By capturing these signals, organization can make preparation for the impending crisis.

**Preparation/Prevention;** in this stage crisis management team make plan by looking the data obtained from phase of the crisis signal and attack the crisis that may occur. The purpose is preventing as many crises as possible and manage crisis that appear.

**Containment/Damage Limitation;** the goal is to mitigate the effect of the crisis and kept damage minimum to organization and stakeholder.

**Recovery;** the intention is to continue the activities of organization as normal as possible. Short-term recovery aims to get operations back to acceptable level. In long-term, it is expected that operational activities will be restored to their pre-crisis level or better.

**Learning;** in this stage, organizations should not seek scapegoat or blame another party for the crisis. Instead of this, organizations should take lesson from the crisis and use this information to improve current operational problems and preventing future ones.



"An open system is a system that regularly exchanges feedback with its external environment. Open systems are systems, of course, so inputs, processes, outputs, goals, assessment and evaluation, and learning are all important" (McNamara, 2006: 143). Organizations are constantly interacting with the environment. This interaction is very important for the organizations. In the absence of inputs, there will be no output (Yalçınkaya, 2002: 105) so it means organizations cannot survive if they cannot sell outputs.

Avian Influenza was a big environmental problem for white meat producers. One of the white meat producers Banvit is an open system organization and it was affected from that problematic environment.

## **5. Banvit Case Study**

Avian İnfluenza (bird flu) began to be seen in Far-East countries in 2003 and it spread to other countries by migratory birds<sup>1</sup>. This disease was seen in lots of countries including Europe and it affects the economies of these countries. Avian influenza emerged in October 5, 2005 for the first time in Turkey, it transmitted to 12 people and killed 4 of them and also it downsized Turkish poultry sector<sup>2</sup>. Banvit was one of the companies that were affected from this chaotic environment. Their sales came to a standstill and their stock prices declined.

1:[http://www.mfa.gov.tr/avian-influenza-\\_kus-gribi\\_-hastaliginin-turk-ekonomisi-uzerindeki-etkileri-.tr.mfa](http://www.mfa.gov.tr/avian-influenza-_kus-gribi_-hastaliginin-turk-ekonomisi-uzerindeki-etkileri-.tr.mfa)

2:<http://www.kusgribi.gov.tr/TR/Genel/BelgeGoster.aspx?F6E10F8892433CFFAAAF6AA849816B2EF3F93D97214554F97>

### **5.1. Pre-crisis Period**

There had been many signals to be noticed before the crisis of avian influenza broke out. First of all, the occurrence of a disease in Far-East and the developments related to the risk that the disease might be spread by migratory birds were amongst these signals. This case put Turkey in potentially risky position. In this step, their priority was preventing crisis or managing the crisis with minimum damage by evaluating the early signals of crisis. With this respect, the works of Banvit in Pre-Crisis period were:

#### **Company Meetings**

Executive committee, in which also the directors of corporate development and communications are included, met in stated meeting every Friday. There had been exchange of information, situation assessment and risk analyses in these meetings. Developments related to the avian influenza in Far-East countries have been followed and the studies of World Health Organization have been examined.

#### **Informing the employees**

Live Production Director, who manages the core of production (breeding farms), and veterinary surgeon and breeders came together at educational meetings. People at the meeting were informed about avian influenza, bio-security measures and disinfection system in case the virus spread to poultry. There has been information sharing about the crisis that the disease may bear, and also in monthly personnel meetings where administrative departments and production departments have

participated; the CEO, Ömer Görener, shared information with employees about the disease.

**Avian Influenza Seminar and Demonstration Works**

In case that avian influenza occurs in Turkey, Avian Influenza emergency action plan was addressed through seminar and demonstration in Balıkesir 5-9<sup>th</sup> September. This study was undertaken by the officials from Ministry of Agriculture and Rural Affairs, Ministry of Health, Banvit, other sectoral firms, local administrations, and TAİEX (European Commission Technical Assistance and Information Exchange). In this seminar, there was presentation on "Avian Influenza Emergency Action Plan". In virtual demonstration, an emergency action practice was made against a possible avian influenza incident close by Manyas Bird Paradise.

**The Creation of a Crisis Management Team**

Crisis management team was formed to manage the crisis that may occur in the pre-crisis period. This team determined the crisis communication and management policies. After that, spokesman was selected in order to provide information to the media and target audience. CEO of the company was decided to be crisis spokesman.

