

"I'm sorry" - an analysis on CEO apologies through YouTube as part of corporate crisis communication. Case study: BlackBerry RIM, Skype and Stratfor

International Business Communication

Master's thesis

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Tavoitteet

Tutkielman tavoitteena on määrittää elementit, jotka muodostavan todellisen anteeksipyynnön. Lisäksi tutkimuksen tarkoituksena oli selvittää, miten todellinen anteeksipyyntö tuotetaan ja kuinka sen elementit ovat yhteydessä toisiinsa. Tutkimuksen kohteeksi valittiin kolme kansainvälistä organisaatiota: BlackBerry RIM, Skype ja Stratfor. Tutkimus selvitti kolmen anteeksipyynnön kautta vastausta kahteen tutkimuskysymykseen: “Mitkä ovat eri ulottuvuudet anteeksipyynnön puheaktissa?” ja “Mikä on koetun anteeksipyynnön ja tarkoitetun anteeksipyynnön yhteys, kun kanavana on YouTube?”

Tutkimusaineisto- ja menetelmät

Tutkimuksen ensijaisena aineistona oli kolmen toimitusjohtajan videoidut anteeksipyynnot. Toissijaisena tutkimusaineistona toimi vertailua varten aikaisempi videomateriaali toimitusjohtajista. Tutkimusmenetelminä tässä laadullisessa tutkimuksessa olivat sisältöanalyysi, puhetoimitusanalyysi ja multimodaalinen semioottinen analyysi. Näiden lisäksi käytettiin GreenBlueRed-teoriaa tutkimustulosten värikoodaamiseksi. Koodaamisen avulla pystyttiin paremmin vertailemaan anteeksipyyntöjä toisiinsa. Teoreettinen viitekehys muodostui yhdistämällä sosiaalisen median, yritysviestinnän, nonverbaalisen viestinnän ja visuaalisen tutkimuksen eri osa-alueet luodakseen pohjan todelliselle anteeksipyynnölle.

Tulokset

Anteeksipyynnön puheaktin eri ulottuvuuksiksi määriteltiin: *korvauksen tarjoaminen, korjaavat toimenpiteet, sovittelu ja häpeäminen*. Tämän lisäksi kaksi erilaista tapaa muodostaa anteeksipyynnön puheakti: *kaavamainen anteeksipyyntö ja ennaltamääritettyihin määritelmiin viittaava anteeksipyyntö*. Tutkimuksessa todettiin myös, että YouTube toimii hyvin viestintäkanavana. Videoitu anteeksipyyntö mahdollistaa organisaation tuottaa sellaista materiaalia, jossa organisaatio voi näyttää myös tunteensa. Tätä kautta yleisön on mahdollista vastaanottaa viesti paremmin siten kuin se on tarkoitettu vastaanotettavaksi. Tutkimuksessa todettiin, että empatia toimii koetun ja tarkoitetun anteeksipyynnön yhdistävänä tekijänä. Empatian avulla yleisö voi kokea anteeksipyynnön todellisena anteeksipyyntönä.

Avainsanat: kriisiviestintä, anteeksipyyntö, YouTube, sosiaalinen media, maineen hallinta, nonverbaalinen viestintä, puhetoimitusanalyysi, multimodaalinen semioottinen analyysi, GBR

18 June 2014

“I’m Sorry”- an analysis on CEO corporate apologies through YouTube as part of corporate crisis communication. Case study: BlackBerry RIM, Skype and Stratfor

Objective of the Study

The objective of the study was to determine the elements that constitute a true apology, how it is delivered and how the elements are connected to each other. Three international case organizations were chosen for the study: BlackBerry RIM, Skype and Stratfor. The thesis explored the delivery of three corporate apologies in order to answer two research questions: “What are the different dimensions of an apology speech act?” and “What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?”

Methodology and the Theoretical Framework

The primary data in the study was the three videoed corporate apologies from the CEOs of the organizations in question. Previous material on the CEOs was the secondary data. This qualitative research was executed through content analysis, speech act analysis and multimodal semiotic analysis. Additionally, GreenBlueRed theory was applied to each part of the analysis in order to code the results and then to better compare the case examples to each other. The theoretical framework consisted of uniting different aspects of social media, business communication, nonverbal communication and visual studies in order to create the basis for the true apology.

Findings and Conclusion

Different dimensions of an apology speech act were found as: *offering compensation*, *corrective action*, *conciliation* and *mortification*. Also two different forms of apology speech acts were discovered: *the formulaic utterance* and *the apology referring to a specific set of closed settings*. It was found that YouTube served as a platform to share the statements with ease. A videoed apology enables the organization to portray emotions along with the content, thus making it possible for the audience to better receive the message as it was intended. It was noted that the speaker should portray empathy both in content and delivery of the apology in order for the audience to perceive the apology as a true apology. Empathy was found to be the element to define the relationship between the conveyed apology and the intended apology.

Key Words: crisis communication, apology, YouTube, social media, reputation management, nonverbal communication, speech act analysis, multimodal semiotic analysis, GBR

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1 Introduction

The purpose of this thesis is to determine the elements that constitute a true apology, how it is delivered and to discover how the elements are connected to each other. The aim of a corporate apology is to convey the audience that organization regrets the occurred situation and offers a solution to the issue at hand or is prepared to work out the problem in another way.

The act of corporate apology has been studied in the field of crisis communication. However, in earlier studies mainly the content of the apology has been scrutinized to detail while the research on the delivery of the apology itself has been left to somewhat unambitious level. Some researchers have offered some guidelines for the delivery of the apology but have not specified the importance of medium channel choice or the nonverbal communication. This may be due to the multiple written apologies that most often have been under investigation in academia. Therefore, it is necessary to study the delivery of the corporate apology as a part of the act of apologizing.

There are some studies done on the delivery of an apology uttered by other public personas, such as politicians and competitive athletics, while the delivery of an apology from a CEO have not been studied to a high degree. It is then vital to examine the corporate apology through channel choice, visual studies and nonverbal communication in addition to the more traditional areas of study, such as crisis communication and reputation management. The literature review will be discussed in Chapter 2.

I have formed the following research questions in order to discover the patterns, motivation and potential problems found through the abovementioned areas of study:

RQ 1: What are the different dimensions of an apology speech act?

RQ 2: What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?

In Chapter 3, the data and methods applied in the study will be presented. In this thesis, I will explore three cases, where an organization has created an apology for their stakeholders and used YouTube application as their medium. Case examples are chosen from international organizations in order to cover the subject on an international level. The three cases are CEO apologies from BlackBerry RIM by Mike Lazaridis, Skype by Tony Bates and Stratfor by George Friedman. All of their respective organizations have YouTube accounts and the apology videos were posted on their channels as part of their crisis communication strategy.

The data will be analysed through qualitative research methods. I will employ content analysis and speech act analysis in combination with multimodal semiotic analysis to enable triangulation of the data. Additionally, the data will be transcribed and then coded according to spoken English intonation, the content of the apologies and analysed according to the visual signals given in the videos through multimodal semiotic analysis. These will then be colour-coded according to GreenBlueRed communication theory (discussed in Section 2.4) in order to better compare the data for the findings and to visualize the findings for the reader.

Chapter 4 will examine the findings gathered from the study. It will begin by discussing the findings in relation to reputation management, apologia theory and apologizing, impact of YouTube as a channel choice, visual studies and nonverbal communication. The findings will highlight the patterns emerged from the apology speech acts and compare the different cases to each other in order to determine potential practical implications and best practices.

The discussion of the findings in relation to the theoretical framework will be presented in Chapter 5. The discussion will find answers to the research questions posed earlier in this chapter. Finally, Chapter 6 will conclude this thesis with a summary of the research,

practical implications, limitations of the study and suggestions for further research. I anticipate that the different dimensions of an apology speech act will depend on the motivation for the organization to perform an apology speech act. Also, I expect that the nonverbal communication of the CEOs will impact the portrayed apology and will bring more content to the apology.

2 Review of literature

In this chapter, I will review the existing literature and previous research published concerning the topic of this thesis. Therefore, it is necessary to first examine the concepts of crisis and crisis communication after which it is possible to discuss an apology as a speech act and as a way to respond to a corporate crisis. In Section 2.1, the concept of crisis is defined for the purpose of this thesis and crisis communication is presented as part of corporate communication activities.

Reputation management and apologizing in crisis communication will be examined in Section 2.2. In this section, the central concepts in reputation management and crisis communication will be combined in order to build a viewpoint to apologizing in crisis communication.

As the case examples in this thesis are based on videos in YouTube application, the impact of visual features and social media on corporate communication activities and especially on crisis communication will be examined in Section 2.3. In this part, the concept of social media will be studied first, after which the implications of its emergence in corporate communication activities will be discussed.

In order to analyse how the apology has been delivered in the case examples, it is necessary to discuss the importance of body language in Section 2.4. These elements will be compared with the intention of the apology (as discussed in Section 2.3). In this section, I will focus on examining the elements of body language with the focus on the parts that are visible also on the case videos. Nonverbal communication may impact the way the audience would perceive the apology.

Parameters for answering Research Question 1 “What are the different dimensions of an apology speech act?” will be determined through combining the various elements found in the literature on reputation management and crisis communication. This will become

the basis for the theoretical framework, which will be built throughout this chapter and finally discussed as an entity in Section 2.5.

The theoretical framework will help in answering Research Question 2 “What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?” as it will combine the different theories presented in Chapter 2. The theoretical framework will consist of theories based on the concepts derived from crisis communication, social media, reputation management, apologia, apology speech act, visual studies and nonverbal communication.

2.1 Crisis communication

In this section, the concepts of corporate communication as a part of business communication are presented in order to discuss the relevance of crisis communication in corporate communication. Also, these concepts will be clarified in this section in order for them to be used later in this study.

Business communication is conceptualized as an umbrella concept for “communication in business” by Louhiala-Salminen (in Bargiela-Chiappiani, 2009, p.312). Kalla (2005, p.128) refers to Reinsch’s (1996) definition as “the scholarly study of use, adaptation and creation of languages, symbols and signs to conduct activities that satisfy human needs and wants by providing goods and services for private profit”. In this sense, business communication could then serve as the all-encompassing concept of all internal and external communication an organization is involved in.

Corporate communication can be seen as under the concept of business communication (see above). Kalla (2005, p.129) refers to Argenti & Forman’s (2002) definition of corporate communication as “the corporation’s voice and the images it projects of itself on a world stage populated by its various audiences, or what we refer to as

constituencies”. As a part of corporate communication activities, crisis communication refers to the action of responding to a crisis.

In this thesis, definitions for a crisis by Coombs (2009), Fearn-Banks (2011) and Argenti (2007) will be discussed in order to define the need for crisis communication. Coombs (2009) offered a definition for crisis (Heath in Coombs & Holladay, 2012, p.6), where he refers to crises as perceptual, which means that the organization will be in a crisis if its stakeholders believe that there is a crisis. Coombs (2009) continues that “a crisis violates expectations; and organization has done something stakeholders feel is inappropriate”, and thereby crisis can impact the performance of an organization.

While Coombs refers to the relativity of the potential crisis to different stakeholders as a basis for detecting a crisis, Fearn-Banks (2011, p.2) defines a crisis as “a major occurrence with a potentially negative outcome affecting the organization, company, or industry, as well as its publics, products, services, or good name”.

However, Argenti (2007, p.213) found that there are different kinds of causes for a crisis and that even a bad response by an organization to a potential crisis may induce a crisis: “A crisis is a major catastrophe that may occur either naturally or as a result of human error, intervention or even malicious intent.” Argenti continues “It can include tangible devastation, such as the destruction of lives or assets, or intangible devastation, such as the loss of an organization’s credibility or other reputational damage. The latter outcomes may be the result of management’s response to tangible devastation or the result of human error.”

Therefore, a crisis could then be determined to be an occurrence of and event or events, which, if perceived by the stakeholders as a crisis, can result in damaging an organization’s reputation, assets, publics, services, products or industry. Here the cause of the crisis could be found in malevolent actions, human errors, natural causes, intervention or even through the perception of the stakeholders on the situation. In order

to prepare and response to a crisis, an organization should resort to crisis communication actions, such as crisis communication.

Crisis communication as a research field developed originally from non-analytical recount of war stories through case examples after which the academics applied apologia theory (see Section 2.2) to crisis communication (Coombs, 2012, p.23). One of the examples in applied apologia theory by academics is the image restoration theory by Benoit (1995; see Section 2.2), who also presented new tools to analyse case examples with. This also highlights the risk with crisis communication theories, which is that while there are multiple examples and studies based on them, most of the theoretical base is derived from experience and analysed according to qualitative methods possibly through the researchers' own interpretations (Coombs, 2012, pp.23-24).

Crisis communications could be seen as the dialog between the organization and its stakeholders prior to, during and after the negative incident (Fearn-Banks, 2011, p.2). In order to discuss crisis communication, also crisis management as an activity needs to be clarified. Fearn-Banks (2011, p.2) defines crisis management as the process of “strategic planning for a crisis or negative turning point, a process that removes some of the risk and uncertainty from the negative occurrence and thereby allows the organization to be in greater control of its own destiny”. As part of crisis management process, crisis communication should help alleviate the risks and uncertainty posed on the organization.

How well an organization meets its challenges of assessing and managing risk and responds to a crisis is a strategic concern (Heath in Coombs & Holladay, 2012, p.4). Crisis communication can impact the reputation of an organization and an organization's reputation can again impact the way a crisis is viewed by the audience.

Crisis communication is normative and its goal is to prevent harm to others and to be accountable, therefore being justified parts of the community (Heath in Coombs and Holladay, 2012, p.6). In this classification, the focus of crisis communication is on the

strategic side of the communication act. However, Coombs (2012, p.20) defines crisis communication as “the collection, processing and dissemination of information required to address a crisis situation”. Coombs’ definition therefore refers to the process of crisis communication and more to the applied side of the communication act.

Therefore, crisis communication could be seen as a strategy driven communication act, where information regarding a crisis situation is collected, processed and disseminated for the purpose of addressing the crisis situation. The purpose of crisis communication thus is to protect the organization from further reputational damage and to receive information on the crisis situation for future reference. This is done also in order to prevent a double crisis stemming from the original crisis, which would then quite possibly deepen reputational damage. Therefore, it is necessary to next examine reputation management and apologizing in crisis communication.

2.2 Reputation management and apologizing in crisis communication

The purpose of this section is to uncover a basis for answering Research Question 1 “What are the dimensions of an apology speech act?” Here it is then necessary to determine the basis for discussion on the dimension through existing literature. In this section, first the concept of reputation is examined, followed by its purpose for an organization and then how to potentially maintain it during a crisis. Second, the motivation for apologizing as a communicative act and how an apology can be used in order to restore or maintain corporate reputation will be discussed. Third, influence communication theory and an apology as a speech act will be discussed as a way of determining the potential impact the apologies may have on their target audience. Finally I will continue by presenting the current literature on reputation in crisis communication and image restoration theories by Benoit, Coombs and Fearn-Banks in order to form the basis of the theoretical framework (see Section 2.5) and a categorization of response tactics in crisis communication discussed in this study.

2.2.1 Reputation management in crisis communication

A major part of an organization's market value is built through reputation (Korpiola, 2011, p.48) and it is therefore necessary to protect an organization's reputation during a crisis. Reputation is the most valuable thing and can take years to build but could be destroyed in an instant (Brown, 2007, p.50).

Reputation has three powers: attraction, first choice and trust. In order to attain good reputation, it is vital to uphold excellent relationships to all stakeholder groups through two-way communication. A good reputation prevents crisis and makes reputation management part of crisis management. (Aula & Heinonen, 2002, pp.214-215.)

As an increasingly critical issue for organizations, reputation is difficult to control (Brown, 2007, p.278), and crises are taken as a threat to the organizational reputation (Coombs, 2007, p.163). Hillenbrand & Money (2007, p.262) refer to the definition of corporate reputation by Smidts, Pryun & Van Riel as "a multi-stakeholder concept that is reflected in the perceptions that stakeholders have of an organization". Therefore, as a solution to the potential threat posed by a crisis, "post-crisis communication can be used to repair the reputation and/or prevent reputational damage" (Coombs, 2007, p.163; adapted from Coombs & Holladay, 2005).

People's perception of the organization and/or the crisis can be affected by the messages sent and action taken by the management (Coombs, 2007, p.171). The value of the face is important to all and since in human society blame, criticism and complaint occurs, and therefore people will feel the need to cleanse their reputation (Benoit, 1995, p.70). When reputation is threatened, humans feel the need to offer explanations, defences, justifications, rationalizations, apologies or excuses on their behaviour (image restoration strategies). Image restoration strategies can be divided into five categories, of which three are divided into sub-categories: denial, evading responsibility, reducing offensiveness, corrective action and mortification (Benoit, 1995, p.74).

Situational Crisis Communication Theory (SCCT) was introduced by Coombs (2007, p.163) as a framework for understanding the dynamics of using crisis communication to protect a company's reputational assets. SCCT helps to anticipate the stakeholders' reactions to a crisis and their reactions to the crisis response strategies used to manage the crisis. In order to protect reputations, crisis response strategies have three objectives to protecting reputations: 1) shape attributions of the crisis; 2) change perceptions of the organization in crisis and; 3) reduce the negative effect generated by the crisis (Coombs, 2007, p.171). Then in order to establish a frame of a specific crisis type on a crisis, the crisis managers use the crisis response strategies to either establish a frame or to reinforce an existing frame (Coombs, 2007, p.171). It is therefore critical to be the first one to present a frame and to reinforce it for the benefit of the organization.

Coombs (2007, pp.171-172) presents different crisis response strategies. Deny strategies target to establish a crisis frame and remove any connection between the organization and the crisis. For example, the reputational threat can be avoided if the denial frame is accepted. Diminish crisis response strategies discounts the crisis as not as bad as generally thought or the organization lacked the control over the crisis and they work best when reinforcing existing crisis frames.

Rebuild strategies again concentrate on building new reputational assets and could prove beneficial when, for example, the management would explain what "positive actions are taken in order to offset the crises". Bolstering as a response strategy does not offer much opportunity to develop reputational assets but it can be used to refer to the positive relationships stakeholders have with the organization. (Coombs, 2007, p.172). These strategies could also be seen as dimensions of an apologetic statement. However, the purpose is to find out the dimensions of an apology speech act, and therefore the only viable strategies for this purpose are those within rebuild strategies. It is then necessary to continue to search for the other possible dimensions of an apology speech act.

In order to “restore social legitimacy” (form of reputation), corporate apologia is used (Coombs & Holladay, 2012, pp.30-31). This suggests that a corporate apologia is a form of reputation defence. One way of diminishing the threat a crisis poses to a reputation is dissociation (Coombs & Holladay, 2012, p.31 adapted from Hearit, 1995 & 2006). Here it is assumed that the entire organization is not responsible for the crisis, but instead only one person or a certain team or group from the organization acted inappropriately.

For the purpose of this thesis, it is necessary to examine the different strategies offered by Benoit and Coombs and concentrate especially on the strategies containing apologetic manners in order to better evaluate the dimensions of an apology speech act. Based on the comparison of these, the basis for the theoretical framework (see Section 2.5) of this study is formed with introduction of the apologia theory by Fearn-Banks and the concept of apologizing in crisis communication.

2.2.2 Apologizing in crisis communication

In a study done by McLaughlin, Cody and Rosenstein (1983), they had identified “four types of reproaches or utterances that provoke accounts or apologies: expressing surprise or disgust, suggesting that the person being reproached is morally or intellectually inferior, requesting an account and rebuking another person” (Benoit, 1995, p.68). The vulnerability to criticism will lead to (internal) guilt and (external) threat and that both of these motivate also a reaction from the actor (Benoit, 1995, p.69). Therefore, it could be stated that the motivation to apologize, even on corporate level, can stem from saving face or reputation management.

One of the oldest pressures of the human condition is the urge to free oneself from a negative situation, and this is rooted in the issue of guilt (quoted from Burke 1984 by Hearit, 2006, p.2). As an organization is managed by humans and surrounded by stakeholders, who also are humans, it can be assumed that the same issue of guilt applies to organizations as well. The basic method of improving negative image is an

apology (Fearn-Banks, 2011, p.294). Apologia theory comprises of three somewhat different strategies an organization may use as its reaction when accused of, for example, a misdeed: redefinition, dissociation and conciliation (Fearn-Banks, 2011, p.17). These strategies can then be compared to the strategies in the image restoration theory by Benoit and in the SCCT by Coombs (see Table 1) in order to find the common denominators of these theories. The purpose is to then pinpoint the dimensions of an apology speech act in order to answer to Research Question 1.

An organization's reaction to its publics (the news media, consumers, employees and key opinion leaders) after being accused of a misdeed is referred to as apologia by Fearn-Banks (2011, p.16). The purpose here is to defend reputation and protect image. However, it is not necessarily an apology as the organization may also deny or explain for the misdeed through communications (Fearn-Banks, 2011, p.17).

If the organization communicates to the publics that "it did not 'intend' to commit the misdeed", it could be referred to as redefinition strategy. Informing publics that the organization "seemed to have" committed a misdeed but in reality has not could be referred to as dissociation. Finally, the third strategy for the organization is to apologize, which is referred to as in the literature as conciliation. (Fearn-Banks, 2011, p.17.)

As a speech act, an apology is most often done after the incident has occurred (Blum-Kulka & Olhstain, 1984, p.206). Loss of face for the apologizing party and support for the stakeholders are evident in apologies, and by making an apology the CEO would then pay tribute to the social norm while appeasing the stakeholders (Blum-Kulka & Olhstain, 1984, p.206). However, in case the stakeholders have not been affected or have not heard of the incident, the purpose of the apology speech act would then to be an informative one (Blum-Kulka & Olhstain, 1984, p.206). In this case, the organization would have the opportunity to maintain the organization's reputation by becoming a reliable source of information (see Section 2.2).

As crucial parts of crisis communication, apologizing and making amends are required especially if the crisis involved casualties or loss of property (Korpiola, 2011, p.37). It is also crucial to make a distinction between an apology and an excuse. Fearn-Banks (2011, p.37) distinguishes an excuse as passing blame to others, whereas an apology is a sincere admission of being sorry for the occurred misdeed.

In Table 1, the image restoration strategies, SCCT and the apologia theory are compared. The comparison in Table 1 is based on the image restoration strategies and then relating the SCCT and apologia theory to those strategies based on their respective descriptions and intentions. Through this comparison, it is possible to detect the commonalities of the above-mentioned concepts. Additionally, the ethical or true apology can be identified from the strategies found within the green quadrangle (see Table 1). In order to evaluate the conveyed apology in the case examples, it is necessary to establish how to detect the ethical apology.

Table 1. Comparison between image restoration, SCCT and apologia

Image Restoration Strategies (Benoit)	SCCT (Coombs)	Apologia (Fearn-Banks)
Denial	Deny	Denial (not part of apologia)
Simple denial	Deny	Denial (not part of apologia)
Shifting the blame	Deny	Redefinition
Evading of Responsibility	Diminish	Redefinition
Provocation	Diminish	Dissociation
Defeasibility	Diminish	Redefinition
Accident	Diminish	Redefinition
Good intentions	Diminish	Redefinition
Reducing Offensiveness	Diminish & Rebuild	Dissociation
Bolstering	Bolstering	Dissociation
Minimization	Diminish	Dissociation
Differentiation	Diminish	Dissociation
Transcendence	Diminish	Dissociation
Attack accuser	Diminish & Rebuild	Dissociation
Compensation	Rebuild	Conciliation
Corrective Action	Rebuild	Conciliation
Mortification	Rebuild	Conciliation

Whether the whole organization or a part of it takes the blame, an ethical apology is defined as truthful, sincere, timely, voluntary, one that addresses all stakeholders and that is performed in an appropriate context (Vigsø in Coombs & Holladay, 2012, p.497; adapted from Hearit, 2006). In this thesis, an ethical apology is determined according to Vigsø's (2012) (by Hearit, 2006) specification

- explicitly acknowledging wrongdoing
- fully accepting responsibility
- expressing regret
- identifying with injured stakeholders, empathy
- asking for forgiveness
- fully disclosing information related to the offense
- providing an explanation that addresses legitimate expectations of the stakeholders
- offering to perform an appropriate corrective action
- offering appropriate compensation.

2.2.3 Persuasiveness of an apology speech act

In order for an apology to impact the stakeholders as intended, it should be evaluated as persuasive as well. GreenBlueRed Communication theory (developed by Theo Cockx) uses three colours (green, blue and red) to code; for example, speech acts in order to examine the structure and the influence or potential of persuasiveness of the act (Pannetier, 2013). An example of the GBR theory in action is depicted in Appendix 1 in order to provide a reference point of a GBR coded speech act. This theory will be applied in this thesis on both the nonverbal and verbal communication (see Section 3.2) according to the GreenBlueRed Communication colour-coding key in Appendix 2.

In GBR theory, green refers to the content that belongs to others (the audience or the stakeholders), blue to what is owned by the speaker (organization or the CEO in the case examples) and red to the action achieved by combining green and blue, or what could be perceived as common between the others and the speaker (Pannetier, 2013).

The colours can vary within sentences and cross sentence structures as they are determined by the intention of the speaker. Colour-coding the statements helps to determine the intention and the structure of a speech act. As an example of GBR colour-coding, in Mandela's speech (see Appendix 1) two utterances were colour-coded as "Our daily deeds as ordinary South Africans must produce an actual South African reality that will reinforce humanity's belief in justice, strengthen its confidence in the nobility of the human soul and sustain all our hopes for a glorious life for all" and "To my compatriots, I have no hesitation in saying that each one of us is as intimately attached to the soil of this beautiful country as are the famous jacaranda trees of Pretoria and the mimosa trees of the bushveld". Here Mandela makes the feelings of his audience explicit (green), combines his audience's feelings and his own view (red) and includes his own view (blue).

It can therefore be assumed that an apology will be blue, as it reflects what the speaker owns. Also, it can be assumed that the majority of the CEO statements in the case examples are conversing about something that is owned by the speakers. Thus, the whole statements are likely to be mainly blue. However, the purpose of an apology is also to influence the audience to accept the content of the apology. The ability to influence the audience could be then measured also according to the level of persuasiveness. In GBR theory, for a speech to be persuasive there should be about 70 to 75 per cent green, 20 to 25 per cent blue and 0 to 5 per cent red communication (Pannetier, 2013). On one hand, it would seem that an apology may not be very persuasive by default as the majority of the content is assumed to be blue instead of green. On the other hand, if the audience receives the information it is looking for, the content of an apology may have enough influence to convey the desired message.

In order for the audience to be convinced by the apology, it is necessary to determine the structure of an apology. If the content is coded according to GBR, the order of the colours should strive to be green, blue and red (Pannetier, 2013), in order for the CEOs to convey the message more clearly. The three colours can be mixed in messages, thus creating turquoise and purple, but it is not preferred as it diminishes the clarity of the

conveyed message. None of the colours are inferior in comparison to others but they serve a different communicational purpose and it depends on the timing where a certain colour should be applied (Pannetier, 2013).

Apologies are assumed to be mainly blue due to their content being usually about the organization in question. Apologizing as a speech act can be seen in two basic forms; which are realized either via an explicit illocutionary force indicating device (IFID) by using a formulaic expression of regret, or via an utterance containing “reference to one or more elements from a closed set of specified propositions” (Blum-Kulka & Ohlstein, 1984, p.206). The latter strategy would include then a reference to the cause of the crisis, the organization taking responsibility for the crisis, the organization’s willingness to offer repairs or the organization’s promise for forbearance; and it can also be performed with or without the use of IFID (Blum-Kulka et al.). A formulaic apology utterance, which is an expression containing words like “sorry”, “apologize”, “forgive” or “excuse”, is the most commonly found apology strategy according to Meier (1998, pp. 216). These expressions of regret could then be seen as blue according to GBR as they belong to the speaker.

The first strategy by Blum-Kulka et al. could then be seen as blue, as it contains something that belongs to the organization; that being mainly the utterance of “I’m sorry”, for example (Blum-Kulka & Ohlstein, 1984, p.206). GBR theory suggests that by starting with more green content it would be possible to relate to the audience better and therefore connect with their communication needs as well (Pannetier 2013). The second strategy proposed by Blum-Kulka et al. might offer an opportunity for the speaker to create a greener apology statement.

Additionally, the delivery of the message and its content should be coherent in order for it to be conveyed efficiently to the audience (Pannetier, 2013). This means that the chosen strategy, nonverbal communication, contents of the message should be coherent with the purpose of the apology. In other words, when coded, all of these elements should be perceived genuinely on the same level: green, blue or red. For this purpose, I

also will code the strategies described earlier in this chapter according to GBR in order to be able to determine the coherence of the delivery according to the strategies as well.

2.2.4 Response tactics in crisis communication

For the purpose of this thesis, I have determined the following eight categories of response tactics that can be applied in crisis communication: *negation, assault, defence, detachment, defeasibility, master, depreciation and apology*. The categorization has been inspired by the research done by Benoit, Coombs and Fearn-Banks; and next I will explain the categorization with the help of the terminology introduced by the above-mentioned researchers (see Figure 1). This categorising is needed as the theories found in the literature do not cover all potential instances and are at the same time somewhat overlapping. Additionally, the final tactics, the apology response tactics describe the different dimensions of an apology speech act. The categorizing and its colouring in Figure 1 are solely for the purpose of visualization and the colours do not represent the colour-coding to be completed in the analysis.

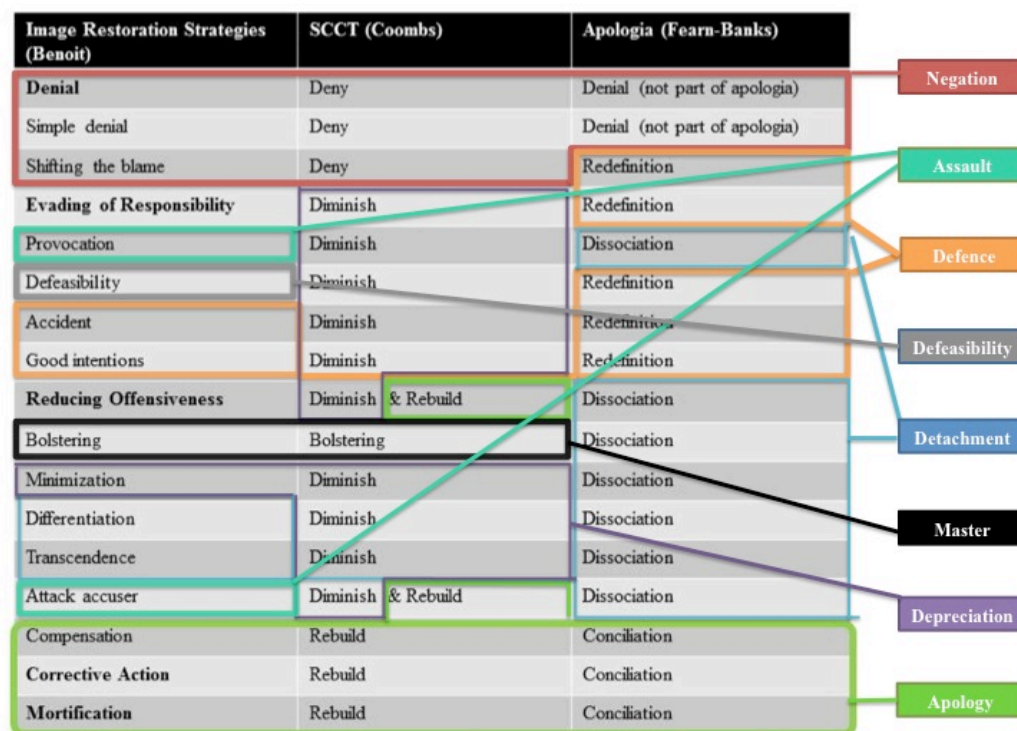


Figure 1. Response tactics in crisis communication

Negation response tactics in crisis communication include components of denying the occurred offence and shifting the blame onto a third party. Here on one hand the organization might rightfully deny that the occurred situation is its fault, and on the other hand the organization may be the actual culprit and is, for example, trying to buy more time to better resolve the issue. Whatever the case may be this response tactic may induce additional questions in the public concerning whom to blame for the crisis. Therefore, one option of negation response tactic is also shifting the blame to a third party.

Assault response tactics in crisis communication could be considered as a counter-attack strategy as it contains components of responding to provocation and attacking the accuser. These tactics are concerned with scapegoating practice, where the offended party should agree that the organization was provoked into committing the offense; it may be possible to hold the provocateur responsible instead of the organization. Here the organization could then reduce the credibility of the provocateur or the accuser and also has an option of attacking the accuser as a form of assault response tactics.

Defence response tactics in crisis communication are comprised of excuses based on accidents and good intentions, and additionally of an opportunity for the organization to redefine the situation to their favour. In these instances, the accused organization strives to defend itself by reducing its apparent responsibility in the situation at hand. One possibility of defence response tactics is also that the organization defends its actions by arguing that the action or motives were based on good intentions.

Detachment response tactics in crisis communication are concerned with differentiation and the effect of transcendence. The aim is to differentiate the organization's actions from other similar actions, but which had much more offensive results. Therefore, it is possible for the organization to lower the audience's negative feelings toward the organization, when the audience compares the occurred action to other similar but

worse situations. Also, through transcendence it is possible for the organization to reframe the crisis situation.

Defeat response tactics in crisis communication are based on pleading that the organization lacked appropriate information on the vital factors in the situation or otherwise lacked control in the situation. Therefore, the organization does not deny the occurred offence but attempts to reduce the perceived responsibility in the crisis situation by pleading for defeasibility.

Master response tactics in crisis communication are based on bolstering. In these tactics, it is possible for the organization to strive to strengthen the audience's positive affect for the organization. Here the organization would be using its gained good reputation to mitigate the negative effects of the crisis situation.

Depreciation response tactics in crisis communication focus on minimizing or diminishing the negative effect of the occurred crisis situation. Here the organization does not deny the offense but is suggesting that the crisis is not as bad as it first only appears to be. These tactics may be used to effectively restore the reputation of the organization.

Finally, *apology response tactics in crisis communication* involve strategies that can be seen as offering an actual apology to the offended parties. These tactics also describe the dimensions of an apology speech act, which are sought after in Research Question 1. Here the acts of offering compensation, rebuild reputation, conciliation, corrective action and mortification are seen as tactics in order to respond to a crisis situation with a true apology. Compensation can work as a means of reducing the offensiveness but it will work for only those who will appreciate this form of apologizing. However, in order for the organization to correct the injury it needs to offer corrective action in the form of either restoring the status quo and/or ensuring that the offensive situation will not recur. Furthermore, if the organization admits responsibility and expresses guilt through mortification or concessions, the audience might choose to pardon the offense.

Based on the theories presented in this section, it is possible to create a basis for answering Research Question 1 “What are the different dimensions of an apology speech act?” According to the literature and the theory proposed above, an apology speech act serves as a reputation and crisis management tool but also as a means of delivering information on the occurred crisis. However, the content of the apology speech act and its structure also need to be considered.

The most common mistakes occurring in crisis communication is the lack of expressing the appropriate emotions (such as empathy) the lack of conveying presence and the lack of facing the stakeholders impacted by the crisis directly and dialogically through the media (Korpiola, 2011, p.39). Therefore, it is necessary to take into consideration also the visual impact of the messages (see Section 2.3) and the expressed nonverbal communication (see Section 2.4) in visual messages, such as videos in YouTube. For the purpose of this study, it is necessary to examine how the introduction of social media (and its applications such as YouTube) may impact the crisis communication activities. This also will be examined in Section 2.3.

2.3 Visual studies

In this section, I will first examine the nature of videos as objects to be analysed in this study. I will then discuss the different elements to be analysed in the case example videos used in this thesis, and how these elements may impact the analysis on the apology speech act itself. Finally, YouTube as a medium in social media is examined.

2.3.1 Videos as communication

In order to analyse the case videos in YouTube, it is necessary to examine the literature on visual studies and moving images combined with speech. This is essential since in crisis communication even the tiniest issues can get exaggerated, therefore, the wholeness of the communication act needs to be well thought down to even the visual

details (Korpiola, 2011, p.39). Videos essentially are moving images and therefore have own distinct features and in accordance with Halliday's (1978, 1985) three metafunctions (ideational, interpersonal and textual meanings). This is aligned with van Leeuwen (in Goodman & Graddol, 2005, p.81), who assumes that 'all modes of communication can be used to do three things:

1 represent what is going on in the world (ideational meaning):

-experiential meaning or representing and portraying the experience

(O'Halloran, 2011, p.5)

-logical meaning or the construction of logical relations (O'Halloran, 2011, p.5)

2 bring about interactions and relations between the communicating parties (interpersonal meaning)

3 form the kinds of meaningful wholes we call 'texts' or communicative episodes and recognize as cartoons, television interviews, documentaries, commercials, etc. (textual meaning)'

The difference between still images and moving images is the motion (of camera and people, things, places), the sequences of images and the way moving images are combined with other modes (speech, music and sound effects) (Van Leeuwen, 2005, p.82). It can be assumed that the case videos contain high naturalistic modality as they are representing speech acts. Naturalistic modality refers to the level of how real a presentation is (Machin, 2007, p.46). Here high naturalistic modality then means that the presentation reflects what would be expected to be seen there. And low naturalistic modality would signal that the presentation does not reflect what could be seen in the real world.

Mental processes (perception, affection, cognition) can be identified in moving images. According to van Leeuwen (2005, p.85), 'reaction' is the only visual mental process identified. This refers to either non-transactive action, where the phenomenon of the process is not seen; or transactive reaction, where the phenomenon is visible. Should the person in the case video examples look straight to the camera, it would pose a very

strong 'subjective' flavour as it permits the viewer to connect with both the phenomenon and the reactor (van Leeuwen, 2005, p.88). In this study, the connection between the speaker and the viewer will also be examined.

Angle of the camera is also different in still images and moving images. The angle can be dynamicized either by the depicted subject or by the camera or even both at the same time (van Leeuwen, 2005, p.89). However, in the cases used in this study, the camera angle or the people do not move at any point, which encourages finding examples from similar situations. As an example, anchorpersons in news and current affairs television are shown "frontally, from slightly below eye level and in a wider shot than other participants in the programme" (van Leeuwen, 2008, p.89). As the anchorpersons are depicted higher than the viewers and shown from a respectful distance, their authority is enhanced (van Leeuwen, 2005, p.89). Therefore, it is necessary to study also the camera angle of the case examples in order to potentially reveal any power positioning.

2.3.2 YouTube as a medium

In this subsection, I will begin by defining the concept of social media for the purpose of this thesis in order to better examine crisis communication activities in the context of social media. I will then continue by discussing the impact of social media on crisis communication activities.

The concept of social media is fairly inaccurate as all media are by nature social (Korpiola, 2011, p.33). However, social media can be defined as a communicative platform that covers such mobile or online communication environments, where each user or group of users has the opportunity to be both an active communicator and a recipient of messages (Korpiola, 2011, p.33). And as it is mainly based on consumer-generated content, social media can be defined as a set of online communication tools (Taylor & Kent, 2010, p.209).

The social media is a double-edged sword: it is an opportunity but sometimes a threat in a crisis and it will test an organization's communicational preparedness in digital publicity (Korpiola, 2011, p.33). An organization may use a variety of different social media applications in their communication activities in addition to the more traditional channels of communication. In this study, this is referred to as multi-channel communication strategy. Thus, it is vital to study whether the organization's choice of social media application, for example, the YouTube application, properly conveys the intended message to the organization's stakeholders and the larger audience.

When present in the social media, the organization should be a reliable source of information and the expert in the crisis situation (Korpiola, 2011, p.39). The reliability of the organization as a source of information may also be impacted by the existing reputation of the organization (see Section 2.2). Therefore, it is necessary for the organization to prepare their social media visibility for crisis communication needs in addition to, for example, purely informational or marketing communication purposes.

Gonzalez-Herrero & Smith (2010, pp.100-101) discuss the changes the Internet has introduced to the ways organizations should monitor, plan and respond to crisis situations. They argue that "organizations must realize that: (a) audiences now have instant access to information, (b) stakeholders are now highly fragmented due to huge choice of media available online, (c) thanks to new social platforms, 'active' individuals about an issue can find each other very easily, and (d) the gatekeeper function of the traditional mass media has disappeared in the online world". The type of audience the company's products or services are aimed at must be considered when planning and targeting the crisis communication (Gonzalez-Herrero & Smith, 2010, pp.100-101).

Organizations should therefore revise their crisis communication plans in accordance with the challenges posed by the online environment and social media in order for the crisis communication plans to better suit both the online environment and the traditional environment at the same time (Gonzalez-Herrero & Smith, 2008, p.146). The online environment must be considered in the crisis plans regarding planning and prevention,

and also to prepare for two types of crisis: ‘traditional’ (product recalls, oil leaks, natural disasters) and online crisis (hacking, web security breaks, cyber-terrorism) (Gonzalez-Herrero & Smith, 2008, p.146). The crisis situations are also influenced by the lack of geographic and time barriers; and that the actual crisis seems to last longer as it is almost impossible to remove all negative implications from the web (Gonzalez-Herrero & Smith, 2008, p.151). In order to actually utilize social media effectively in a crisis, the social media environment must be implemented at the most acute stage of the crisis the latest (Korpiola, 2011, p.33).

The medium of the crisis communication is relevant in the social media (Kerkhof, Schultz & Utz, 2011, p.77). However, an organization should not build their social media strategy based on certain social media applications due to the cyclical nature of the online environment (Korpiola, 2011, pp.34-35). Therefore, an organization should instead strive towards a multi-channel communication strategy with a focus on the content to be shared through the different social media applications.

The research by Kerkhof et al. (2011) showed that when the crisis response strategies, which impact the crisis response message and its content, do not differ greatly, the medium had a clear effect. In their example communication received via Twitter got a more positive response than, for example, blogs or newspapers. However, unlike “lean” media (i.e. text), the “rich” media (i.e. videos) enable generous information flow and thus, allow the information exchange with rapid feedback (Nardi, 2005, pp. 91). It could then be suggested that in a crisis situation a video statement through, for example, YouTube would enhance the flow of information. Therefore, it is necessary to outline which medium to use when applying social media as a crisis communication tool.

Additionally, according to Alexa Internet (2014), YouTube is the third most visited website globally and thus makes it a very prominent site for the audience to look for information. However, in order to evaluate the impact of a social media application (Facebook, YouTube), it is important to first offer a classification of different application. In this thesis, the social media applications will be classified according to

their social presence or media richness and self-presentation or self-disclosure (see Table 2). Social presence refers to level of intimacy and immediacy of the application (Kaplan & Haenlein, 2009, p.61). For example, the higher the social presence, the higher the social influence the communication partners have on each other's behaviour.

Table 2. Classification of social media by social presence/media richness and self-presentation/self-disclosure (Kaplan & Haenlein, 2009, pp.62).