**Management team**

- CEO
- Institutional development and communication director
- Business director
- Communication agency representative

**5.2. Crisis Period**

**News and Interview Studies**

The first week of the outbreak of the crisis, CEO's interview has been published in all national newspapers. Company's CEO has attended 4 times live broadcast in TRT HABER and other programs and in these interviews, images that related to safety and hygiene conditions of production facilities were shown very often.

**Newspapers and Advertising Activities**

In the first campaign, 6 different printed advertising was published on newspapers. Advertisements were published 5 days after the outbreak of the crisis. These advertisements were published 40 times in 22 national newspapers and 2 magazines in 13 October- 22 November. We can see the advertisement and given message below:

Ads	Messages
Her Kuşun Eti Yenmez	Questions was answered ('What is bird flu?', 'How does it infect?', 'Does it pass from human to human?', 'What are the symptoms?'. 'What are the ways of protection and 'treatment

<b>Kuşkusuz</b>	<b>It has been given 'no doubt the Banvit' message to the consumer who already knows what bird flu is</b>
<b>Uygunsuz</b>	<b>'Message was given 'use packaged products</b>
<b>Uyanık Olun</b>	<b>Real danger comes from poultry that grown in the open. Do not buy unpacked products</b>
<b>Emin Olun</b>	<b>It is continuation ads of 'Uyanık Olun'. Message was 'Choose brands that have quality assurance practices</b>
<b>Ürün Takip</b>	<b>.It was given info how to reach information about products through website</b>

### Advertorial Campaigns

First TV advertorial campaign was broadcasted in all national channels in October 19-31, 2005. In this period, 2 short videos was shown, first one was 70 seconds. It was explained that the virus came to our country through migratory birds in the first 20 seconds of first video. Through the last 50 seconds, Banvit's hygiene and quality assurance standards were introduced. Second video was 60 seconds. Through the second video; technology, production standards, bio-security practices, and hygiene procedures was shown. Both videos has been published 200 times in 14 channels in the 12-day period.

Second advertorial campaign was published in January 26- February 5, 2006. In this period, second video in the first campaign was changed visually and textually and published as a third video and it has been published 221 times in 15 national channels in 15-days period. In March 29-April 4, 2006, fourth advertorial video was published and its main theme was 'izlenebilirlik' (traceability). That movie was shown 68 times in 4 channels in 6-days period.

### Web Communication

Banvit began to publish information about avian influenza, the dangers, way of protection and treatment in Banvit's website.(www.banvit.com.). Banvit sent mails to 575.000 people with attached information. We can see the studies below:

<b>Web Communication</b>
By making question-response part in the website, questions were answered as quickly as possible
.izlenebilirlik' (traceability) work started by the company transferred to the web'
Consumer can watch their product on the website by entering the barcode number of their products
By informing 19 e-groups (internet groups) , accurate information and answers were provided

## Outdoor and Alternative Environment Studies

Outdoor and Alternative Environment Studies	
Advertising -Metro	This advertising was displayed in the billboard at the Istanbul subway
Movies-Metro	First advertorial movie was shown in Istanbul, third movie was shown in Ankara metro and stations
Movies-Cinema	'Traceability' movie was shown in Izmir, Ankara and Istanbul cinemas'
Banners	For 'Traceability' (tracking products) campaign, banners were given to web-sites. (mynet.com, msn messenger, bebek.com, yemeksepeti.com, ailem.com, milliyet.com)

## STBP Studies

CEO of Banvit Ömer Görener, serving as executive board member in Sağlıklı Tavuk Bilgi Platformu (STBP), he played an active role in all communication activities carried out by STBP. Various advertising campaigns were made in collaboration with STBP such as; giving accurate information about avian influenza, the ways of protection, and importance of consuming branded and packaged products.

### Brochures Works

774.000 brochures were printed to be given to consumers and customers. Through these brochures, cases of avian influenza and issues that are wondered by consumers, clarifications of ministry of agriculture informed. Also, it was reminded that branded and packed products should be consumed and the message 'Banvit's products can be consumed without doubt' was given.

### Internal Communication

The staff meeting which CEO included were continued during crisis. Recent developments about crisis and its effects on private sector and Banvit, were discussed in these meetings. In addition, CEO and Corporate Development and Communications Director sent mail to staff for informing the employees about avian influenza. In order to keep staff's morale high, some support messages from educational institutions, partner companies and consumers were shared with employees. Proficiency test which is to detect administrative staff's knowledge about production process was done. Personnel that could not show adequate performance, sent to orientation program to update their knowledges.