		Social presence / Media richness		
		Low	Medium	High
Self-presentation / Self-disclosure	High	Blogs	Social networking sites (Facebook)	Virtual social worlds (Second Life)
	Low	Collaborative projects (Wikipedia)	Content communities (YouTube)	Virtual game worlds (World of Warcraft)

YouTube as a medium of choice is then categorized as low self-presentation and medium media richness. Media richness assumes that communication aims to resolve ambiguity and to reduce uncertainty (Kaplan & Haenlein, 2009, p.61). Self-presentation in the classification refers to the desire people have to control the impressions others have of them in any social interaction (Kaplan & Haenlein, 2009, pp.61-62). Also, most often self-presentation is carried out through self-disclosure (Kaplan & Haenlein, 2009, p.62). Therefore, YouTube can then serve as a good communication channel for organizations in order to produce official statements as it is in the mid-ground by not being too media rich and leaving authority for the organization by not being high in self-disclosure.

Crisis communication in social media should be well planned and should not be separated from the overall strategy, as the crisis communication plan should prepare for traditional communication channels as well. This is important as the stakeholders are more fragmented in the online environment than in the traditional, where the gatekeeper function of the traditional mass media would also potentially help in diminishing the effects of the crisis.

Therefore, in preparing for crisis communication through YouTube, the organization should establish itself as a functioning member of the network in question well before a crisis occurs. This also includes monitoring the online networks before, during and after a crisis in order to trail potentially negative implications in the social media environment, though this may be an almost impossible task due to the lack of geographic and time barriers.

It is vital to remember to strive for a multi-channel crisis communication strategy as opposed to concentrating on just a few channels, in order to reach the audience real-time and before the information comes from another source. Due to the nature of social media (as an opportunity or a threat in crisis), it is important to maintain the organization's reputation by being a reliable source of information.

After examining the visual studies regarding moving images or videos, it is necessary to continue the study by discussing the nonverbal communication that should be evident in the case examples.

2.4 Nonverbal communication

In this section, nonverbal communication as a concept will be defined. As parts of nonverbal communication, body language and physical appearance will be examined. Finally, the different parts of most importance for this study will be discussed.

Nonverbal communication can be divided into five primary functions: expressions of emotion (face, body, voice), communication of interpersonal attitudes (tone of voice, gaze, touch), accompany and support speech (nodding as a response), self-presentation (appearance) and rituals (greetings, handshakes) (Gupta, 2013, p.36). For the purpose of this study, the concept of nonverbal communication refers to the communication through body movement (facial expression, posture, gesture) and vocal features

(intonation, stress of voice, speech rate and loudness of voice) (Bull, 2001, p.644). This study will also be examining the double messages, where the spoken language tries to convey one thing and the nonverbal communication another (Gamble & Gamble, 2013, p.153), present in the case examples.

Nonverbal communication is closely related to speech. The process where the speaker moves to in time with speech is called self-synchrony. This is not constricted to hand gestures as it entails all parts of the body that are synchronized with speech, such as vocal stress. Body movement, such as gestures, combined with the actual spoken content can also work together to create a sentence and this is referred to as mixed syntax. (Bull, 2001, p.646.)

Parts of language that are not is spoken or written include different forms of nonverbal communication. These can be categorized as body language (kinesics – body movements, facial expressions, gestures, postures), physical environment (proxemics – distance or proximity to other people, available space, territorial control) and personal attributes such as physical appearance (artifactual communication), paralanguage (auditory communication) and haptics or touch (tactile communication). (Gupta, 2013, p.36.)

It is possible to transmit both conscious and subconscious messages either voluntarily or involuntary and most nonverbal messages are involuntary (Gupta, 2013, p.36).

Involuntary nonverbal communication is evident in body language (Gupta, 2013, p.36). Body language is the most trusted indicator for conveying feelings, attitudes and emotions (Borg, 2011, p. xviii). It is possible to find out about the true feelings through gestures, facial expressions and vocal clues (Borg, 2011, p. xxiv), on which this part of the study will focus on.

The body language of the CEOs in the cases needs to be examined. This should be done for the visual analysis to cover also the relationship between what the CEOs say and what they communicate with their expressions, postures and overall body language.

Spoken language is used primarily to convey information, whereas body language is used for conveying interpersonal attributes and in some cases is used as a substitute for verbal messages (Pease & Pease, 2006, p.10).

In any message there are three elements (body language, voice and words), which follow the “55, 38 and 7” model (Borg, 2011, p.5-6). According to this model, 55 per cent of the meaning in messages is derived from the visual body language (facial expression, gestures, posture), 38 per cent of the meaning is vocal (tone, pitch, pace) and 7 per cent of the meaning comes from the words used (content). This model is relatively supported by other studies, where nonverbal communication is in the spectrum of 70 to 90 per cent of the entire communication (Gupta, 2013, p.36).

In order to read the true meanings behind body language, the three Cs (context, congruence and clusters) should be taken into account (Borg, 2011, p. xxvi). It is important to take into consideration the context in which the behaviour occurs. For example, if a person has arms tightly crossed but it is cold, then the person may simply be cold instead of trying to express disagreement (Borg, 2011, p. xxvi). Additionally, congruence of the message has to be considered, in other words, that the words match the body language. Finally, it is vital for the analysis to be complete to also interpret the body language in clusters of gestures. According to Borg, 90 per cent of the message is nonverbal communication (visual and vocal body language). (Borg, 2011, p. xxvi.)

People communicate with dress, posture, facial expression, eye contact, hand, arm and leg movements, body tension, spatial distance, touch and voice (tone, pace and inflection) (Borg, 2011,p.4). Therefore, in order to analyse the case examples, this study will discuss the relevance of specific elements, such as dress, posture, facial expression, eye contact and vocal cues. This is due to the camera angle and the way the case videos have been shot.

2.4.1 Eye contact

Audience of the videos may be able to determine the feelings of the CEOs based on the eye contact and movement the CEOs have in the case examples. According to Borg (2011, pp.40-41), rapid blinking may indicate anxiety or discomfort, whereas slower blinking (eyes remain closed for longer periods of time) may suggest that the speaker considers himself to be in a superior position in comparison to the listener.

When talking to a camera, however, eye contact needs to be held with the camera in order to express that the speaker is speaking directly to the listener. In cases where the speaker's eyes dart from side to side (see Section 4.4), his behaviour could be perceived as insecurity about what is happening (Pease & Pease, 2006, p.181). According to Borg (2011, p.44), moving eyes from side to side (darting eyes or eye shuttle) gives the impression that the person is looking for a way to escape. This then might create mistrust in the audience towards the CEO even if this is not the emotion he is trying to convey at that moment.

2.4.2 Facial expressions

The facial expressions of the CEOs are important, especially since the videos have been shot with a close-up on the person. It is possible to easily identify emotions of happiness, sadness, surprise, disgust, fear and anger based on facial expressions (Gupta, 2013, p.38). This is important for the apology act, since the audience should be convinced that the apology is ethical (see Section 2.4) in order the apology act to be successful.

The face of a person is the most important nonverbal communication channel for conveying attitudes and emotions to others (Gupta, 2013, p.38). Therefore, it is vital to search for 'micro expressions' or leakages from the facial expressions of the CEOs. Faces will reveal what is actually felt, even if for a matter of seconds, since people's emotions affect the physiology (and vice versa) (Borg, 2011, p. 56; Ekman, 2003, p.15). As the cases are videos, the audience has the opportunity to stop them and even review

them over and over again, making it possible for the audience to detect the sometimes subtle hidden messages.

Also, taking into consideration the severity of the messages in the case examples, an inappropriate smile might confuse the audience. According to Borg (2011, p.58), if the message is not congruent with the facial expression (such as a smile when apologizing for bad internet service), 'there's no evidence of empathy so the meaning of the whole message is void'. Therefore, it is necessary to examine the facial expressions in terms of feelings and portrayed emotions as well.

There are three reasons why emotional reactions can be perceived incorrectly. The feeling is correct but (1) the intensity of the portrayed emotion is wrong, (2) the emotion is delivered in a wrong way or (3) that the wrong emotion considering the situation at hand is felt (Ekman, 2003, p.17). Additionally, if no emotion is shown during an apology, the speaker could be perceived as inhuman or detached (Ekman, 2003, p.52). It is vital for the apology to come across to the audience as genuine, and so it is important to also study whether the CEOs in the examples have employed the correct emotion with the correct intensity and with the correct way of delivery.

In this thesis, the positioning and movement of and in the forehead, eyebrows, eyes, cheeks and mouth of the CEOs will be considered. However, it is vital to also examine the impact of head movements in this study.

2.4.3 Head movements

Patterns in head movements can be noted co-occurring with speech, and head movements can have semantic, discourse and interactive functions (McClave, 2000, p.876). Head movements can at the same time direct speech production, note structural boundaries and regulate turn taking (McClave, 2000, p.857). However, for the purpose of this thesis, turn taking specifically will not be examined, as the CEOs are the only speakers. Still, it may be that towards the ending of a speech the speaker intuitively

signals the nearing end with a head movement similar to turn-taking gesture. McClave (2000, p.859) suggests that head movements act as modality markers for uncertainty, while also signalling discourse structures regarding indirect quotes.

It is also possible that head movements have a deictic function and kinetically marked lexical repairs in narration (McClave, 2000, p. 859). In the case examples, apologies may include also narration on the occurred situation. Head movements in narrative functions could be divided to direct quotes, expression of mental images of characters, deixis and referential use of space and to lists or alternatives (McClave, 2000, pp.863-869). Therefore, it is necessary to also examine the head movements occurring during the technical discourse leading to the actual apology utterance.

Additionally, the affirmative and negating head movements, nods and shakes, will be examined in this study. Head movements co-occurring with speech can be divided to represent inclusivity, intensification and uncertainty (McClave, 2000, pp.860-862). The interactive functions or backchanneling request of head movements will be left out of this study as the focus is on one speaker only in this thesis. Very fast head movements have been connected to peaks of vocal loudness (McClave, 2000, p.856), which is why it is also necessary to include the study of vocal cues to this thesis.

2.4.4 Vocal cues

Paralanguage (nonverbal aspect of speech) covers 38 per cent of the message (Borg, 2011, p.86). The tone of voice can be varied through the pitch of voice (high and low), the speed of voice (rapid or slow), the loudness of voice (soft to extremely loud) and the rhythm of the voice (Borg, 2011, p.86). For the purpose of this thesis, it is important to also discuss the tone of voice used by the CEO's in the case examples as they are trying to convey a certain message and how the message is received will be influenced by their tone of voice.

First, the pitch of voice can express a vast range of different meanings as, for example, the pitch can indicate a contrast between making a statement and asking a question. Second, the speed of voice can also indicate different meanings as, for example, rapid speed of voice could infer to an urgency of some kind or even nervousness. However, personal differences can also impact the speed of voice as people have differences in personality. (Borg, 2011, p.87.) Third, the loudness of voice can also convey different meanings. For example, most people find a very loud voice as conveying anger. However, again there may be personal differences in the loudness of voice as well due to differences in personality. Fourth, the above three aspects of speech create a rhythm to the voice. When all four aspects of speech are pleasant and coherent, it may be easier to convey the content of message as planned. (Borg, 2011, pp.87-88.)

The tone of voice applied by the CEOs will also be considered in terms of intonation in this thesis. Language can be analysed on four levels or strata: semantics, lexicogrammar, phonology and phonetics (Halliday & Greaves, 2008, p.41). In this thesis, the main focus will be on the semantics stratum but through distinguishing first the phonetic and phonological classes. Therefore, distinctive pitch contours, referred henceforth as tones, in the English language will be analysed in each case example.

2.4.5 Postures and gestures

The first impression of a person is often derived from the person's physical appearance. A slumped position may convey a submissive, nervousness or generally a closed body language (Borg, 2011, pp.14 & 224). Also, raising the shoulders and pulling the head down between them (the head duck) can imply a submissive apology in business context and will weaken the authority of the person as it diminishes the air or confidence (Pease & Pease, 2006, pp.235-236). Therefore, it is vital to analyse the case examples with regard these factors as the gestures posed by the CEOs may convey something that was not the intention.

Postures and gestures need to at least appear natural in order for them to be seen as positive and genuine, which is important in conveying a truly sincere apology (see Section 2.4). Individual thought processes are mirrored through the gestures and postures that are frequent and continuous movements of the body. Gestures and postures also regulate communication. (Gupta, 2013, p.38.)

After examining nonverbal communication, it is possible to form the theoretical framework (see Section 2.5). Section 2.1 defined crisis communication as part of business communication. Crisis communication was defined as a strategy driven communication act, where information regarding a crisis situation is collected, processed and disseminated for the purpose of addressing the crisis situation. The purpose of crisis communication was therefore noted as to protect the organization from further reputational damage and to receive information on the crisis situation for future reference.

The motivation to uphold crisis communication was found to be reputation management in Section 2.2. In this section, apologizing in crisis communication and the persuasiveness of an apology speech act were discussed. Eight response tactics in crisis communication were found: negation, assault, defence, detachment, defeasibility, master, depreciation and apology.

In Section 2.3 the visual studies regarding videos as communication and YouTube as a medium were examined. In this section, videos were found as modes of communication that can be analysed according to the cinematography applied. YouTube was noted as a prominent site for the audience to look for information, and thus it was found as a good communication channel for organizations to produce official statements. Also, it was noted that the use of YouTube needs to be included in the communication strategy and a presence in the application should be build in advance.

Nonverbal communication was presented in Section 2.4. It was noted that in this study the concept of nonverbal communication refers to the communication through body

movement and vocal features. Additionally, it was determined that this thesis will discuss the potential double messages, where the spoken language tries to convey one thing and the nonverbal communication another. Eye contact, facial expressions, head movements, vocal cues and postures and gestures were presented separately as parts of nonverbal communication in order to analyse these parts later in the study. The theoretical framework will be presented and discussed in the next section.

2.5 Theoretical framework

In this section, I will present the theoretical framework (see Figure 2) of this thesis. Research Question 1 “What are the different dimensions of an apology speech act?” can be answered through the mid-part of the theoretical framework in Figure 2. The mid part describes the hypothesis that multi-channel communication strategy, apologia, paralanguage and video are the dimensions required for an apology speech act to become a true apology, as is depicted in Figure 2. Also, it was found in the literature review that the apology response tactics in crisis communication entail the dimensions of an apology speech act. These are mortification, offering compensation, conciliation, corrective action and rebuilding reputation.

The theoretical framework aims to describe the theoretical background for this study and help in answering especially Research Question 2 “What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?” through combining the theories presented in previous sections. The dimensions of an apology speech act form the basis for understanding the intended apology. Next, the different parts of the theoretical framework will be examined in order to better determine the solution to the Research Question 2.

In the centre of the theoretical framework Figure 2 is apology, which in this study represents the ethical apology and is also the focus of the thesis. An ethical apology would therefore require all four major areas to be present in a well-thought manner. If even one part is missing, the apology could remain as a merely apologetic statement instead of an ethical apology. In this thesis, the apology crisis communication response tactic is employed only when the apology in the statement can be considered as ethical. In Section 2.2 the ethical apology was located in Table 1 and was determined as

- explicitly acknowledging wrongdoing
- fully accepting responsibility
- expressing regret
- identifying with injured stakeholders, empathy
- asking for forgiveness
- fully disclosing information related to the offense
- providing an explanation that addresses legitimate expectations of the stakeholders
- offering to perform an appropriate corrective action
- offering appropriate compensation.

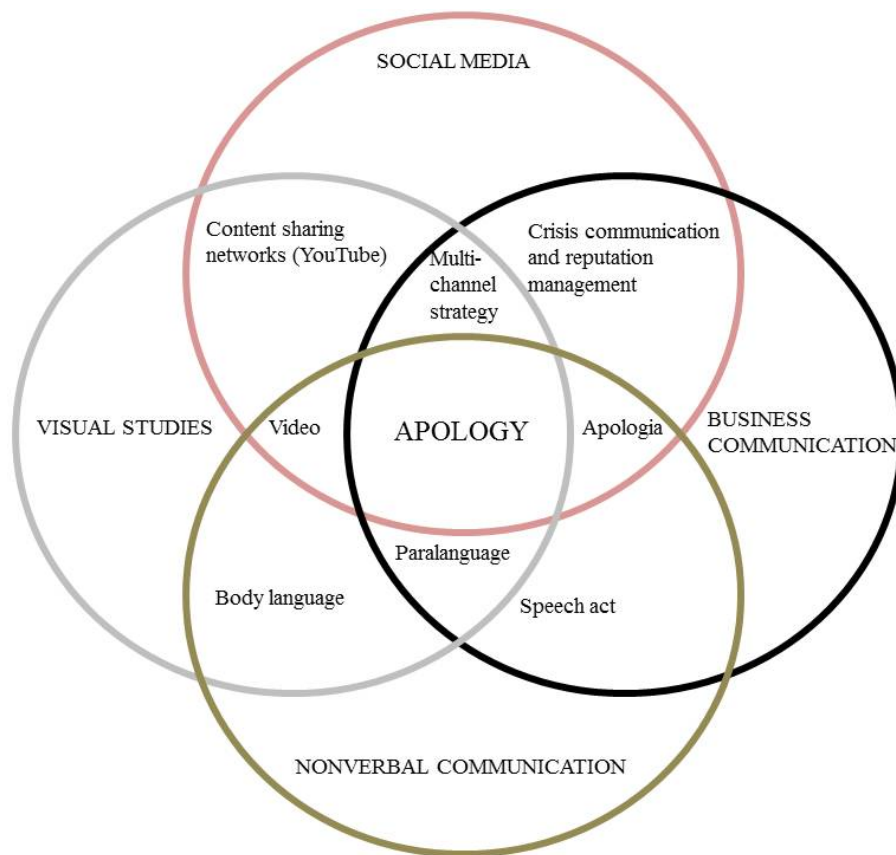


Figure 2. Apology as the sum of social media, business communication, nonverbal communication and visual studies

Four major areas overlap in the depiction of the apology: social media, business communication, nonverbal communication and visual studies. The four circles in the figure overlap partly on other areas as well and reveal points of connection between the different major areas.

Crisis communication and reputation management connects social media and business communication. Crisis communication in social media was discussed in Section 2.3. It was found that in order to prepare for a crisis well, it is necessary for an organization to establish itself as a functioning member of the social media network in question well in advance. Additionally, it is possible to maintain or enhance the reputation of an organization through connecting social media and business communication by offering two-way communication (see Section 2.2). It was also noted that a good reputation

prevents crisis, and therefore, reputation management is a part of crisis management (Aula & Heinonen, 2002, pp.214-215).

When the visual studies circle is added to the social media and business communication circles, the connector is the multi-channel strategy in business communication. As presented in Section 2.2, it is important for an organization to strive for a multi-channel crisis communication strategy in order to reach its audience real-time and before the information is available through another source. Therefore, it would be possible for the organization to maintain its position as a reliable source of information.

And when nonverbal communication circle is added to social media and business communication circles, the apologia theory (see Section 2.2) is created as a point of connection. In this part, the idea of improving a negative image through apology is important. As the apologia theory offers three strategies of redefinition, dissociation and conciliation (Fearn-Banks, 2011, p.17), it is necessary to evaluate whether the nonverbal communication is on the same level with the actual content of the apology. As the case examples are concerned with YouTube, social media is evident here as well. Therefore, the nonverbal communication in the case videos needs to be analysed in connection to visual studies and social media.

In the connection point of the business communication and nonverbal communication circles is the speech act. A spoken apology is a speech act and in order to evaluate this part of the study, it is necessary to evaluate the impact of the nonverbal communication (see Section 2.4), such as body language, on the business communication function (apology). Upon adding the visual studies circle to the business communication and nonverbal communication circles, the connection point is paralanguage, which is the nonverbal aspect of speech (see Section 2.4). For example, the tone of voice employed by the CEO's in the case examples can impact the way the intended message is received in reality.

Again, the nonverbal communication and visual studies circles are connected through body language. The visual studies provide a frame for estimating the nonverbal communication used in the case examples; thereby making it important to evaluate also the body language of the CEO's in the case examples. This is done in order to cover also the relationship between what they say and what they communicate with their expressions: postures and overall body language (see Section 2.4).

By adding the social media circle to the nonverbal communication and visual studies circles, the connection point can be found in the video form. Combining moving images with speech and the social network creates an area that needs to be examined through visual studies as a basis. Here it was established that videos are essentially moving images (see Section 2.3) and that mental processes could be identified in moving images. Therefore, it would be possible to examine the relationship of the CEO and the organization in question to the issue at hand through analysing the way the video has been produced.

The connection point between the visual studies and social media circles is the content sharing networks (such as YouTube). In Section 2.3, the different social media applications were classified according to their social presence or media richness and self-presentation or self-disclosure. According to this classification, the YouTube application was located under content sharing networks. This requires also the presence of visual studies in order to analyse the content that is shared in YouTube.

The theoretical framework also introduces the hypothesis that in order for a corporate apology to be seen as a true apology (defined above), also the visual element would need to be added. In other words, the theoretical framework suggests that a corporate apology needs a visual representation of the organization in order for it to become a genuine corporate apology, where the appropriate emotions can also be better conveyed to the audience. Additionally, it is suggested by the theoretical framework then, that in order for the apology speech act to become a true apology, its contents should be

sharable, visible and repeatable in the form of a video (YouTube) in order for the timing of the apology to fit the international audience over different time zones.

The theoretical framework strives to build a basis to answer to Research Question 2 “What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?” Here it is then suggested that the intended apology of an organization can be distinguished through examining the elements within the business communication circle: crisis communication and reputation management, apologia, speech act and the channel choice (here assumed multi-channel strategy). The conveyed apology of an organization can then be detected from the remaining part of Figure 2, which is mainly concerned with the delivery of the message. Therefore, the relationship between the conveyed apology and intended apology could then be seen as somewhat overlapping as well as some parts of Figure 2 are interconnected. Thus, it is then necessary to first start by examining the contents of the apology and the communicational strategy choices of an organization before moving onto evaluating the delivery of the message.

The research findings based on the hypotheses posed in connection with the research questions will be examined in Chapter 4. There the research results will be discussed in the order proposed above. However, next the data and methods of this study will be introduced in Chapter 3.

3 Data and methods

The purpose of this chapter is to discuss the data and methods applied in this thesis. I will first begin by examining the data and data selection as they determine also the applicability and reliability of the study. Second, I will present the methods to be employed in the study: content analysis, speech act analysis and multimodal semiotic analysis. Third section will argue the trustworthiness of this study. Finally, the fourth section will discuss the case examples in order to prepare for the discussion on findings in Chapter 4.

3.1 Data and data selection

This section will describe the gathering of data and data selection applied in this thesis.

Apologizing through YouTube or other video channels is not very common worldwide yet so most of the examples of apologies were found from US based companies' YouTube channels. Altogether, I found twelve potential cases for this study to be used as primary data. All CEOs or representatives of the companies were male. Every case example had to be found from a company's own YouTube channel in order to be sure that the posted video is meant as an apology and is by that particular company as opposed to being posted as a mock video. This was also essential, since the topic of this thesis covers CEO apologies in YouTube specifically.

However, in order to make a viable comparison between the case examples, the potential cases had to be organized according the subject and nature of the crisis. Some of the potential cases dealt with major disasters such as oil spills or contaminated food products and some with more technical issues such as hacked customer accounts or delayed flights due to system errors. I narrowed the cases used in this study to cover technical issues such as problems with updating an application or system outages. Therefore, it is possible to compare the cases on the content level instead of comparing

the severity of individual crises. This narrowed the number of the potential cases down to seven.

Also, some of the potential cases available had either one or two persons speaking on behalf of their companies respectively. This created a problem since with two persons in the same clip; there is interaction between the two speakers, while with only one speaker the interaction is completely with the audience. It is not preferable to compare the videos' different interaction components since the target of this thesis is to study the actual apology made by the CEOs and how using YouTube as a channel may affect the apology. This again narrowed the potential cases down to five cases.

One additional characteristic to be considered is the audience since some of the potential cases dealt with international audiences and some with specifically Asian audiences. The purpose of this study is not to compare differences of communicating to different cultures but instead to cover a more international or more Western way of using a video to apologize. For the purpose of this thesis, the Western way of using a video refers to the background of the companies as they are U.S., Canada and Europe based, and both the verbal and nonverbal communication in the videos can therefore be examined without much emphasis on cultural attributes. The two potential cases targeted only to Japanese markets (containing also Japanese language, which may cause some differences in comprehending the context and culture in comparison with the other apologies) were then left out of this study and finally three cases remained to be used as primary data.

The three chosen cases are corporate apology videos from BlackBerry RIM, Skype and Stratfor. These cases deal with crisis situations where a customer's account or product usability has been compromised. The common denominator in the cases is then that the crises are such that do not involve life-threatening situations, such as food poisoning or major catastrophes. Instead, the crisis situations are threatening the reliability and integrity of the organizations regarding their ability to provide their core services to their customers. By limiting the topic of the crisis situation and by diminishing the

potential cultural impact on the corporate apology, it is then possible to for this study to concentrate on elements of a true apology speech act.

Next the methods applied during the research will be examined.

3.2 Methods

This section will discuss the methods used in this thesis. First, the use of qualitative research methods in this study will be presented. Then, the different methods applied during the research will be examined and justified.

In this thesis, qualitative research methods will be applied. Qualitative research is highly applicable in studying context and process (Barbour, 2008, p.13), which essentially are in focus in this study. The thesis will discuss the context in which the CEO apologies have been made and the process of apologizing through videos. Through qualitative research it is possible to answer to both of the research questions.

In this study, content analysis and speech act analysis will be combined with multimodal semiotic video analysis as qualitative research methods in order to better deconstruct an apology created on a video and to ensure the validity of the study. Additionally, GBR colour-coding will be employed in all parts of the analysis in order to uncover potential patterns in corporate apology speech acts by comparing the case examples to each other. These methods will be presented next.

3.2.1 Content analysis

The case videos will be transcribed and then turned into text form. This procedure allows the apologies to be examined also as text in order to analyse their informational content in the context of corporate apologies, and in order to uncover the intended apology of the organizations. Content analysis as a method pays much attention to the

reliability of the measures and the validity of the findings, which makes it a viable method for textual investigation in the communication field (Silverman 1993, 59).

In order to analyse the conveyed persuasiveness of the content in the case example videos, I will apply the GBR theory (see Section 2.2) to discover patterns in the apology speech acts. In this part, the content of the CEO apologies will be colour-coded in order to detect the conveyed persuasiveness of the content of the apologies. With GBR it is possible to determine the green content that belongs to the audience, the blue content that belongs to the speaker (or the organization) and the red content that is a combination of having the content owned by the audience on the speaker's content. It is then possible to compare the case examples against each other in order to see whether a pattern emerges. Also, the content can then be compared to the conveyed nonverbal messages, which will also be colour-coded, in order to detect the relationship between the conveyed and intended messages to answer research question 2.

Content analysis then will uncover the crisis communication strategies employed in the case examples. This will be achieved by comparing the content of the apologies to the purposes of the respective strategies. For this, I will determine the strategies employed in each example according to the apology as a speech act, where two potential strategies can be found (see Section 2.2).

3.2.2 Speech act analysis

The basis for speech act analysis is not to determine whether the statements by the CEOs are right or wrong, but rather to examine what the speakers mean with their statements or what is behind the discourse (Jørgensen & Phillips, 2002, p.21). The purpose of this part of the analysis is then to examine what the CEOs are trying to convey with their apology speech acts and what issues may lay behind their statements. In the case examples, it may be that the speaker is talking about issues that may be related to the apology and at the same time reflect the on-going situation. For example,

instead of just simply uttering an apology, the CEO might also talk about the reasons that had led to the crisis situation and about their respective perspective on it.

The discourse will be analysed according to my categorization based on expected content of the apology speech acts. The categories are based on the anticipated purpose of the discourse: stating the speaker, the role of the speaker in the situation, information, reason for the speech act, performance of empathy and acknowledgement of the audience (see Appendices 3, 4 & 5). These categories are then used to find the commonalities and differences between the case examples in order to determine dimensions of an apology speech act. This categorization is also colour-coded according to GBR in order to find out if the content, purpose and delivery of the apology speech acts are aligned. This is done, as according to GBR the audience will find the message more persuasive if the content, purpose and delivery are in line in terms of colours as well. Therefore, GBR will be applied in order to facilitate the analysis.

3.2.3 Multimodal semiotic analysis

In order to analyse the visual aspect of the case examples with the content and the context of the apologies, multimodal semiotic analysis will be applied to the case example videos. The multimodal semiotic analysis includes applying a set of multimodal categories in order to choose the correct system to be applied for the case. I will use the Multimodal Analysis (MMA) Video program (see Multimodal Analysis Company 2013 for more information) to analyse what kind of system choices apply to the cases. The MMA Video program would also enable visualization of the relationship between the system choices but this will not be used in this thesis as after a testing the program I found this option does not bring additional and applicable information to this study.

Analysing videos as data in qualitative research provides an opportunity to diminish the limitations of perception and documentation (Flick, 1998, p.158). It is possible to repeat the data and therefore utilize the available nonverbal data throughout the study instead

of having it documented within, for example, a transcription of the video. However, for the purpose of this study, it is also necessary to transcribe the case example videos in order to better analyse the actual content of the apology. Later in this chapter, the multimodal semiotic analysis will be discussed as a method of analysing the case example videos but first it is necessary to discuss the choice of multimodal analysis categories.

The categories used for the multimodal semiotic analysis in this study are experiential meaning (verbal circumstances), interpersonal meaning (speech function), intonation, pitch (spoken), pace (spoken), timbre (spoken), gaze, social distance, camera movement, horizontal viewing perspective, vertical viewing perspective, shot transitions, GBR verbal content and GBR nonverbal content. The systems found under this categorization are listed in Appendix 6. Additionally, the tones used in the case examples have been coded in Appendices 7, 8 and 9. The developers of the MMA Video program have suggested a default library, which contains multiple other options for categories as well but the abovementioned categories were found to be the ones that best apply to the purpose of this thesis. This categorization allows finding the elements of an apology speech act that are that can be compared and that are most relevant to the theme of a high modality content video.

The categories that are applicable to the GBR theory will then be colour-coded so that the coding represents the relationship of the item in question with the content and the context of the situation. Here the applicable systems will be colour-coded according to GBR based on whether the content of the system belongs to the audience (green), to the speaker (blue) or if the content of the system is owned by the audience and by the speaker (red). The categories that are not applicable to the GBR theory in the context of this study will be discussed separately and mainly as part of the cinematographic elements of the findings. For example, colour-coding categories such as the horizontal viewing perspective may not bring additional benefits to this study since the system choice is likely to remain the same throughout the entire video for all case examples.

Next the trustworthiness of this study will be discussed in Section 3.3

3.3 Trustworthiness of the study

This section will discuss the trustworthiness of this study. It will begin by determining the criteria for this qualitative research: credibility, transferability, dependability and confirmability (Shenton, 2004, p.63).

Assessing the credibility of the study begins by establishing the adoption of the research methods well (Shenton, 2004, p.64). In order to achieve this, the data has been carefully limited by logical data selection. In this study, the data selection was done by determining the commonalities between certain case example candidates, and thereby selecting the most fitting selection of cases for the research. The data and data selection is discussed in detail in Section 3.1. Triangulation with research methods can also be used to ensure credibility (Shenton, 2004, p.65). In this thesis, content analysis, speech act analysis, multimodal semiotic analysis and analysis through GBR colour-coding will be employed in order to ensure credibility through triangulation as well. The chosen research methods are examined in Section 3.2.

Transferability of a study refers to the extent the findings of the study can be applied, or transferred, to other situations (Shenton, 2004, p.69). The nature of the findings of a qualitative research often applies to only small population (Shenton, 2004, p.69), and therefore it could be assumed that the findings from a case study cannot be applied to a wider population. However, one of the aims of this thesis is to also create a theoretical framework that the findings will prove to be applicable in similar case studies, which in this case are videoed apology speech acts. Therefore, this study could be repeated for similar case studies. The case analysis approach is discussed in Section 3.4.

Dependability of a study refers to the reliability of the study in terms of the research techniques applied. According to Shenton (2004, p.71-72), the dependability is

influenced by the research design and its implementation, the operational detail of data gathering and the reflective appraisal of the project. The research design has been tested multiple times during the thesis project and the most effective research design was chosen based on the areas of study and the research questions (see Section 2.5). The details of data gathering are discussed in Section 3.1, where the data selection is justified in detail. However, the raw data will be transformed into transcripts in order them to represent social interaction sufficiently (Peräkylä, 1997, p.203). The reflective appraisal of this study should be then received through discussions with the opponent(s), the instructor and evaluators of the thesis. Therefore, the research methods to be applied in this study determine that this thesis is dependable.

Confirmability aspect is concerned with the objectivity of the researcher in relation to the research (Shenton, 2004, p.72). Therefore, it is necessary that the data of this study provide sufficient amount of information in order to determine viable recommendations based on the findings of the research. This can be achieved by triangulation (discussed above in this section), sufficient data selection (see Section 3.1) and by choosing the appropriate theoretical framework (see Section 2.5) to handle the data and findings. The next section will discuss the case analysis employed in this thesis.

3.4 Case analysis

In this section the process of the case analysis employed in this study is explained. The process of selecting the data for this thesis is presented in Section 3.1. First, the backgrounds of the case examples will be examined in order to create a frame for the findings in Chapter 4 and discussion in Chapter 5 on the relation of content to context.

The CEO apology cases (primary data) chosen for this study are from Stratfor, BlackBerry RIM and Skype. The common denominator in all of the case examples is that the crises occur in the virtual environment. The severity of the cases vary from loss of connectivity to compromised credit card details, which is beneficial for the research as it may then show that the theoretical framework may be applied to different levels of crises.

BlackBerry was launched in 1999 in Waterloo, Ontario (Canada) (BlackBerry, 2013). Research in Motion (RIM) was launched at the same time and is currently a global leader in wireless innovation (BlackBerry 2013). BlackBerry sells smartphones and tablets both to business and personal use. The Co-CEO of BlackBerry, Mike Lazaridis is the speaker in this case example (see BlackBerry, 2011). BlackBerry's case is about RIM's delayed and unsuccessful update. The delayed update impacted many of the BlackBerry users and created difficulties for BlackBerry's customers. The video was published on 13 October 2011.

Skype was acquired by Microsoft Corporation in 2011 but was originally released in 2003 (Microsoft, 2013). The speaker in the Skype case example is Tony Bates, the Executive Vice President of Microsoft responsible for Business Development, Strategy and Evangelism. At the time of the speech act, Bates was the president of the Skype Division at Microsoft. However, for the purpose of readership, Bates will also be referenced as CEO. Skype's apology concerns a service outage that impacted millions of customers (see Skype, 2010). The video was released on 23 December 2010.

Stratfor was founded in 1996 in Austin, Texas (U.S.A.) by George Friedman (Stratfor, 2013), who also is the current CEO and the speaker in the Stratfor case. The organization is a geopolitical intelligence firm, which offers online subscriptions and custom consulting services to their clients (Stratfor, 2013). Stratfor's apology is concerned with a hacker community hacking their customers' accounts (contact information, credit card details), posting mock videos of their representatives, hacking their website, sending their customers false information via e-mail and stating their opinions of Stratfor's business on Stratfor's official communication channels (see Stratfor 2012). This is the most complicated case of the three cases regarding the media environment the crisis occurred. The video was released on 10 January 2012.

Additional information concerning the crises is also considered by studying the media response and potential further actions regarding the apologies by the companies as a secondary data. This data is used to find the comparison points, such as the neutral face

expressions and the perceived severity of the crisis situation. Some of the cases aroused more media attention than others, in a correlation with the length of the actual issue at hand. However, the media attention and possible audience response are out of the scope of this thesis and will not be part of the actual study.

The findings from the cases are analysed in Chapter 4 in detail and the comparison and outcomes are discussed in Chapter 5.

4 Findings

This chapter will present the research findings gathered through the analysis on the case examples. The purpose of this study is to examine the delivery of a corporate apology speech act in an international environment. Section 4.1 will discuss the reputation management done evident in the case examples in order to concentrate on the various strategies used in apologies in the next section. Section 4.2 seeks to answer Research Question 1 “What are the different dimensions of an apology speech act?” and to mirror the existing literature in order to form a basis for answering the second research question. Section 4.3 then will deliberate the impact of choosing YouTube as the medium for the videoed apologies. Findings from visual studies and from the area of nonverbal communication will be presented in Section 4.4. Upon reviewing these sections, it is then possible to answer to Research Question 2 “What is the relationship between the conveyed and the intended apology when the medium is YouTube?” The dimensions of an apology speech act will be found through answering to Research Question 1 and they form the functionality of the intended apology. Therefore, it is necessary to begin by exploring the dimensions of an apology speech act and the intention behind an apology speech act.

4.1 Reputation management within crisis communication

This section presents the findings regarding reputation management in the case examples. Continuing from these findings, the Section 4.2 will discuss the strategies employed in order to maintain or improve the organizations reputations.

In the case of BlackBerry RIM apology, Lazaridis makes it explicit that BlackBerry RIM is working towards restoring the audience’s trust in them (see Appendix 7). This is important, as one of the three powers of reputation (see Section 2.2) is trust, and in order to maintain a good reputation it is then necessary to also uphold two-way communication to all stakeholder groups. This could be done through the social media,

with the choice here being the YouTube application, where it is then possible to share the same message to all stakeholders.

Following the three objectives of crisis response strategies (see Section 2.2), both Bates and Lazaridis shape the attributions of the crisis by referring to the work being done to restore the status quo; strives to change the perceptions of Skype and BlackBerry RIM respectively in crisis by making an apology on not providing full service, acknowledging the hardships of the customers and promising more updates on the situation to the stakeholders; and reduces the negative effect generated by the crisis through the actual apology act. (See Appendices 7 & 8.)

Friedman also follows the three objectives of crisis response strategies (see Section 2.2) regarding the Stratfor apology (see Appendix 9). There is a very strong narrative on the crisis situation in order to re-shape the situation from Stratfor's perspective, since Friedman goes on to explain the whole case from the beginning until the moment the video was released. Friedman also personally regrets the security breach and that Stratfor was not prepared for a serious hack-attack, but in fact does not explicitly say that he or the organization apologizes for the situation. Also, in this case there is no promise of further information on the development, which somewhat hinders reassuring the stakeholders of whether the situation is solved or not. However, Friedman still does verbalize that the breach could have been avoided and therefore will do everything Stratfor can to normalize the status.

Attention to reputation management in the case examples is evident, and the strategies employed in the case examples in order to respond to a crisis will be examined next. The use of the response tactics in crisis communication in the case examples will be discussed in Section 4.2.

4.2 Apologizing as a speech act

This section will examine the findings gathered from the case examples according to the different strategies used in reputation management and apologizing in crisis communication (see Section 2.2). The content of the apologies will also be viewed according to the GBR theory and as a speech acts (see Section 2.2). The case examples will be compared to each other in order to find the possible commonalities and differences between them.

In the BlackBerry RIM case, master, apology and detachment response tactics in crisis communication are employed (see Appendix 7). This indicates that the apology would mainly follow the theoretical framework in offering a true apology instead of being merely an apologetic statement. Also, Stratfor's video apology regarding the Stratfor's Security Breach in late 2011 follows the apology response tactics in crisis communication, and could then be seen as a true apology regarding the content (see Appendix 9).

More specifically, the Stratfor apology follows the corrective action and mortification strategies (Benoit) (see Appendix 9), so the dimensions of their respective apology speech acts would entail both making amends by rectifying the situation and taking the fault of the occurred issues. Also the BlackBerry RIM and Skype apologies follow the corrective action and mortification (Benoit) strategies based on the content analysis. However, the only apology to contain an offer of compensation is the Skype apology (see Appendix 8), which then brings forth an additional dimension to the apology speech act. All three case examples follow the rebuild strategy (Coombs) as the CEOs tell of the improvements to be completed in order to rectify the situation. These signal that the case examples employ the apology crisis communication tactics. Therefore, the intention in the case examples is to apologize.

It is then necessary to examine what the conveyed apology is by determining persuasiveness of the apology speech acts. The wording of the BlackBerry RIM apology

(see Appendix 7) implies that, according to the GBR (see Section 2.2) the content is not as persuasive as it should be in order to fulfil its purpose as a convincing apology. Lazaridis' apology statement is mainly blue with just a tiny bit of green as can be seen in Appendix 7. This implies that this apology speech act as a whole is informational and somewhat emotional (see Appendix 2 for the colour-coding key). Lazaridis' apology is blue as he states "I apologize for the service outages this week" (see Appendix 7). Additionally, this apology utterance is a formulaic apology speech act, which was expected.

Most of the blue in the BlackBerry RIM statement's content entails a detailed description of returning back to normal service levels at BlackBerry. As an example, Lazaridis says, "We continue to monitor the system very closely. We're working very hard to continue to stabilize the system and we're seeing steady improvements" (see Appendix 7). However, this part of the statement could also be seen as it refers to a closed set of preconditions, which here relates to the willingness to repair the situation. Therefore, the audience may perceive this part as a part of the apology in addition to the actual apology utterance.

The green content in the BlackBerry RIM apology is concerned with assumptions on what the stakeholders may be feeling and what the stakeholders would like to know (see Appendix 2 for the colour-coding key). For example, Lazaridis states, "You expect better from us...- ...you want to hear more from us..." (see Appendix 7). Interestingly, the green parts in this statement are neither formulaic apology speech acts nor do they contain a reference to crisis situation regarding the cause of it, taking responsibility for it, willingness to offer repairs or a promise of forbearance. However, the BlackBerry RIM apology is quite coherent according to the GBR, since both the delivery and the content of the apology are blue (see Appendix 2 for the colour-coding key). In comparison with the other two cases, BlackBerry RIM apology is the most coherent one in terms of the GBR. Additionally, the apology follows the assumption the apologies by nature are blue as was assumed in the literature (see Section 2.2).

The majority of the Skype apology is also blue as a large part of the statement is owned by the speaker, (GBR colour-coding key in Appendix 2) but the structure of the apology is quite incoherent with terms of the order of the colours (see Appendix 8). The Skype apology contains quite a lot of technical information aimed most likely to reassure the stakeholders that Skype knows what the problem is and that they are working to solve it. The actual apology statement is blue as Bates says “Now first thing let me apologize profusely for the inconveniences this has caused” (see Appendix 8). This apology statement is a formulaic apology speech act and can then be easily recognized as one by the audience.

The amount of technical information in the Skype apology around the crisis situation is blue, and therefore can be uninteresting to some of the stakeholders. As an example of blue in technical information (see Appendix 2), Bates states that “Now what we’ve done is that we’ve stabilized the core services: text IAM, audio and video. But to do this we’ve had to bring in some dedicated service and...” (see Appendix 8). However, this can be seen as the second type of apology speech act as Bates is referring to the willingness to make repairs on the situation.