## 5.3. Post-Crisis Period

### Project 'İyiliğiniz İçin, Sağlığınız İçin'

It was seen that, society who do not have sufficient information about avian influenza, caused emergence of speculation and panic. The probability of facing a similar event such as avian influenza, Banvit launched social responsibility project to be implemented in the Aegean and Marmara region. This project was performed in 68 districts and 88 villages from Izmir, Bursa, Balıkesir and Çanakkale. This project was performed by 27 veterinaries and professionals educators in May, June, July, 2006.

**Village Education**

Educations were centered on raising awareness about the disease and it was given to villagers living in rural areas. These educations basically explain;

- What avian influenza is and its dangers
- How this disease spread and what are the symptoms
- How to approach the sick animals
- Measures to be taken against the disease.

**Public Education Centers (HEM) Education**

Purpose of this education is to inform housewives about avian influenza, food safety and hygiene rules to be followed at home.

**Primary School Education**

These events showed that, children especially living in rural region are more vulnerable to disease. With this respect, some information was given to children to understand;

- What is microbe and what does it like?
- When do they and why and how should they wash their hands?
- Which animals they can play

At the end of the education, letters were given to the children to pass on to their parents. These letters included same information and it was also explained why poultry should be fed in the coops. With this practice, Banvit aimed that to strengthen the basic awareness about ways of protection from avian influenza.

**Avian Influenza Fast Testing Procedure**

Although the virus is seen in free-roaming poultry, there are risks spread to coops of the companies. To eliminate this risk, Banvit made test that detect virus. It allows the virus to be controlled and this early diagnosis resetting the risks.

**6. Conclusions and Recommendations**

When crisis arise, it is mentioned as a condition which entails a losses and occur suddenly in organizations. However, crises usually send signals before it happens but generally, managers pay no attentions. (Tağraf&Arslan, 2003: 158) That is why organizations face crises a lot. In pre-crisis period, Banvit was able to notice the threat and soon they made preparation for incoming crisis. We can say that they could recognize the early signals of upcoming crisis and make preparation for it. However, although it was fore seen upcoming crisis, Banvit and other organizations could not prevent the crisis and poultry sector were damaged in Turkey.

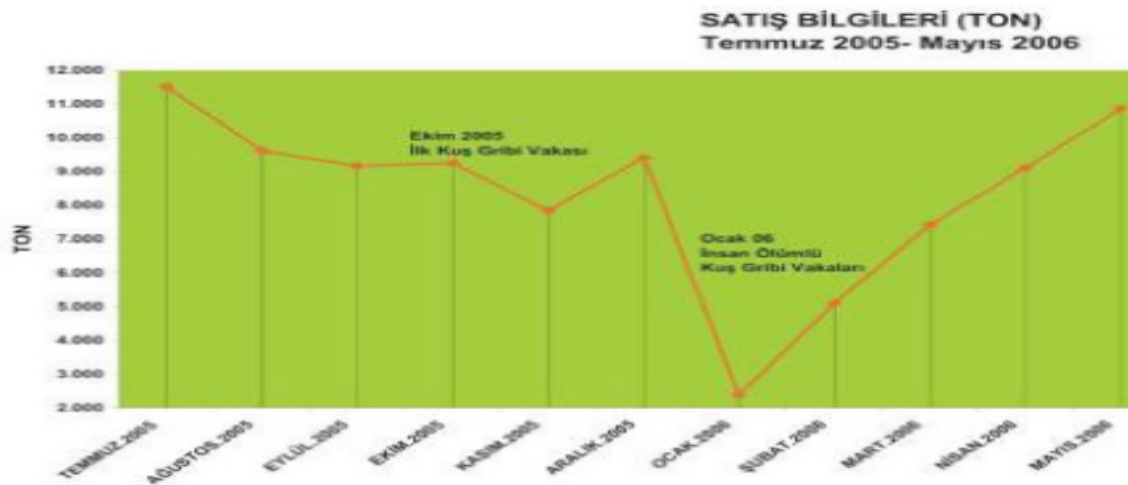


Poşette bütün tavuğun ortalama perakende fiyatı (kg/YTL)	Tarih	Fiyatı	Tarih	Fiyatı
	5 Ağustos	4.74	6 Ocak	2.46
	5 Eylül	3.67	6 Şubat	3.29
	5 Ekim	2.36	6 Mart	4.05
	5 Kasım	2.21	30 Mart	4.40
	5 Aralık	3.14		

Source: <http://www.milliyet.com.tr/2006/03/31/ekonomi/resim/axeko02.gif>

As we can see there is a decrease in sales of white meat about 60-70% in October 2006 because of detection of avian influenza and deaths due to illness.