The Skype apology contains some green parts as well and they are related to the feelings the stakeholders may be experiencing due to the crisis (see Appendix 8). In his apology, Bates speaks to the emotional side of the stakeholders by stating, “...this has been a very tough twenty-four hours to many of our users and there has been so many heartfelt stories from our loyal customers...” (see Appendix 8). Again, it seems that the green parts cannot be considered as apologies and this further solidifies the assumption that apology speech acts are blue as stated also in the BlackBerry RIM case. The red parts Bates has incorporated in the speech act are calling for the stakeholders to either do something or expect something to be done (see Appendix 2 for the colour-coding key). For example, Bates says, “...so stay tuned for more video updates from me...” (see Appendix 8) and this could be seen as Bates calling the audience for action. Also the red parts cannot be considered as apology speech acts.

As with BlackBerry RIM and Skype apologies, also the content of the Stratfor apology is mostly blue (see Appendix 9). In the Stratfor apology the coherence regarding the order of the colours is mostly missing. Friedman begins with introducing himself, which is blue, but the next part is already green: “As most of you know, Stratfor was attacked by hackers” (see Appendices 2 & 9). However, Friedman then continues with telling about the background of the situation, which is mainly blue. The actual apology utterance is also blue: “This was a failure on our part. As CEO of Stratfor, I take full responsibility.” (see Appendix 9). The first part of this apology utterance is an apology speech referring to taking responsibility of the crisis and the latter part is a formulaic apology speech act.

The red parts in the Stratfor apology are not concerned with creating action with the audience but instead are influencing the audience to re-shape the image the audience may have of their attackers. For example, when Friedman states that “The intent here was clearly to silence us by destroying our records, our archives and the website” (see Appendix 9), he is not anymore telling about the situation as it turned out but with the perspective he wishes to install about the situation. Also, these red parts cannot be considered as apology speech acts, which also confirm the assumption made in the literature that apology speech acts are blue. However, it must be noted that not all blue content can be considered as apology speech acts.

This section examined the case examples according to the different response tactics in crisis communication, and how the content of the apologies can be perceived according to the GBR (see Appendix 2). Next the findings regarding the impact of choosing YouTube as the channel choice for the apology videos will be studied.

4.3 Visual studies in case examples

In this section, the findings from the visual studies will be examined. First, the cinematographic details will be discussed, after which the multimodal semiotic system

choices will be presented. Finally, the impact of YouTube as a medium of choice is argued.

4.3.1 Cinematography

The differences in how the videos have been filmed may refer to the severity of the situation, to the timing of the publication and also to the image of the organization. Finishing touches on video could indicate to their respective audiences that how much the organization reveres their audience, how much the organization wants to stress the urgency of the matter at hand or even what kind of corporate reputation the organization wants to uphold.

For example, in the BlackBerry and Stratfor cases, there is no background music or noise. The Skype apology, however, contains some background noise as the video is shot in the middle of an office environment. The Skype apology then is not shot in a studio environment and the lighting is as it would be in most offices. In the BlackBerry RIM apology the background is grey and the Co-CEO Mike Lazaridis is lighted from the front. There is also a light behind Lazaridis, which does create a lighter area around him as the speaker.

The Stratfor apology is shot on a black background, which seems to be a style choice in their other official video statements as well according to the content on their YouTube channel. Friedman is lighted from the front and due to the black background; no shadow is seen on the background. The Stratfor apology is the only one of the case videos to use cuts to structure the speech act. They have applied a mixture of fade in / fade out cuts and direct cuts. However, it seems the cuts do not serve a specific purpose so it can be assumed that either parts of the content was left out for, for example, communicational purposes, or that the utterances were in a different order originally and they have then been re-organized for potentially communicational reasons.

The BlackBerry RIM and Stratfor apologies are shot directly from the front with a stationary camera. The Skype apology seems to be shot on a web camera or similar but still from the front with a stationary camera. In all of the case examples, the speaker is shown from chest up so that his mouth is in the middle of the screen, the horizontal viewing perspective is from the front, the vertical viewing perspective is on eye level, the spatial relation is an overview, the social distance is medium shot, the visual process is action and the gaze is direct address. This may be as the creators of the video have wanted the audience to follow the movements of the CEOs mouths in order to convey a more natural setting for an apology as a speech act, and to appear as the CEO would be talking directly to the audience.

The camera angle is direct and Lazaridis looks straight to the camera. However, Lazaridis' eyes seem to be following something else and in this situation it could be assumed that he is in fact reading the apology from notes. This may impact the way the audience perceives the apology in itself since the audience may feel that the speaker does not himself know what his statement is about or that the speaker has not internalized the key messages. This is discussed in Section 4.4.

Next, the findings according to the multimodal semiotic systems will be examined and presented.

4.3.2 Multimodal semiotic systems

This section examines the findings based on the multimodal semiotic systems determined in Section 3.2. Figure 3 (below) depicts the use of MMA Video program (see Multimodal Analysis Company 2013) in this part of the analysis. In Figure 3, the use of the system categories can be seen.

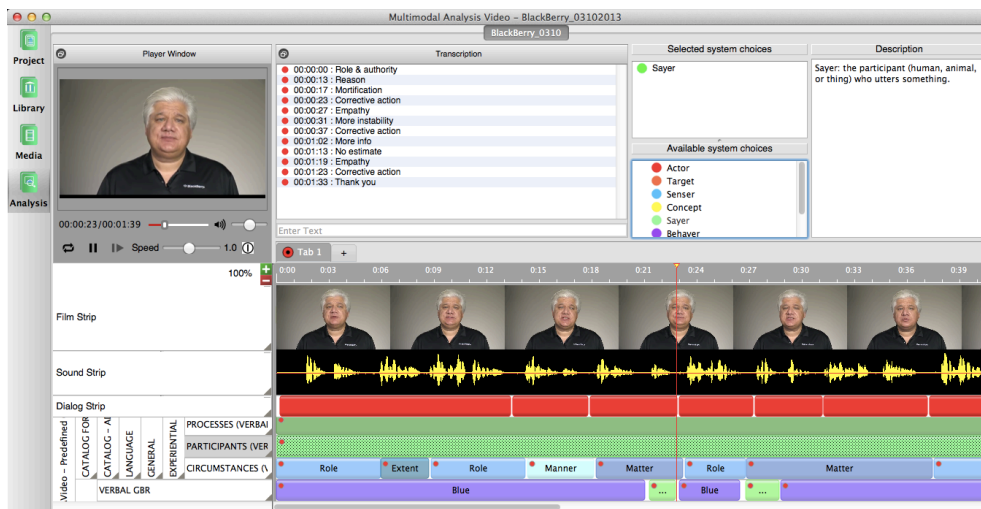


Figure 3. Screenshot of MMA video analysis on Mike Lazaridis

All of the case example videos have been colour-coded according to GBR in Appendices 3, 4 and 5 according to the motivation to apologize, the content of the apology and the delivery of the apology. According to GBR, the green depicts to what is owned by the audience, the blue depicts what the speaker owns and the red depicts the parts where the audience's matter (green) is added on to what is owned by the speaker (blue). This coding will help to pinpoint the findings from the primary data with the categorization of the multimodal semiotic systems. Overall, all three apologies are seemingly similar regarding the experiential meaning. From the beginning of the apology, Lazaridis describes the purpose of why he is speaking and why the BlackBerry RIM apology has been done, which means that this part of the apology is describing the role or purpose in experiential meaning (see Appendix 3). For example, there is a short description regarding the extent in experiential meaning, where Lazaridis states how long he has been involved with the organization: "Since launching BlackBerry in 1999..." (see Appendix 3).

Similarities are found in the Skype and Stratfor apologies as both Bates and Friedman begin by stating the role and matter in experiential meaning in the beginning of the apologies (see Appendices 4 & 5). Motivation here is to present authority through the role of speaker in order to create credibility of the source of information, which is

important in reputation management in crisis situations (see Section 2.2). Additionally, Friedman emphasizes the role in experiential meaning later in his apology multiple times by presenting himself as the person giving the information (line 3 in Appendix 5), by introducing his status (line 15 in Appendix 5) and by expressing regret and providing assurance as Stratfor personified (line 20 in Appendix 5). Out of the three case examples, Friedman's apology is the longest one and this may be reason he was able to emphasize his role and authority to this extent. However, Stratfor's crisis at that moment was also the most severe one in comparison to the other two case examples and did therefore create a need for additional emphasis on the role of the speaker.

Lazaridis also employs manner in experiential meaning as he goes on to explain the quality of the service BlackBerry had provided by saying "We did not deliver on that goal this week. Not even close" (see Appendix 3). For the purpose of the apology, it is also good to explain what the statement is about. Lazaridis' apology contains the experiential meaning in matter as he states "I apologize for the service outages this week. We've let many of you down." (see Appendix 3). However, in the Skype and Stratfor apologies, Bates and Friedman do not express their opinion on the quality of the service provided through the manner in experiential meaning. Instead they state respectively that "That has taken some time... - ...we're about 16 and a half million users back online" and "This was a failure on our part" (see Appendices 4 & 5). The difference between apologies on this part may not seem significant but it does diminish the personal empathy portrayed by Bates and Friedman. This then can contribute to the perceived authenticity of the apology by their audiences due to lack of empathy (see Section 2.2).

All three case examples rely heavily on pure information given to their audiences. This is evident as they employ greatly the matter in experiential meaning (see Appendices 3, 4 & 5). However, this is to be expected from apologies related to technical difficulties. Their audiences are looking for information on the development on solving the issues and may even expect a very high level of technical details from the CEOs.

The whole BlackBerry RIM apology speech act is coded in Appendix 3 also according to different experiential meaning systems. It may be noteworthy that in Lazaridis' apology the speech function does not vary during the apology; the only speech function employed in this example is statement (see Appendix 3). This is important as the speech function does differ, if only slightly, with the other two case examples.

In the Skype apology, the speech function differs from statement to command and back to statement only once: “ So expect to see updates from me coming over the next few hours...” (see Appendix 4). However, in the Stratfor apology the speech function moves from statement to offer and back to statement: “We’re helping our customers by providing...” (see Appendix 4). These changes in speech function create a distinction between the three apologies. Apology as a speech act is usually a statement but in the Skype and Stratfor apologies, the CEOs have added another element to the apologies. Although the content of the apologies may seem similar, the manner of the delivery regarding the speech act differs slightly. In order to better evaluate the impact of these differences, it is necessary to examine the nonverbal communication in connection with these statements.

4.3.3 Impact of YouTube as a medium

In this subsection, the research findings of the example cases on using YouTube as a communication channel will be presented.

The BlackBerry RIM and Skype cases involve the use of social media in the content of the apology as both Lazaridis and Bates refer to updating the stakeholders on the situation through their social media channels. The Stratfor apology, however, did not include a reference to additional information coming from other channels. This difference between the Stratfor and the BlackBerry RIM and Skype cases may be due to the severity of the situation at Stratfor in comparison with the two other cases.

All of the organizations in the case examples use a mix of traditional and social media channels as it is proposed by the theoretical framework in order to prepare and respond to a crisis situation. By creating a video to be distributed through YouTube, both of the companies seem to have planned ahead for a crisis situation. Through this they have also ensured that the information will be coming from the organization and not from an outside source, which is crucial in a crisis situation. Additionally, the media richness of the videos has enabled the organizations to provide the kind of information the organizations want to share with the image they strive to convey to the audience.

Also, as the third most visited site worldwide, YouTube can serve a large audience and can then be useful when an organization's own site may be compromised. The Skype apology was most likely posted on their YouTube channel when their service was down at the moment of release of the video. This implies that they had prepared a strategy for situations like the one in question, although it also might have been due to the situation that they needed to post the video somewhere.

All of the case examples were found on YouTube from the respective organizations' own YouTube channels. This could suggest that the organizations have been prepared to publish such speech acts through their social media channels. However, the case examples were chosen based on the fact that the organizations in question had posted the videos on their YouTube channels. Still, this also allows the organization to embed the video to their own website and other social media channels in order to share the content of the apology to their stakeholders.

Although the discussion on the comments received on the posted videos is outside the scope of this study, it is worth noting that all of the case examples had gotten comments, which could be interesting to examine in further research. Also, especially in the Stratfor case the hacker community continued to post edited versions of the Stratfor video as their answer to the apology. This signals that not only the stakeholders affected by the crisis, but also by the implied perpetrators follow the social media channels.

Therefore, it is even more crucial for the organization to carefully estimate what their video message contains and how vulnerable the video is to scrutiny and parody.

This subsection has examined the impact YouTube as a communication channel had on the case examples and the possible implications of choosing video format to be distributed through YouTube. The next section examines the findings from the nonverbal communication perspective.

4.4 Detected nonverbal communication

In this section, the findings concerning the nonverbal communication in the case examples are examined. The purpose of this study is to focus on the delivery of a corporate apology speech act. This part of the analysis focused on answering Research Question 2, as it would uncover the delivery of the apology statements. The CEOs have been filmed from mid-waist up and their hands are not visible. Therefore, this part of the study will be focused on the head movements, facial expressions and vocal cues. The nonverbal communication has also been colour-coded for the purpose of relating them to the content and context of the respective apologies as can be seen from Appendices 3, 4 and 5.

According to GBR, the green depicts to what is owned by the audience, the blue depicts what the speaker owns and the red depicts the parts where the audience's matter (green) is added on to what is owned by the speaker (blue). Head movements together with the facial expressions and vocal cues define the visual and audio coherence of the apology. These are analysed then in relation to the content and the context in question. Therefore, all of these elements need to be also analysed in connection to each other. Also, for the purpose of this study, it is necessary to compare the case examples to each other in order to potentially uncover a pattern. The head movements and facial expressions have

been compared to other videos, which are out of the scope of this study, from the speakers, in order to pinpoint the behaviour patterns.

In the beginning of the BlackBerry RIM apology, Lazaridis' facial expression is neutral (see Figure 4 below) in comparison with the other footage found on him. This expression remains until he begins to speak and can be used as a basis for comparison of his expressions. Lazaridis intensifies some specific words with a headshake or with an angled nod combined with a pause in speech (see Appendix 3). These movements, especially the nods, are used to in Lazaridis' speech as signals for the audience that he means what he says and that the audience should believe him. They can be seen as cues for the audience to pay attention to what the speaker has just stated. Overall, Lazaridis' facial expressions do not change much during the apology speech act, and he mainly employs the statement tone befitting a statement without any special discursive or situational conditions (tone 1) (see Halliday & Greaves, 2008, pp.112). In certain places Lazaridis does emphasize his authority, the work being done or the empathy he feels for the stakeholder by using the declarative tone (tone 5) (see Appendix 7).

When Lazaridis begins his statement, his inner eyebrows are raised on "Mike", which may be a habit when he introduces himself and is therefore coded as blue as the content and intention belong to him (see Appendix 3). Lazaridis uses intensification (swift and sometimes deep side swipes) of head movements to indicate important part of his speech act, such as his role in the situation, representations of empathy, the adjectives regarding the status of the situation and the parts of the information he is offering. For example, Lazaridis uses intensification on "you" in "You expect better from us..." to point out that he is talking to his audience and that he offers them empathy. Therefore, this head movement in relation to the content has been colour-coded as green as it depicts empathic behaviour (see Appendix 3), which is crucial for the speech act to become a true apology (see Section 2.2).

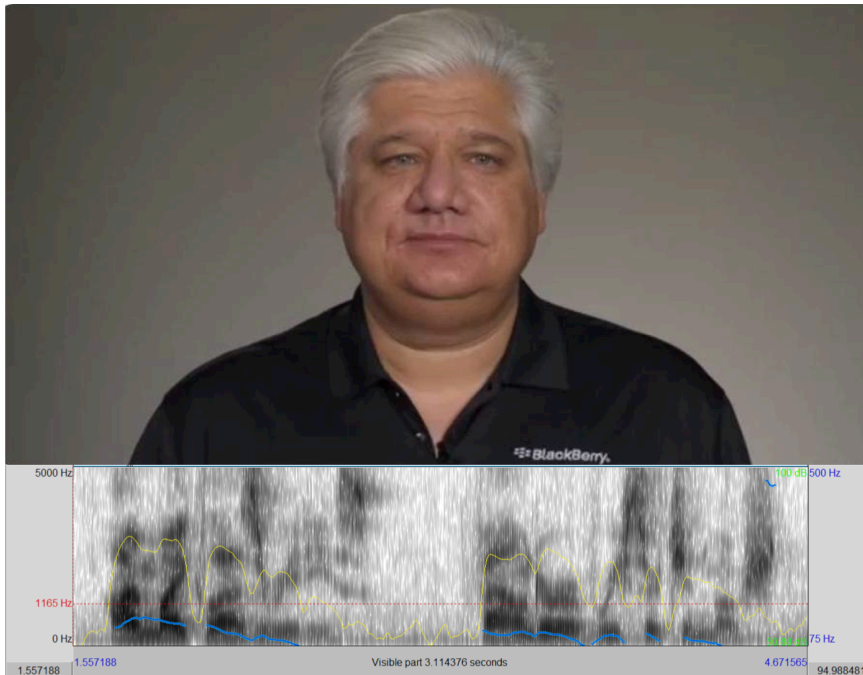


Figure 4. Mike Lazaridis' neutral facial expression and intonation tone 1 (phrase: “I’m Mike Lazaridis, the founder of Research in Motion”)

During the actual apology utterance, Lazaridis’ eyebrows rise, as can be seen from Figure 5 below. His mouth, cheeks and eyes are still relatively neutral but the facial expression signals concerned feelings to the audience. This is important in order to examine the conveyed apology; as then the content of the apology is portrayed non-verbally as well. Therefore, regarding the apology crisis response tactics (see Sections 2.2.4 and 4.2), this facial expression would be expected, as Lazaridis needs to convey his true regret of the occurred situation to the stakeholders.

The apology itself is in a statement tone 1 as can be seen from Figure 5 below. This would signal, that this utterance does not have any particular emphasis on specific discursive or situational conditions (see Halliday & Greaves, 2008, pp.112). For the actual apology part of Lazaridis’ statement, Lazaridis does affirmative nods while stating “I apologize for the service outages this week” in order to indicate the urgency of the matter to the audience. It may be possible to impact the audience’s perception on the speech so much that the audience agrees with the speaker with accenting speech

with affirmative nods. As the content and the purpose of the affirmative nods belong to him, this is coded as blue (see Appendix 3), which indicates that the intended and the conveyed apology are aligned.

The apology is followed by first by showing empathy with affirmative nods on “We’ve let many of you down”, which is important in order to address the stress the audience may be feeling. Lazaridis expresses empathy through his facial expression during this utterance where he squints his eyes and lifts his cheeks to mirror the audience’s feelings. The expression is coded as green as it portrays feelings of empathy (see Appendix 3), which is important in order for the statement to become a true apology. This utterance is therefore coded as blue-green (see Appendix 3) as it contains also a concerned facial expression but is not solely owned by the audience. For this utterance to be green it would need to be formed as, for example, “You’ve been let down”.

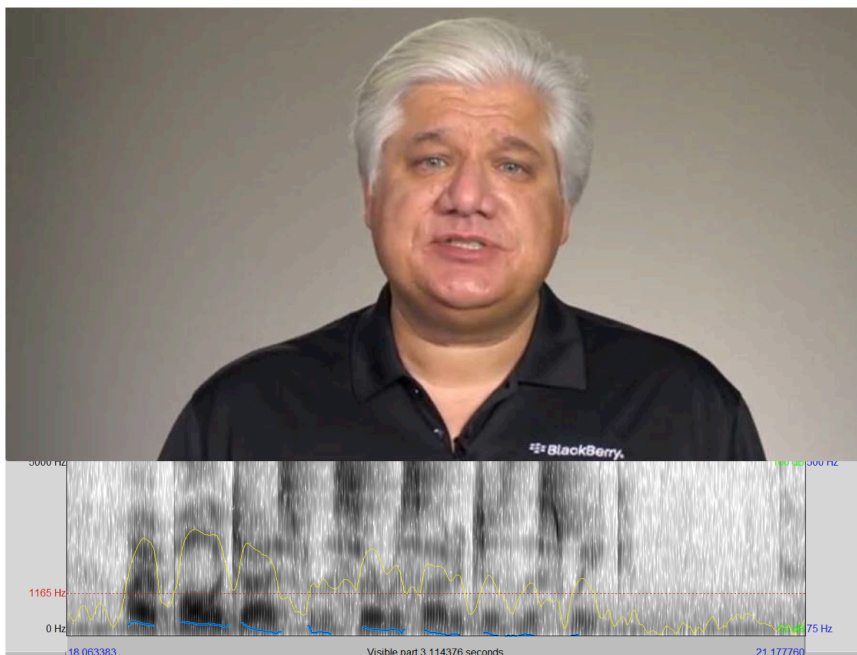


Figure 5. Mike Lazaridis’ concerned facial expression and apology in tone 1 (phrase: “I apologize for the service outages this week”)

This utterance is then followed by expressing information in “But let me assure you that we’re working round the clock to fix this”, which is accompanied by both affirmative

nods and the use of inclusivity on “round the clock”. Inclusivity is used in this case to signal that they are using a lot of time working on the issue, and as it depicts something that belongs to him, it is colour-coded as blue (see Appendix 3). This part of the apology speech act is mostly in tone 1 but there is a slight change to tone 2 in connection to the use of inclusivity on “round the clock”. This signals then that Lazaridis connects the use of tone 2 with inclusivity to emphasize the level of importance BlackBerry RIM wants their audience to perceive. As the abovementioned actions are involuntary actions, it can be assumed that Lazaridis strives to genuinely convey empathy, thus making this part of the apology speech act a true apology.

Interestingly later in the speech act, Lazaridis expresses that “We know that you want to hear more from us”, which again is conveying empathy through the utterance but not through the facial expression, as can be seen from Figure 6 below. This facial expression signals assertiveness combined with an affirmative nod on “we know” but does not convey empathy towards the stakeholders. In other words, in this instance, the intended empathy is not evident in Lazaridis’ non-verbal communication in this part of the speech act.



Figure 6. Mike Lazaridis’ assertive facial expression

Lazaridis continues with an expression of sadness, which can here be interpreted as mirroring the feelings of the stakeholders and is therefore coded as green (see Appendix 3). Lazaridis states, “For those of you affected, I know this very frustrating” and squints

his eyes while raising his cheeks and inner eyebrows as can be seen from Figure 7 below. This statement is done in statement tone 1 with an emphasis on “I”, which signals that the speaker is striving to emphasize his personal condolences but in fact does not connect much emotion to the statement vocally otherwise. However, this utterance follows the apology response tactics in crisis communication.



Figure 7. Mike Lazaridis’ expression of sadness

At the end of the BlackBerry RIM apology, Lazaridis performs a shake to indicate the end of his turn. Usually this would be seen in conversations with another person. This head movement may be an indication to the person filming the video that Lazaridis has finished speaking or it may be a developed habit of his to signal when he is done with his turn on a more general level. Interestingly, the other two CEOs do not do this head movement at the end of their speech acts (see Appendices 4 & 5). This particular head movement accompanies the utterance of “Thank you” and so also is an act of acknowledgement to the listener, which is why it is coded as red. After the previous utterance, Lazaridis’ facial expression returns to slightly raised inner eyebrows, while his mouth and cheeks remain neutral (see Appendix 3). This facial expression is blue, since the content is belongs to him. Lazaridis ends his apology speech act with a thank you with the same facial expression as can be seen from Figure 8 below. Overall, Lazaridis’ paralanguage may be perceived as distant with empathy towards the audience’s hardships showing in crucial parts.



Figure 8. Mike Lazaridis' fairly relaxed expression

In the Skype apology, Bates' head movements are relatively neutral in comparison with the other two case examples (see Appendices 3, 4 & 5). This makes the apology quite peaceful although the pace of Bates' speech is quite fast. At times Bates' head does not move at all and in at some points the motion comes from his posture instead of his neck, as he is sitting in a slightly slumping position. His posture means that most of his nodding head movements actually stem from the whole body moving.

Bates begins the apology speech act with a neutral facial expression (Figure 9 below) in comparison with the other video material (secondary data) found on him. Here his facial expression is neutral as his eyebrows, mouth and cheeks are relatively relaxed and his forehead is not very crunched. Bates uses intensification to signal himself as the speaker "My name is Tony Bates", which is coded blue (see Appendix 4). This may be a force of habit as in his line of work he must say his name quite often to introduce himself. Bates also raises his eyebrows when introducing himself, just like Lazaridis did in his speech act (see Appendices 3 and 4). This is most likely a learned manner but also indicates to the audience that the speaker wants to be recognized by emphasizing this part. Also, Bates employs the statement tone 1 during this part of the speech act, thus signalling no special discursive or situational conditions (see Halliday & Greaves, 2008,

pp.112 and Appendix 4. Therefore, the speaker does not emphasize this part as particularly weighted to any direction, leaving the utterance neutral, as it is not the most important part of the speech act.



Figure 9. Tony Bates' neutral facial expression and intonation in tone 1 (phrase: “[Hello. My name is Tony Bates and I’m sure by now...](#)”)

The Skype apology is overall very green in facial expressions as Bates holds the same expression of concern and empathy almost throughout the whole speech act (see Appendix 4). Bates' eyebrows are slightly raised, forehead crunched and with neutral mouth and cheeks. Additionally, Bates employs statement tones 1 and 5 most of the time, which as combination is appropriate in order to highlight the certainty of his utterances with tone 5 while leaving utterances in tone 1 fairly neutral. Therefore, the audience would perceive the message more truthful as the fall in tone 5 balances out the rise (see Halliday & Greaves, 2008, pp.112 and Appendix 4).

Bates holds the same facial expression also during the first actual apology utterance “Now first thing let me apologize” and this facial expression accompanies well the apology response tactics in crisis communication. This apology utterance is in statement tone 1, which may give room for the intensification in his head movement. The second apology utterance “we apologize profusely for this” is also in statement tone 1, but as this utterance is part of empathic sentence Bates uses affirmative nods to signal his good intentions. This facial expression can be seen from Figure 10 below. The second time Bates expresses his apology with “And we know this has caused a major impact to many of you and we apologize profusely for this”, he uses affirmative nods to intensify the empathy he is trying to convey to the audience (see Appendix 4). However, as he is then striving to convey what belongs to him, this head movement was coded as blue according to GBR. Thus, the overall presentation of the Skype apology comes across as empathic and respectful towards the viewer.

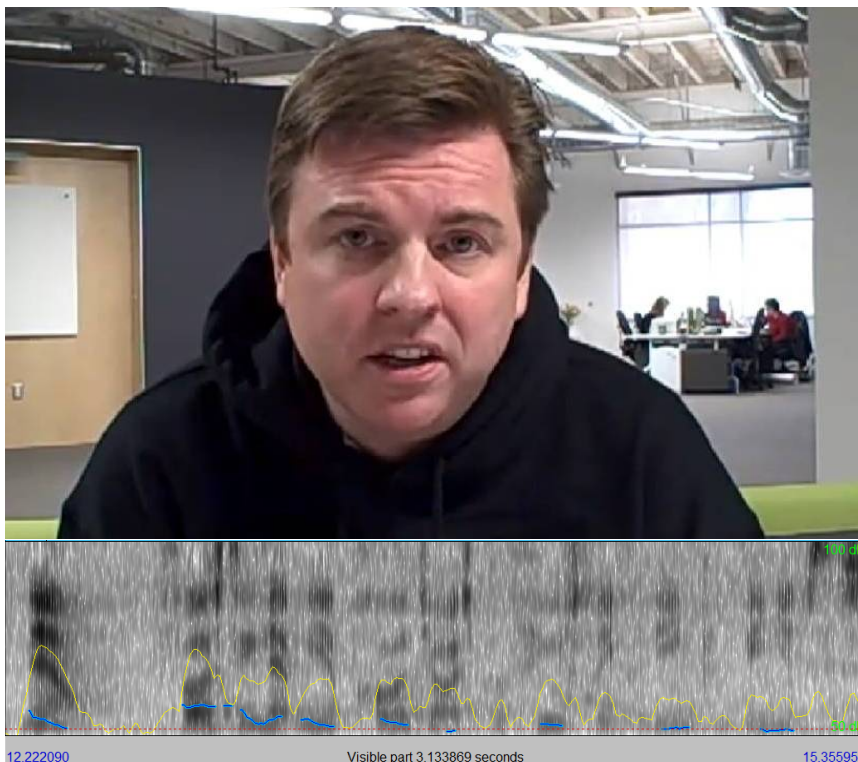


Figure 10. Tony Bates’ empathic facial expression and apology in tone 1 (phrase: “Now. First thing let me apologize profusely for the inconveniences...”)

As noted above, Bates' expression remains the same almost the entire apology speech act. There are some points when his expression changes. Accompanying the utterance beginning with "Now for this time of day, that's about 80%", Bates lowers his eyebrows and brings them back up at the very beginning of the sentence and thus emphasizes "this time of day" (see Appendix 4). Accompanying this utterance, Bates employs statement tone 1, which is befitting the informational purpose of this particular part. This is most likely also a manner instead of a signal of showing his feelings regarding this particular utterance. However, the change in his facial expression is remarkable and he now conveys a mixture of concern and assertiveness, and may then convey to the audience that the crisis is being handled with expertise. This facial expression can be seen below from Figure 11.



Figure 11. Tony Bates' assertive and concerned facial expression

Bates also uses inclusivity to depict on amounts that are not numerable, such as "so many" and "no amount" (see Appendix 4). These head movements are more likely to accompany speech than to signal anything very specific to the audience. However, Bates shows uncertainty on certain subjects, such as "some of our other services", "offline IAM" and "root video" (see Appendix 4). These head movements may signal that he either is not entirely sure what the status is or that there are indeed some issues with offline IAM and root video chat, that cannot be solved as easily as he wishes. Another option is that his nonverbal communication on this is green to the amount that

he mirrors the anguish of the customers wanting to use these particular services. Bates finishes his speech act with an affirmative nod in order to essentially confirm that his statement has ended.

Bates' facial expression returns then back to the one seen above in Figure 10. In fact, Bates mostly signals the audience mostly with his head movements (see earlier in this section) in order to convey his message. At the end of the speech act, Bates' facial expression starts to relax and finally after the utterance of "Thank you", he relaxes his eyebrows and forehead and smiles as can be seen below from Figure 12. This utterance is also in statement tone 1, which signals that this part does not hold any particular weigh concerning the issue. The facial expression here might signal to the audience that the situation is about to be solved and there soon will not be additional Skype downtimes.



Figure 12. Tony Bates' relaxed facial expression

In the Stratfor case, Friedman's head movements are quite visible but not excessive as he also has some very neutral parts (see Appendix 5). However, the neutral parts do somewhat accentuate the more active head movements, which may in turn impact the perception of the audience on specific items. Friedman begins by introducing himself with rhythmic movements and intensification on George and CEO (see Appendix 5). This could imply that Friedman has a certain habit when introducing himself, just as

Bates uses intensification to indicate himself. Also, the intensification on “CEO” implies that the role is important to Friedman and to the situation as well, since he needs to establish his authority on the situation in order for the audience to trust what he will say next.

Throughout the video, Friedman holds a stern focus and seems to be looking straight to the camera. Upon closer examination Friedman is probably reading cue cards on the video. His eyes are following something from side to side instead of his eyes being fixed directly to front, as would be expected. This relatively neutral facial expression of Friedman can be seen below from Figure 13. He holds this expression just for a second at the beginning of the video and thus this expression serves as a point of comparison for the rest of the statement. Upon introducing himself, Friedman also raises his eyebrows (see Appendix 5) just like was previously noted with both Lazaridis and Bates (see earlier in this section). Therefore, it can be argued that this is a learned manner created in order for the listener to better remember his name.

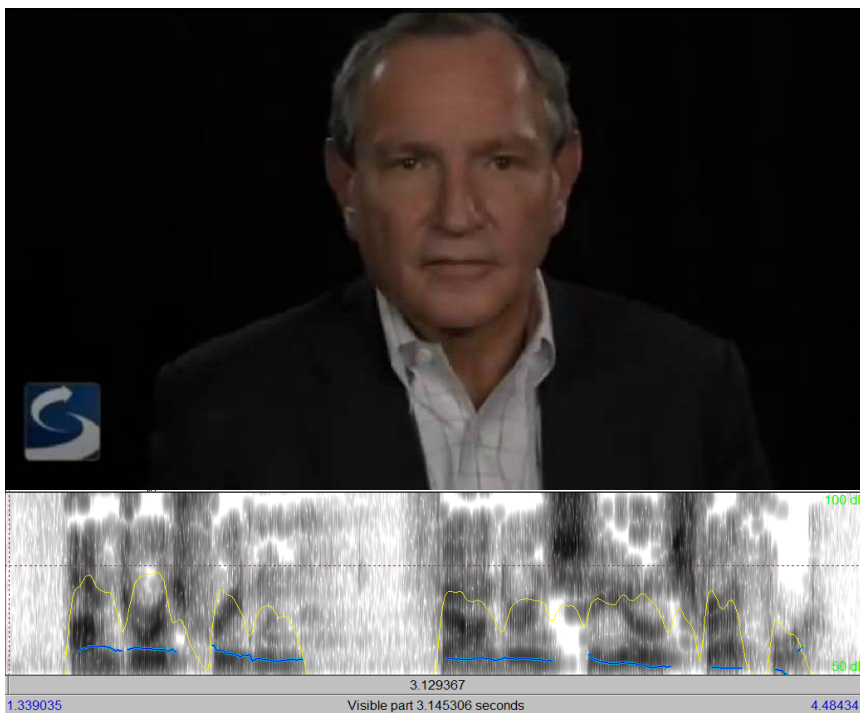


Figure 13. George Friedman’s neutral facial expression and intonation in tone 1 (phrase: “I’m George Friedman, founder and CEO of Stratfor”)

In general, Friedman uses intensification in his head movements to highlight crucial information regarding the crisis situation, such as “had been hacked”, “credit card” and “list of compromised cards” (see Appendix 5). He also uses intensification to state Stratfor’s concern for the issue with, for example, “did not have to”, “shocked” and “deliberately”; and to highlight that they were attacked, so this crisis is not entirely their fault with, for example, “client”, “customized work”, “and in corporations” and “beyond” (see Appendix 5). Therefore, it seems Friedman conveys a lot of emotion and distress through intensification, which is important for the statement to become emotionally relatable for the audience.

Interestingly, Friedman expresses empathy during the utterance “As most of you know, Stratfor was attacked by hackers.” by raising his eyebrows slightly, with forehead crunched while his mouth and cheeks remain neutral (see Appendix 5). His facial expression here is then coded as green and can be seen below in Figure 14. This utterance follows the corrective action strategy and therefore could also benefit from the speaker portraying empathy but this may also induce suspicion on whether the status of the situation is more serious it was originally assumed. This actually may be the case, if the audience is not aware of all of the different developments in the case.



Figure 14. George Friedman’s empathic facial expression

When Friedman begins to explain the situation and how he found about the hacked accounts, he has slightly raised eyebrows and a crunched forehead while his mouth and cheeks remain neutral (see Appendix 5). This indicates a concerned facial expression, which is to be expected in a case like this. This facial expression is often seen throughout the whole apology speech act. However, when Friedman utters “In early December, I received a call from Fred Burton, Stratfor’s VP of intelligence”, he directs his gaze to his right, which is an indicator that Friedman is trying to imagine something (see Figure 15 below). This is an unwitting facial expression and means most likely that Friedman is trying to remember Burton’s title correctly. However, if the audience is not aware of the meaning of this gaze, then the audience may perceive this as suspicious behaviour, especially as it coincides with the beginning of the details behind the crisis situation.

Friedman also uses affirmative nods in his head movements to signal the audience to trust what he is saying to be truthful. He employs affirmative nods to prepare the audience for the information about the situation. For example, there are affirmative nods in “I’d like to give you some information on what happened” (see Appendix 5). This is done as the information and the act belongs to him. Naturally, Friedman uses affirmative nodding as a part of speech when he states that “Of course, we agreed”, and this signals to the audience that Stratfor indeed wanted to co-operate with the FBI in order to solve the crisis situation. Therefore, this can be perceived as a portrayal of true emotion.



Figure 15. George Friedman looking to his right

The first apology utterance in Friedman’s speech act “As CEO of Stratfor, I take responsibility...and I deeply regret that it took place” begins in statement tone 5 but changes to statement tone 1 from “I take responsibility” (see Appendix 5). Then, following the rest of the apology utterance with statement tone 1, Friedman is able to convey the message in a calm manner. During the first apology utterance Friedman carries the concerned facial expression depicted in Figure 16. He also uses intensification on “CEO” while vocally emphasizing both “CEO” and “Stratfor” (see Appendix 5). This signifies that Friedman emphasizes his role and authority to the audience at the beginning of the utterance, which should serve as building the speaker’s credibility.

In the second apology utterance “Again, I regret this breach” Friedman also employs statement tone 1. Just before this utterance, Friedman’s facial expressions are more neutral but then turn back to the concerned expression as he begins this utterance (see Appendix 5). It could be discussed whether it is necessary for the message to be perceived as calm as the statement tone 1 would suggest. However, the composed manner in this case example might be called for. Still, Friedman does add affirmative nods on “want to assure” and “simply an explanation”, and a negating shake on “not a justification”, which emphasize the vocal cues as well. Here Friedman emphasizes vocally “aggressive”, “again” and “justification”. Therefore, the speaker strives to

convince the audience that the organization truly is apologetic and thus follows the apology response tactics in crisis communication.



Figure 16. George Friedman’s concerned facial expression and apology in tone 1 (phrase: “...for our customers and friends and I deeply regret that...”)

A different example on affirmative nodding in the Stratfor case can be found in Friedman’s statement “The intent here was clearly to silence us”, and here affirmative nodding is used to shape the opinion of the audience most likely in order to make them perceive Stratfor as a victim in the crisis. This head movement can then be seen as red as it derives from the victim strategy (see Appendix 5). Friedman uses the same strategy of shaping the opinion of the audience later also in the statement “It is a new censorship that doesn’t come openly from governments but from people hiding behind masks”. In this example, the statement can be seen as blue as it is a statement that belongs to him (see Appendix 5).

Friedman expresses uncertainty in his head movements in statements, where he is giving information on how the situation evolved. For example, Friedman uses uncertainty head movements in “informed” in the statement “The FBI told us they’d informed...” which would indicate that he may not be entirely sure that this is what happened (see Appendix 5). Friedman also expresses uncertainty when he is explaining that neither Stratfor or the FBI know who the actual hackers are (see Appendix 5). This is crucial, as these head movements may be interpreted by the audience as diminishing trust on these issues that are important to the audience.

Friedman also uses negating shakes in his head movements to convey that in some cases nothing could be done about the situation or that they are the underdog in that particular situation. For example, Friedman says “When you’re reputationally damaged, all the more so...” where he refers to the case where Stratfor was not able to reveal the situation publicly but were expecting to be attacked again (see Appendix 5). Negating shakes also accompany Friedman’s speech naturally when Friedman employs negating utterances, such as “not a justification” and “talk, don’t know” and “This was not your typical hack-attack” (see Appendix 5). These head movements can then be seen as similar to the affirmative nods, since the purpose is to convey the audience of his stance on the matter and to convince the audience that this truly is the case.

In conversation between two or more people, deixis and referential use of space is usually used to indicate a physical direction in narration. However, Friedman uses deictic head movements to indicate that he is addressing the hackers. For example, in “To our critics, we assure you nothing you have said...” Friedman uses a deictic head movement on “to our critics” as if he is speaking directly to them (see Appendix 5). This indicates that the statement is also directed to the hackers and not only to those affected by the situation. Friedman ends his apology speech act with “Thank you” in connection with one affirmative nod (Appendix 5) in order to acknowledge the audience’s patience and trust. This is similar to the ending of the Skype apology.

It seems that both Lazaridis and Friedman employ the concerned facial expression (blue) while Bates uses the more empathic facial expression (green) (see earlier discussion on Lazaridis and Bates above). According to GBR, the green depicts to what is owned by the audience, the blue depicts what the speaker owns and the red depicts the parts where the audience's matter (green) is added on to what is owned by the speaker (blue). This is significant as the audience is more inclined to perceive the statement as a sincere apology when the speaker portrays empathy towards the audience through his facial expressions. Overall, the coherence of the apologies regarding GBR is evident in the formulaic apology speech acts but somewhat lacking in other parts.

In this chapter, the findings of this research have been examined. Section 4.1 presented the findings regarding reputation management in crisis communication. It was found that the motivation to apologize in the case examples was reputation management. Then in Section 4.2 it was found in the research findings that the case examples do employ the apology response tactics in crisis communication. Additionally, it was noted that apology utterances are blue according to GBR (as they belong to the speaker).

In Section 4.3, the visual studies in the case examples were examined. Cinematographic differences were found but the main commonalities were the camera angle, the horizontal viewing perspective and the medium social distance. These created a sense that the speaker is speaking directly to the audience. Also, the experiential meaning in the case examples was relatively similar in comparison. The research also found that the organizations in question had prepared for crisis communication through YouTube. The video format in YouTube allowed the organizations to create media rich content for the audience.

Finally, in Section 4.4, the detected nonverbal communication was presented. In the research findings it was noted that the nonverbal communication might impact the way the audience perceives the message. It was found that the nonverbal communication should be aligned with the content of the message in order for the audience to find the

overall message persuasive. The discussion based on the theoretical framework and the research findings will be presented in Chapter 5 next.

5 Discussion

In this chapter, the research findings presented in Chapter 4 will be discussed in relation to the theoretical framework formed in Chapter 2 in order to respond to the research questions. First, I will begin by examining the research findings through replying to Research Question 1. Second, the research findings will be discussed in order to reply to Research Question 2. Finally, I will contemplate the overall research findings as a means of forming potential best practices regarding corporate apology speech acts through the found patterns in apologizing.

5.1 Dimensions of an apology speech act

In this section, the dimensions of an apology speech act will be discussed. The basis for finding an answer to Research Question 1 “What are the different dimensions of an apology speech act?” was found in the existing literature in Chapter 2, and RQ 1 was then further examined in the research findings in Chapter 4. The dimensions were proposed in literature as different levels of making an apology: conciliation, rebuilding reputation, mortification, corrective action and compensation.

However, the theoretical framework also suggested that not all acts of making an apology are in fact true or ethical apologies. Instead, they were found to be more like apologetic statements without the empathy required for a statement to become a true apology. Therefore, it was anticipated that an apologetic statement could be an apology speech act when examined on content and intention levels. Additionally, it was anticipated that empathy is required in order for an apology speech act to become a true or ethical apology. Both were supported by the findings.

Through the content analysis, reputation management was found as the motivation to apologize, as it was evident from the findings in Section 4.1. This was an anticipated result as it was already noted in the review of literature (see Subsection 2.2.1). All of the case apologies strived to maintain and improve their respective organizational

reputations. Reputation management also served as the motivation to perform an apology speech act as the crises in question did not involve any loss of lives or of property. Instead, the example crises in question were concerned with loss of reputation or with a threat of losing reputation as a viable service provider. Therefore, as the image restoration theory suggests, reputation management is the motivation for organizations to perform corporate apologies.