In crisis period, cooperate with STBP, newspaper and TV commercial studies that provide detailed information about avian influenza made packed chicken sales have become better than pre-crisis period. Consumer awareness was increased by right information that provided by the organization. At the end of the crisis, Banvit started to recover its wound and turn to crisis into opportunity. In this stage, Banvit limited the damage of the crisis, recover its wounds and they could turn the crisis into an opportunity. They could achieve the high sales rate after the crisis by directing people to buy packed products.





According to household consumption panel survey that made by Banvit, packed white meat consumption increased %168 in general, packed white meat consumption of Banvit increased %179.

### Managerial Implication

In summary, there is no exact method to completely prevent the crisis in advance. Organizations that having continues interaction with their environment are very vulnerable about change in their environment, but organization can see the incoming crisis by watching their environment by creating right early warning system.

So, instead of dealing crisis after it happens, organizations should try to eliminate or reduce effect of crisis before it occurs. To do so, organizations should restructure their approach to crisis and make plans and studies for pre-crisis to post-crisis period. However if organizations go into crisis, someone should take command but he/she should not take all authority because if he/she gather all authority on himself/herself, he/she will prevent new ideas and opinion.

### 7. Attachments

All documents below are taken from Banvit Bandırma Vitaminli Yem Sanayi Ticaret A.Ş. Şirket.

#### Newspaper and Interview Samples



#### Media Plan Summary

Advert	Date	Repetition	Publication
Her Kuşun Eti Yenmez	October 2005 13-16	20	Akşam, Hürriyet, Sabah, Dünya, Posta, Referans, Takvim, Yenişafak, Milliyet, Tercüman, Türkiye, Vatan, Zaman, Cumhuriyet, D.B., Gözcü, Güneş, Radikal, Star, Yeni Asır

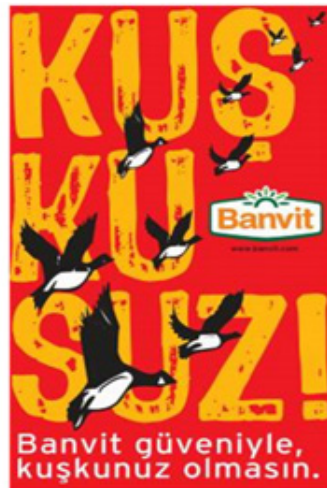
Uygunsuz	October 2005 29-31	10	Vatan, Akşam, Milliyet, Posta, Zaman, Radikal, Hürriyet, Sabah, Sonar, Cumhuriyet
Kuşkusuz	November 2005 18-22 November-December 2005	10	Fanatık Basket Newspaper, Lezzet Güneşi, Çocuğum ve Ben Magazines

Advert	Date	Repetition	Publications
Emin olun ve uyanık olun Emin Olun	January 2006 22-29 January 2006 29-31	24	Hürriyet, Sabah, Milliyet, Posta, Radikal, Akşam, Takvim, Yeni Asır, Vatan, Zaman, Türkiye, Gözlem
İzlenebilirlik	March 2006 15-26	6	Hürriyet, Sabah, Posta, Takvim, Yeni Asır, Gözlem

### Advertorial

Campaign	Date	(Time (second	Channels
1. and 2. movie	October 2005 19-31	'and 60 '70	Show TV, Kanal D, Atv, Kanal 7, Star, STV, TGRT, NTV, Cnbc-e, CnnTürk, SkyTürk, TV8, Ege TV, Olay TV, Sky TV, Haber Türk
3. movie	January 2005 22-27 January- 5 February 27 2005	'60 '55	Atv, Cnbc-e, CnnTürk, Ege TV, HaberTürk, Kanal 7, Kanal D, NTV, Olay TV, Show TV, SkyTürk, Star, STV, TGRT, TV8
4. movie	March 2006 29-31 April 2006 1-4	'20 '20	Atv, Kanal D, Show TV, Star

### Advertisement Samples





Website and Mailing Samples



Outdoor and Alternative Environment Samples







**Banners of Social Projects and News Samples**



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