It was also noted from the research findings that all of the case examples employed both formulaic apology speech acts and apology speech acts referring to a set of closed conditions (see Subsection 4.2.1). This was also examined in the literature review and was then an expected outcome. Additionally, the amount of apology speech acts referring to a closed set of conditions within the apology statements was extensive due to the subject of the crises and the required information to be given on the situations to the audience. The high number of apology speech acts referring to a closed set of conditions was not expected. For example, a service downtime in the Skype case required a lot of technical information to be shared, as most likely the audience viewing that particular apology statement would want to know exactly how Skype is handling the situation. However, it was also noted that both of the forms of apology speech acts were blue according to GBR (see Subsection 2.2.3). According to GBR, the green depicts to what is owned by the audience, the blue depicts what the speaker owns and the red depicts the parts where the audience's matter (green) is added on to what is owned by the speaker (blue) (see Appendix 2 for the colour-coding key). Therefore, as it was suggested in GBR theory, apologies by nature are blue regardless of their form and this was supported by the research results.

5.2 Intended apology conveyed through YouTube

For the purpose of visualization, the findings have been charted following the GBR theory (see Appendix 2 for colour-coding key) and simplified according to each case example for better comparison on the coherence of the apologies, and in order to

pinpoint the potentially critical elements of a true apology. These visualizations can be seen in Appendices 3, 4 and 5.

According to GBR (see Subsection 2.2.3), starting with green content might engage the stakeholders better as the green content belongs to the audience. After the target audience is engaged (green), it could then be advisable for the organization to move on to blue (content owned by the organization) and possibly to the red content (combination of green on blue), if needed. It was assumed in the literature review, that the apology itself is blue (see Appendix 2 for the colour-coding key). Therefore, it could be assumed that the majority of an apology speech act in fact should also be blue in order for it to be truly apologetic and informational at the same time (see Subsection 2.2.3). After examining the research findings, it was found that an apology speech act is blue in content and in delivery as the content and the methods of delivery both belong to the speaker (see Chapter 4). Moreover, the content of the apology provides information to the audience, and this also is coded as blue in the research findings (see Appendices 3, 4 & 5). Next, the delivery of the apologies will be discussed further as a part of Research Question 2 involves research done on the conveyed apology.

Research Question 2 “What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?” was formed in order to discover potential patterns in the formation and delivery of apology speech acts when the corporate apology has been given through a video. The intended apology was studied through content analysis in order to reveal what the CEOs wanted to state regarding their respective situations. Also, it was suggested in the theoretical framework that the dimensions of an apology speech act would also describe the intended apology. Thus, it was necessary to first examine the dimensions of the apology speech acts. The conveyed apology was researched through the viewpoint of the audience through speech act analysis and multimodal semiotic analysis in order to compare the conveyed apology to the intended apology.

YouTube was the medium of choice in the case examples and that was the reason they were chosen as examples in this study (see Section 3.1). However, this thesis sought to see how this medium choice impacts the conveyed apology as the apology statements were made in video form. It was noted that in the event of a crisis involving loss of functionality on the organization's own website or products, it is advisable to have another option in order to forward the message on work being done or even to offer an apology (see Subsection 2.3.2). YouTube is currently the third most visited website worldwide, which makes it a viable choice of medium to share statements (see Subsection 2.3.2).

The essence of YouTube is the video form of various messages. It enables the organizations to potentially convey various emotions instead of leaving the interpretation of a message in only written form to the audience. Also, as a medium choice, YouTube allows the organizations to share the video easily to other channels as well, which enables communication in various channels simultaneously. Therefore, the video form is an opportunity for the organization to influence the audience through the way the video has been executed cinematographically as well as through the nonverbal communication in the video.

During the visual analysis on the case examples, it was found that the BlackBerry RIM and Stratfor apology statements were shot in a studio with a background and were most likely set up specifically for this purpose. This would also suggest that these statements were prepared well in advance. However, the Skype video was shot presumably through a webcam or similar as it showed the office area as well. All of the videos were shot with a stationary camera and from waist up and with no sight of hands, for example. It was then noted that the purpose was most likely to convey a more natural setting for an apology. In other words, the videos were shot so that the audience would feel they are listening to a person talking directly to them. (See Subsection 4.3.1.)

It was found through multimodal semiotic analysis that the motivation to begin an apology statement with the name and role of the speaker is to emphasize the authority of

the speaker (see Subsection 4.3.2). This was found necessary in the case examples as the CEOs also represent the organization and would then need to convince the audience that the situation is both important and under control. Also, as a connection to the apology response tactics in crisis communication; this is a form of rebuild strategy (see Subsection 2.2.2), where the organization strives to build and maintain their reputation through an offered apology. This was further fortified by, for example, Friedman emphasizing his role as the person giving the information and expressing regret in singular form (see Section 4.3).

However, a slight difference was found when Lazaridis expressed his opinion on the level of their service, which makes the apology statement more empathic and understanding towards the audience. The other two case examples did not portray this kind of expression of opinion (see Section 4.3). The use of speech functions did not vary much in any of the cases, although it was noted that there was a shift from statement to command and back to statement in the Skype example and a shift from statement to offer and back to statement in the Stratfor example. These shifts, however, do not contribute much to the research findings as such. Therefore, it was necessary to study the manner of delivery regarding nonverbal communication.

Head movements, such as intensification, were found to be crucial in order for a speech act to become a true apology (see Section 4.4). Without the proper head movements, the audience might perceive the apology statement as untrue and lacking empathy. In order for the speaker to convey empathy to his audience, it is necessary for the speaker to also carry the facial expressions that would match the content and the intention of the message. For example, Friedman conveys a lot of emotion and distress through intensification in his head movements.

Also, the intonation of the speaker may influence the conveyed apology. However, it was noted that during the actual apology utterances, all of the CEOs employed the statement tone 1 (see Section 4.4). These utterances were made without any particular emphasis on specific discursive or situational conditions. This is interesting as a

commonality between the case examples, but was expected as the CEOs most likely will have put the most effort on being as clear as possible in these utterances. Therefore, it is concluded that the apology utterance regarding intonation is rather neutral, which leaves room for interpretation through other nonverbal communication. This was evident in the BlackBerry RIM and Skype cases, where Lazaridis and Bates accented their apology utterances with nodding, thus aligning the intended apology and the conveyed apology regarding the GBR (see Section 4.4).

In addition, the CEOs were found as mirroring the anticipated emotions of the audience. For example, Friedman employs the expression of sadness during his statement “For those of you affected, I know this is very frustrating” (see Section 4.4). Here the CEOs employed affirmative nods and intensification to indicate their compassion towards the audience in the situation. However, Friedman also used affirmative nodding in order to reshape the opinion of the audience so that Stratfor could be perceived as a victim of hackers.

It can then be concluded that in order for a corporate apology speech act to become a true apology, it is important for the organization to portray empathy as well. Therefore, the relationship between the conveyed apology and the intended apology can be determined on the connection the organization is able to create with the audience. It was found that content of a statement alone cannot convey the intension behind an apology speech act and that paralinguistic is required in order to portray empathy. Thus, this study suggests that sharing videos incorporate both the content and the intention of a corporate apology.

6 Conclusions

In this chapter, I will first present the research summary that will discuss how the study was performed, as well as the relationship between the theoretical framework (see Section 2.5) and research findings (see Chapter 4). Second, I will then continue to discuss the practical implications brought forth through this research in order to summarize the discussion in Chapter 5. Third, the limitations of the study will then be examined in order to summarize the scope of the study. Finally, the suggestions for further study will be discussed.

6.1 Research summary

The purpose of this thesis was to study the delivery of a corporate apology speech act in an international environment. The focus of this research was on CEO apologies shared through the YouTube application. The study aimed to answer two research questions. In order to determine the patterns, motivation and potential problems in the case examples; the research questions were formed as follows:

RQ 1: What are the different dimensions of an apology speech act?

RQ 2: What is the relationship between the conveyed apology and the intended apology when the medium is YouTube?

This study is a case study with three CEO apologies posted in the YouTube application. The case companies are BlackBerry RIM, Skype and Stratfor. The three cases were chosen due to their commonalities: crisis involving technical problems such as hacked customer accounts or loss of service. This qualitative research was executed through content analysis, speech act analysis and multimodal semiotic analysis (see Section 3.2) in order to combine the different aspects presented in the theoretical framework (see Section 2.5). Additionally, the research findings were colour-coded according to the GBR theory (see Subsection 2.2.3). This was done in order to better compare the case examples and to determine their own coherence.

In order to answer Research Question 1, it was found through the research that the different dimensions of an apology speech act could be perceived through the response tactics in crisis communication (see Subsection 2.2.4). These portray different ways of responding to a crisis and have different purposes. However, as this study was concerned with apologizing, it was found that there are different ways for an organization to perform apology speech acts. The theoretical framework brought forth apology response tactics in crisis communication, which entailed acts of offering compensation, corrective action, conciliation and mortification (see Subsection 2.2.4). These tactics were also evident in the case examples as was discussed in Section 5.1.

Additionally, an apology speech act was found to have two different forms: the formulaic utterance, such as “sorry” or “apologize”, and the apology that refers to a specific set of closed settings. However, the dimensions could also be portrayed through overlapping the multi-channel communication strategy, apologia, paralanguage and video. When these parts are successful enough, the apology speech act could be perceived as ethical or as a true apology (see Section 2.2). It was then found through the research that the combining factor for these parts to come together was the portrayal of empathy in the apology speech act (see Section 5.1). Additionally, it was found that as was suggested by the GBR theory, an apology utterance is always blue. This is due to an apology utterance belonging to the speaker. Also, the coherence of the content and the delivery according to the GBR in the case examples were found to vary. The incoherence impacted the conveyed apology, when the content and the delivery did not match.

Research Question 2 was concerned with the relationship between the intended apology and the conveyed apology when the medium is YouTube. It was first suggested in the literature review (see Section 2.5), that the intended apology could be perceived through elements within business communication: crisis communication and reputation management, apologia, speech act and the channel choice. The conveyed apology would then be evident from the remaining parts of the Figure 2 presented in the

theoretical framework: nonverbal communication, visual studies and social media (see Section 2.5).

Through this research it was found that as the case examples dealt with loss of their own service, YouTube served as a platform to share their statements with ease. Also, as through the video form, it is easier for the organization to portray various emotions through the CEOs in order to convey the audience their regrets. Especially here nonverbal communication plays a vital role in conveying empathy to the audience. Empathy is required in order for the statement to become a true apology.

Head movements, such as intensification, were found to emphasize the true intentions of the speaker, and thus emphasize the portrayal of empathy of the speaker. In addition, facial expressions could either fortify the intended message or devalue the intended empathy, if the facial expressions did not match the content of the statement. Intonation during the actual apology utterances was neutral in all the case examples and it was found that this might leave room for interpretation through the nonverbal communication. Therefore, it can be concluded that the balance of different elements within social media, business communication, nonverbal communication and visual studies can depict the relationship between the conveyed apology and the intended apology.

6.2 Practical implications

This section presents the practical implications found during this study. The emotional presentation portrayed through a visual apology, such as in the case examples, can impact the audience more than a basic written apology. With a visual presentation of an apology it is possible for an organization to convey potentially true empathy for their stakeholders. Portraying empathy is important for an apologetic statement in order for it to become a true apology.

A corporate apology is at the same time personal and non-personal as the speaker is also representing the organization in question. This paradox can be solved if the CEO is portraying emotions with a true apology. However, in order to achieve this, the CEO should be prepped well for the task of speaking in public. Also, it was noted that by presenting himself in the beginning of the statement, the speaker builds authority in order to maintain and pull from reputation at the same time. Therefore, as the CEO simultaneously is the organization and the person himself, it is necessary to begin by determining his authority regarding the situation. It is then possible for the organization to impact the situation by offering the official information on the occurred crisis, thus conveying authority over the issue to the audience.

Facial expressions and intonation can be trained for video purposes and should then be aligned with the intention of the message in mind. However, head movements could be tracked but it may be that if they are restricted without much training, the message may become even more confusing. The more natural the speaker is, the more believable the conveyed message becomes.

The videos uploaded to YouTube can remain in circulation and in public attention for years, if not decades, after the videos have released. The videos can be uploaded from YouTube through various sites offering this service. Therefore, the organization should be prepared to answer to the questions and accusations also long after the actual situation has been cleared.

6.3 Limitations of the study

Primary data was limited only on to the content of the videos while the occurred crisis itself was left out of the scope. This means that the development of the crisis itself was not examined in this study. Instead, the scope of this study was to analyse the intended apology and the conveyed apology, and how an apology speech act had been executed through YouTube.

Also, the main focus of the analysis was on the apology itself, which means that parts of the videoed apology statements were left with less emphasis in the discussion. The purpose was to find out the dimensions of an apology speech act and the relationship between the conveyed and the intended apology. Therefore, it was necessary to concentrate this research on the actual apology utterances instead of the development to the apology utterances.

GBR is a relatively new theory and applying it in a study can result in perceiving its use as subjective. However, its main function in this study was to provide a basis for comparing the case examples to each other in order to potentially uncover a pattern in creating corporate apology statements. Through GBR colour-coding it was possible to highlight the intention behind different parts of the CEO speech acts that otherwise might have not been analysed.

This study was performed with case examples, where the speaker is a native English speaker and is addressing an international audience with an emphasis on the North American and European cultures. Therefore, cultural considerations in the apology utterances were left out of scope. However, the research findings are applicable on various crisis situations, where the speaker is representing an international organization through a video medium.

6.4 Suggestions for further research

In order to pinpoint more specific details of a corporate apology speech act, cultural dimensions will be considered as well. Here the researcher might find differences in nonverbal communication and especially in its interpretation in different cultures. Also, the organizational culture and brand was left out of scope; and as they contribute to the perceived reputation of an organization, they too should be considered for further study.

The development of the crisis was left out of scope. Therefore, it would be beneficial to study the case examples in more details regarding the comments, shares and likes they received in YouTube, as well as the overall reception of the apology statements in the general public. Here again the study might find that there is a possibility of a double crisis, which is a concern when the organization is involved in a crisis that may have occurred due the organization's own actions or rather that the organization did not react on time to technical difficulties.

Finally, the area of linguistics was only partly covered in this study. This study did not focus on the actual choices of words or expressions used to a high extent. Therefore, it may be interesting to study the differences and similarities in wording and how that may impact the nonverbal communication as well.

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Appendix 1: Nelson Mandela in GBR – discours d’investiture à Pretoria (1994)

Coding by Estève Pannetier

Video : <http://www.youtube.com/watch?v=grh03-NjHzc>

Today, all of us do, by our presence here, and by our celebrations in other parts of our country and the world, confer glory and hope to newborn liberty.

Out of the experience of an extraordinary human disaster that lasted too long, must be born a society of which all humanity will be proud.

Our daily deeds as ordinary South Africans **must produce an actual South African reality that will reinforce humanity's belief in justice, strengthen its confidence in the nobility of the human soul and sustain all our hopes for a glorious life for all.**

All this we owe both to ourselves and to the peoples of the world who are so well represented here today.

To my compatriots, **I have no hesitation in saying** that each one of us is as intimately attached to the soil of this beautiful country as are the famous jacaranda trees of Pretoria and the mimosa trees of the bushveld.

Each time one of us touches the soil of this land, we feel a sense of personal renewal. The national mood changes as the seasons change.

We are moved by a sense of joy and exhilaration when the grass turns green and the flowers bloom.

That spiritual and physical oneness we all share with this common homeland explains the depth of the pain we all carried in our hearts as we saw our country tear itself apart in a terrible conflict, and as we saw it spurned, outlawed and isolated by the peoples of the world; precisely because it has become the universal base of the pernicious ideology and practice of racism and racial oppression.

We, the people of South Africa, feel fulfilled that humanity has taken us back into its bosom, that we, who were outlaws not so long ago, have today been given the rare privilege to be host to the nations of the world on our own soil.

We thank all our distinguished international guests for having come to take possession with the people of our country of what is, after all, a common victory for justice, for peace, for human dignity.

We trust that you will continue to stand by us as we tackle the challenges of building peace, prosperity, non-sexism, non-racialism and democracy.

We deeply appreciate the role that the masses of our people and their political mass democratic, religious, women, youth, business, traditional and other leaders have played to bring about this conclusion. Not least among them is my Second Deputy President, the Honorable F.W. de Klerk.

We would also like to pay tribute to our security forces, in all their ranks, for the distinguished role they have played in securing our first democratic elections and the transition to democracy, from blood-thirsty forces which still refuse to see the light.

The time for the healing of the wounds has come.

The moment to bridge the chasms that divide us has come.

The time to build is upon us.

*Appendix 1: Nelson Mandela in GBR – discours d’investiture à Pretoria
(1994)*

We have, at last, achieved our political emancipation. We pledge ourselves to liberate all our people from the continuing bondage of poverty, deprivation, suffering, gender and other discrimination.

We succeeded to take our last steps to freedom in conditions of relative peace. We commit ourselves to the construction of a complete, just and lasting peace.

We have triumphed in the effort to implant hope in the breasts of the millions of our people. We enter into a covenant that we shall build the society in which all South Africans, both black and white, will be able to walk tall, without any fear in their hearts, assured of their inalienable right to human dignity - a rainbow nation at peace with itself and the world.

As a token of its commitment to the renewal of our country, the new Interim Government of National Unity will, as a matter of urgency, address the issue of amnesty for various categories of our people who are currently serving terms of imprisonment.

We dedicate this day to all the heroes and heroines in this country and the rest of the world who sacrificed in many ways and surrendered their lives so that we could be free.

Their dreams have become reality. Freedom is their reward.

We are both humbled and elevated by the honor and privilege that you, the people of South Africa, have bestowed on us, as the first President of a united, democratic, non-racial and non-sexist government.

We understand it still that there is no easy road to freedom.

We know it well that none of us acting alone can achieve success.

We must therefore act together as a united people, for national reconciliation, for nation building, for the birth of a new world.

Let there be justice for all.

Let there be peace for all.

Let there be work, bread, water and salt for all.

Let each know that for each the body, the mind and the soul have been freed to fulfill themselves.

Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another and suffer the indignity of being the skunk of the world.

Let freedom reign.

The sun shall never set on so glorious a human achievement!

God bless Africa!

Appendix 2: GreenBlueRed Communication colour-coding key

(adapted from Pannetier 2013)

GREEN

- Owned by other/audience
- Open questions
- Making commonly known, experienced or assumed things explicit (making implicit explicit)
- Re-expressing something, i.e. not reformulating content so that they may be understood by all: re-expressing other's feelings (not actions)
- Checking synthesis
- Adapting and conforming in relation to the environment
- Avoiding putting others in contradiction with the speaker
- Giving credit of the intention behind the action
- Smiling and open body language
- Showing empathy
- Expressing that the speaker listens to others
- Connecting past to the future

BLUE

- Owned by the speaker
- Talking about information (technical information on the situation)
- Making explicit the feelings of the speaker
- Speaking to inform (what the other does not know)
- Speaker sharing his own point of view
- Framing the situation
- Talking about the past

RED

- Most questions are red (advice, appreciation, moral support, directive investigation, interpretation)
- Common ground for understanding, agreeing and deciding a common line of conduct
- Speaking to obtain agreement or to lead to a specific action
- Result of talking or expressing green on to blue
- Talking about the future

Appendix 3: BlackBerry RIM – Motivation, content and delivery categorized and colour-coded

Row	Motivation		Content	Strategy	Facial expression	Delivery		
	Speech function	Discourse				Head movements	Vocal cues	Experiential meaning
1	Statement	Who the speaker is	I'm Mike Lazaridis, founder of Research in Motion	Bolstering	inner corners of eyebrows raising on Mike, neutral mouth and cheeks	nod, affirmative shake role	emphasis on founder	Role
2	Statement	What is his role	Since launching BlackBerry in 1999 it's been my goal to provide reliable, real-time communications around the world.	Bolstering	inner corners of eyebrows slightly raised, neutral mouth and cheeks	intensification (rhythmic with year, his role), structural nods	emphasis on my goal, reliable, real-time	Extent, Role
3	Statement	Reason	We did not deliver on this goal this week. Not even close.	Mortification	inner corners of eyebrows slightly raised, neutral mouth and cheeks	negating shakes	emphasis on did not	Manner
4	Statement	Apology	I apologize for the service outages this week.	Mortification	eyebrows raised on apologize, neutral cheeks and mouth	affirming nods	neutral	Matter
5	Statement	Empathy	We've let many of you down.	Mortification	squinting eyes, lifting cheeks, eyebrows momentarily raised on neutral mouth and cheeks	affirming nods	neutral	Matter
6	Statement	Information	But let me assure you that we're working round the clock to fix this.	Corrective action	eyebrows momentarily raised on assure, neutral mouth and cheeks	affirming nods, inclusivity (round the clock)	emphasis on assure you, round the clock	Role
7	Statement	Empathy	You expect better from us and	Mortification	inner corners of eyebrows slightly raised, neutral mouth and cheeks	intensification on you	emphasis on you	Matter
8	Statement	Sympathy	I expect better from us.	Bolstering	inner corners of eyebrows slightly raised, neutral mouth and cheeks	intensification on I	emphasis on I	Matter
9	Statement	Information	It's too soon to say that this issue is fully resolved but let me give you more details about what's happening.	Corrective action	inner corners of eyebrows slightly raised, neutral mouth and cheeks	rhythmic shakes with too soon to say (manner), intensification on fully, expression of mental images of characters on details	emphasis on too soon	Matter
10	Statement	Information	We're now approaching normal BlackBerry service levels in Europe, the Middle East, India and Africa.	Corrective action	inner corners of eyebrows slightly raised, neutral mouth and cheeks	intensification normal, europe, middle east, india and africa	emphasis on Europe, the Middle East	Role
11	Statement	Information	We continue to monitor the system very closely.	Corrective action	inner corners of eyebrows slightly raised, neutral mouth and cheeks	affirmative nod and intensification on very	emphasis on continue, very	Role
12	Statement	Information	We're working very hard to continue to stabilize the system and we're seeing steady improvements.	Corrective action	inner corners of eyebrows slightly raised, neutral mouth and cheeks	intensification on very and steady (also vocal)	emphasis on very hard, stabilize, steady	Manner
13	Statement	Information	We expect to see continued progress and possibly some instability as the system comes back to normal service levels everywhere.	Corrective action	inner corners of eyebrows slightly raised, momentarily lifted on possibly, neutral mouth and cheeks, except for lifted cheeks on everywhere	intensification on continued progress (with nod and vocal), intensification on possibly, intensification on normal (with nod and vocal), inclusivity on everywhere	emphasis on continued, normal	Role
14	Statement	Empathy	We know that you want to hear more from us	Mortification	inner corners of eyebrows raised, neutral mouth and cheeks	affirmative nod on we know, intensification on hear more	emphasis on we know	Role
15	Statement	Information	and we're working to update you more frequently through our websites and social media channels as we gather more information.	Bolstering	inner corners of eyebrows slightly raised, neutral mouth and cheeks	affirmative nods, intensification on latter more	emphasis on websites	Role
16	Statement	Information	I'd like to give you an estimated time of full recovery around the world but I cannot do this with certainty at this time.	Corrective action	inner corners of eyebrows slightly raised, momentarily lifted on cannot, neutral mouth and cheeks, momentarily lifted cheeks on cannot	inclusivity on full, negation shakes on cannot, intensification on certainty	emphasis on full, cannot	Role
17	Statement	Empathy	For those of you affected, I know this is very frustrating.	Mortification	inner corners of eyebrows raised, eyes squinting and cheeks raised on I know this is very frustrating, neutral mouth and cheeks	affirmative nods	neutral	Role
18	Statement	Information	We're doing everything in our power to restore regular service levels and we're working tirelessly to restore your trust in us.	Corrective action	inner corners of eyebrows slightly raised, neutral mouth and cheeks	inclusivity on everything in our power, intensification on regular, tirelessly, your trust	emphasis on everything, regular, tirelessly, your trust	Matter
19	Statement	Information	We'll update you again soon.	Bolstering	inner corners of eyebrows slightly raised, neutral mouth and cheeks	affirmative nods	neutral	Matter
20	Statement	Acknowledgement	Thank you.	Bolstering, Corrective action	inner corners of eyebrows slightly raised, neutral mouth and cheeks	shake to indicate the ending (turn-taking)	neutral	Matter

Appendix 4: Skype – Motivation, content and delivery categorized and colour-coded

Row	Motivation		Content	Delivery				Experimental meaning
	Speech function	Discourse		Strategy	Facial expression	Head movements	Vocal cues	
1	Statement	Introduction	Hello.	N/A	inner eyebrows raised, mouth and cheeks neutral	neutral	neutral	Role
2	Statement	Who the speaker is	My name is Tony Bates.	N/A	eyebrows raised on Tony, mouth and cheeks neutral	intensification	neutral	Waiter
3	Statement	Reason	And I'm sure many of you have heard about the Skype outages we've had over the last 24 hours.	Corrective action	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	neutral	neutral	Waiter
4	Statement	Information	An interruption of service that completely took almost every user offline.	Mortification	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	affirmative nod (coming from posture)	emphasis on interruption	Waiter
5	Statement	Apology	Now the first thing let me apologize profusely for the inconveniences this has caused.	Mortification	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	intensification	emphasis on now	Waiter
6	Statement	Information	A number one focus of Skype has been first to understand the root cause of the issue and then to start stabilize and bring up the service.	Corrective action	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	neutral	emphasis on first, then	Waiter
7	Statement	Information	Now to do this the way the Skype software works meant that we've had to put in a number of these dedicated supernodes to actually get the service back up and running.	Corrective action	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	neutral	neutral	Waiter
8	Statement	Affirmation	That has taken some time.	Mortification	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	intensification	neutral	Manner
9	Statement	Information	Now to give you a real-time update, it's just about five o'clock ESTC, seventeen hundred hours, and we're about 16 and a half million users back online.	Corrective action, Bolstering	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	intensification on time details	emphasis on about	Matter/Manner
10	Statement	Information	Now for this time of day that's about 80% of what we would typically be at when we look at current usage and at the previous days.	Bolstering	lowering eyebrows and bring them up again after beginning, same for the crunched forehead, mouth and cheeks neutral	intensification on this time of day and 80%	emphasis on day	Manner
11	Statement	Affirmation	So what we're making good progress.	Bolstering	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	affirmative nod	neutral	Manner
12	Statement	Information	Now what we've done is that we've stabilized the core services: text IAM, audio and video.	Corrective action	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	affirmative nod on text IAM	emphasis on text IAM, audio	Waiter
13	Statement	Information	But to do this we've had to bring in some dedicated service and we had to use some of the service that we're using for some of our other services.	Corrective action	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	uncertainty on some of our other services	neutral	Waiter
14	Statement	Information	So you're going to find it's going to take a little longer for us to bring back offline IAM as well as root video chat cause that's where we took the dedicated service from to put these dedicated supernodes in.	Corrective action	eyebrows significantly raised on offline IAM, mouth and cheeks neutral	uncertainty on offline IAM, root video	emphasis on offline IAM	Waiter
15	Statement	Empathy / Apology	And we know this has caused a major impact to many of you and we apologize profusely for this.	Mortification	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	affirmative nod	emphasis on know	Waiter
16	Statement	Information	Our focus is to get the service back up and running, understand what we can do in the future to mitigate some of these risks and to start communicating on a very regular basis on where we're at.	Corrective action	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	neutral	neutral	Waiter
17	Command /Statement	Information	So expect to see updates from me coming over the next few hours as we start to really understand where we are in this service and the stabilization hopefully continues.	Bolstering	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	intensification on where we are, stabilization	neutral	Role / Matter
18	Statement	Empathy	Now I know this has been a very tough 24 hours to many of our users and there has been so many heartfelt stories from our loyal customers and we really understand you use the service literally each and every day both in their life and also in their work and business environment.	Corrective action, Mortification	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	inclusivity on so many; intensification on heartfelt; loyal, literally each and every, both in their life; affirmative nod on we really	emphasis on now I know, literally, life	Role / Waiter
19	Statement	Empathy	And no amount of compensation can really take the place of that loss of the service but we are investigating an ability to give a credit voucher to our loyal paying customers.	Compensation	eyebrows raised on compensation, really, credit voucher; mouth and cheeks neutral	inclusivity on no amount; intensification on loss of the service, credit voucher	emphasis on are	Waiter
20	Statement	Information	I'll give more updates in our next update on this and we're looking into the details as we speak so stay tuned for more video updates from me, more blogs directly from the Skype blog page as well as from other media outlets, such as Twitter.	Corrective action, Bolstering	eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	affirmative nod on looking into the details, intensification on Twitter	emphasis on tuned, me	Role / Matter
21	Statement	Acknowledgement	Thank you for your patience here and we really appreciate all your service and your loyalty.	Bolstering	relaxed eyebrows and forehead, a smile at the very end, otherwise eyebrows slightly raised, forehead crunched, mouth and cheeks neutral	affirmative nod	neutral	Waiter

Appendix 5: Stratfor – Motivation, content and delivery categorized and colour-coded

Row	Motivation	Content	Strategy	Facial expression	Head movements	Vocal cues	Experiential meaning
1	Statement Who the speaker is	I'm George Friedman, founder and CEO of Stratfor.	Bolester	inner eyebrows raised on Friedman, founder, CEO; neutral mouth, cheeks and eyes	rhythmic movements on Friedman (intentionality)	neutral	Role
2	Statement Reason	As most of you know, Stratfor was attacked by hackers.	Corrective action	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	neutral	emphasis on you	Matter
3	Statement Information	I'd like to give you some information on what happened.	Corrective action	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	affirmative nods	neutral	Role
4	Statement Information	In early December, I received a call from Fred Burton, Stratfor's VP of Intelligence.	Corrective action	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes; gaze directed to right on Fred	expression of mental images of characters on Stratfor's VP	neutral	Matter
5	Statement Information	Fred told me that our website had been hacked and credit card and other customer information stolen.	Attack accuser	raised eyebrows on had been hacked; neutral mouth, cheeks and eyes	hacking part, credit card, customer	emphasis on had been hacked	Matter
6	Statement Information	The next day I met with an FBI special agent.	Minimization	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	affirmative nod on the next day	neutral	Matter
7	Statement Information	He told me there was an ongoing investigation and asked for our co-operation.	Corrective action	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	neutral	emphasis on told	Matter
8	Statement Information	Of course, we agreed.	Corrective action	forehead smoothed; eyebrows smoothed; a slight smile; forehead, neutral mouth, cheeks and eyes	a strong affirmative nod	emphasis on of course	Matter
9	Statement Information	The matter remains under active investigation.	Corrective action	relaxed eyebrows; forehead, neutral mouth, cheeks and eyes	neutral	emphasis on active	Matter
10	Statement Information	The FBI told us they'd informed the credit card companies and provided those companies with a list of compromised cards.	Minimization	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	uncertainty on informed, intensification on list of compromised cards	neutral	Matter
11	Statement Information	The credit card companies could not safeguard our customers. Stratfor clients have to assume the investigation by revealing the theft publicly at that point.	Good intentions	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes; mouth tensed on Stratfor	intensification on safeguarded and did not have to	emphasis on companies, and Stratfor; neutral mouth, cheeks and eyes; mouth tensed on Stratfor	Matter
12	Statement Information	But the FBI expected this theft to be publicized by the hackers.	Defeasibility	eyebrows slightly raised; outer eyebrows raised on hackers, forehead crunched; neutral mouth, cheeks and eyes	uncertainty on the theft to be publicized	emphasis on FBI	Matter
13	Statement Information	When you're reputationally damaged, all the more so because we had not encrypted the credit card files.	Defeasibility	eyebrows raised on credit card files; neutral mouth, cheeks and eyes	negating shakes	neutral	Matter
14	Statement Apology	This was a failure on our part.	Mortification	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	angled nod on our part	emphasis on this	Manner
15	Statement Apology	As CEO of Stratfor, I take responsibility.	Mortification	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	intensification on CEO, otherwise neutral	emphasis on CEO of Stratfor	Role
16	Statement Empathy	This failure created hardship for our customers and I deeply regret that it took place.	Mortification	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	neutral	neutral	Matter
17	Statement Information	The failure originated in the rapid growth of the company.	Accident	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	neutral	neutral	Matter
18	Statement Information	As it grew, the management team and administrative processes didn't grow with it.	Accident	inner eyebrows raised; neutral mouth, cheeks and eyes	inclusivity on grew	emphasis on management team, administrative	Matter
19	Statement Apology	There was a failure of oversight.	Accident, good intentions	inner eyebrows raised; neutral mouth, cheeks and eyes	neutral	neutral	Matter
20	Statement Apology	Again, I regret this breach and want to assure you that Stratfor is taking aggressive steps to deal with the problem and make certain it doesn't happen again.	Mortification, Corrective action	eyebrows slightly raised; forehead crunched; inner eyebrows raised on make certain; neutral mouth, cheeks and eyes	affirmative nod on want to assure	emphasis on aggressive again	Role
21	Statement Apology	This is not a justification, it is simply an explanation.	Mortification	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	negating shakes on not a justification, affirmative nod on simply on explanation	emphasis on justification	Matter
22	Statement Information	We don't know who the attackers are.	Defeasibility	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	uncertainty	neutral	Matter
23	Statement Information	The term anonymous is the same as the term unknown.	Defeasibility	eyebrows raised on unknown; neutral mouth, cheeks and eyes	uncertainty	emphasis on unknown	Matter
24	Statement Information	And as in most affairs like this, those who know don't talk, and those you talk don't know.	Defeasibility	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	uncertainty on you don't talk, seeking shake on talk don't know	emphasis on don't talk, don't know	Matter
25	Statement Information	On December 24th, we learnt our website had been hacked again.	Defeasibility, attack accuser	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	neutral	neutral	Matter
26	Statement Information	The hackers posted a triumphant note on our homepage saying our credit cards had been stolen, a large amount of email taken and that four of our servers had been destroyed.	Attack accuser	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	inclusivity on homepage, triumphant	emphasis on triumphant	Matter
27	Statement Information	We were shocked at the destruction of our servers.	Defeasibility	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	intensification on shocked	emphasis on shocked	Matter
28	Statement Acknowledgement	This was not your typical hack attack.	Attack accuser	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	negating shakes	emphasis on hack-attack	Matter
29	Statement Information	The internet here was clearly to silence us by destroying our records, our archives and the website.	Attack accuser	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes; neutral	affirmative nodding here	emphasis on internet here	Matter
30	Statement Information	In the days that followed, a narrative evolved among the media that Stratfor had been hacked and that we had started looking at our subscribers and identifying corporate subscribers as quote clients.	Attack accuser	inner left eyebrow raised on related groups; neutral mouth, cheeks and eyes; relatively relaxed eyebrows, mouth; raised eyebrows on important; neutral mouth, cheeks and eyes; tensed mouth on difference	intensification	neutral	Matter
31	Statement Information	The difference in clients and subscribers is important here.	Attack accuser	neutral eyebrows, smooth forehead; open mouth on customized, eyes neutral	negating shakes on differences, important	neutral	Matter
32	Statement Information	A client is someone you do customized work for.	Differentiation	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	affirming nod on differences, important	emphasis on difference	Matter
33	Statement Information	A subscriber is simply someone who purchases a publication.	Differentiation	eyebrows slightly raised; forehead crunched; neutral mouth, cheeks and eyes	intensification on client, customized work, emphasis on simple someone	emphasis on client, customized	Matter
34	Statement Information	These were clearly subscribers, not clients.	Differentiation	inner eyebrows raised on clearly; mouth tensed on clearly; neutral	neutral	emphasis on clearly, not clients	Matter
35	Statement Information	But the storyline grew that these alleged clients, corporate and government, provided Stratfor with classified intelligence.	Attack accuser	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	neutral	emphasis on alleged clients, Stratfor	Matter
36	Statement Information	Suddenly we were no longer the government that analyzed the world for the internet, but the hub of a global conspiracy.	Attack accuser	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes; mouth and cheeks tensed on hub	negating shakes on no longer, hub of a global conspiracy	emphasis on hub	Matter
37	Statement Information		Attack accuser	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	neutral	emphasis on hub	Matter

Appendix 5: Stratfor – Motivation, content and delivery categorized and colour-coded

Row	Motivation		Content	Strategy	Facial expression	Head movements	Vocal cues	Experimental meaning
	Speech function	Discourse						
38	Statement	Information	source: reasons; got moves when I recruited employees writing endless emails might say that is embarrassing, stupid or subject to misinterpretation.	Defensibility	neutral eyebrows, smooth forehead; eyes squinting on endless	strong negating shakes	emphasis on about, god, stupid	Matter
39	Statement	Information	But the hackers will not find intelligence of corporations' or governments' or signs of a vast conspiracy.	Attack accuser	neutral eyebrows, smooth forehead; raised eyebrows on governments; raised cheeks and tensed mouth on hackers will not, vast conspiracy	affirmative nods on will not find intelligence, intensification on signs	emphasis on hackers will not find, or signs of	Matter
40	Statement	Information	They may find we have sources around the world as you'd expect, and you we know people in the US and other governments and in corporations.	Boasting	neutral eyebrows, smooth forehead; raised eyebrows on they may find, and in corporations; mouth tensed on find, and yes, and in; eyes neutral	affirmative nods on may find, yes we know people in the US; inclusivity on around the world; intensification on and (in corporations)	emphasis on find, and yes, and in	Matter
41	Statement	Reason	That's our job.	Good intentions	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	neutral	neutral	Matter
42	Statement	Reason	We are what we said we are: a publishing organization focused on geopolitics.	Boasting	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	neutral	weighted sentence	Matter
43	Statement	Reason	Our goal is to objectively acquire, organize, analyze and distribute information to our subscribers.	Good intentions	neutral eyebrows, smooth forehead; raised eyebrows on subscribers; lips bunched after subscribers, cheeks and eyes neutral	intensification on objectively	emphasis on acquire, organize, analyze	Matter
44	Statement	Information	I don't know who the hackers are or their motives and this points the real problem.	Defensibility	neutral eyebrows, smooth forehead	negating shakes, affirmative nods	emphasis on don't know	Matter
45	Statement	Information	The one that goes beyond Stratfor's own situation.	Defensibility	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	intensification on beyond, negating shakes on Stratfor's own situation	emphasis on the one	Matter
46	Statement	Information	The internet has become indispensable but who also enables anonymity and undermines accountability.	Defensibility	neutral eyebrows, smooth forehead; inner left eyebrow raised anonymity, accountability; neutral mouth, cheeks and eyes	inclusivity on anonymity, negating shakes on undermines accountability	neutral	Matter
47	Statement	Information	The technology empowers people whose identities we don't know, whose motives we don't understand and whose ability to cause harm is substantial.	Defensibility	neutral eyebrows, smooth forehead; raised eyebrows and crunched forehead on and whose ability to, substantial; neutral mouth, cheeks and eyes	negating shakes on we don't know, we don't understand, cause harm	neutral	Matter
48	Statement	Information	It is a new censorship that doesn't come openly from governments but from people hiding behind masks.	Attack accuser, Defensibility	neutral eyebrows, smooth forehead; raised cheeks and upper lip on people hiding behind masks; neutral eyes	affirming nods on new censorship, negating shakes on people hiding behind masks	emphasis on a new censorship	Matter
49	Statement	Reason	The attempt to silence us has failed.	Boasting	neutral eyebrows, smooth forehead; a smile	affirmative nod on attempt, intensification on failed	emphasis on failed	Matter
50	Statement	Information	Our website is back, our email is working and we're restoring our archives.	Corrective action	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	inclusivity on email's working, affirmative nods on we're restoring our	emphasis on back, working	Matter
51	Statement	Information	We deliberately shut down while we brought in outside consultants to rebuild a secure system.	Corrective action	neutral eyebrows, smooth forehead; neutral mouth, cheeks and eyes	intensification on deliberately	emphasis on	Matter
52	Statement	Information	The work isn't finished but we can start publishing again.	Corrective action	neutral eyebrows, smooth forehead; neutral eyes, cheeks and mouth	intensification on the work	emphasis on finished, start	Matter
53	Statement	Information	The handling of credit cards has been handed off to a third party with the appropriate capability to protect privacy.	Corrective action	neutral eyebrows, smooth forehead; neutral eyes, cheeks and mouth	inclusivity on appropriate capability	neutral	Matter
54	Offer	Information	We're helping our customers by providing an identity theft protection.	Corrective action	neutral eyebrows, smooth forehead; forehead crunched; neutral mouth, cheeks and eyes	neutral	neutral	Matter
55	Statement	Information	We certainly expect to be attacked again, as it were last week when emails were sent out with fake Stratfor addresses.	Corrective action	neutral eyebrows, smooth forehead; raised eyebrows on fake Stratfor; raised cheeks on certainly, mouth and eyes neutral	affirmative nods on we certainly expect to be attacked again, expression of mental images or characters on were last week	emphasis on certainly	Matter
56	Statement	Information	They contained absurd messages and video we hope our readers know did not come from us.	Boasting	neutral eyebrows, smooth forehead; raised eyebrows on hope; mouth tensed on did not come from us; eyes squinting on they contained	referential use of space on they contained, affirmative nodding hope our readers know did not come from us	emphasis on absurd	Matter
57	Statement	Information	We will continue to publish our analysis and sell it to those who believe it has value.	Good intentions	eyebrows slightly raised, forehead crunched; eyebrows raised on value; neutral mouth, cheeks and eyes	affirmative nods	neutral	Matter
58	Statement	Acknowledgement	To our subscribers who have given us support, we express our deepest gratitude.	Attack accuser	eyebrows slightly raised, forehead crunched; neutral mouth, cheeks and eyes	affirmative nods, inclusivity on us support	neutral	Matter
59	Statement	Acknowledgement	To our critics, we assure you nothing you have said represents a fraction of what we've said about ourselves.	Attack accuser	smoothing forehead and relaxing eyebrows; inner eyebrows raised on fraction, ourselves; neutral mouth, cheeks and eyes	inclusivity on to our critics, negating shakes on we assure you, focus on what we've said about ourselves	emphasis on nothing	Matter
60	Statement	Acknowledgement	While there's not much to be proud of in this affair, I am proud beyond words of all my dedicated colleagues at Stratfor.	Boasting	raised eyebrows on not much, eyebrows slightly raised, forehead crunched; neutral mouth, cheeks and eyes	negating shakes, affirmative nods	neutral	Matter
61	Statement	Information	I'm delighted to return the focus to analyzing critical and international affairs.	Boasting	eyebrows slightly raised, forehead crunched; neutral mouth, cheeks and eyes	nods on critical and international	neutral	Matter
62	Statement	Information	To all, I dedicate myself to denying our attackers the prize they wanted.	Boasting	eyebrows slightly raised, forehead crunched; neutral mouth, cheeks and eyes	inclusivity on all, affirmative nodding on dedicate myself to denying	emphasis on to all	Matter

Appendix 6: Categorization used with MMA Video analysis

Categories	Systems
Experiential meaning (verbal circumstances)	
	Extent
	Location
	Manner
	Cause
	Condition
	Accompaniment
	Role
	Matter
	Angle
Interpersonal meaning (speech function)	
	Statement
	Question
	Offer
	Command
Intonation	
	Tone 1
	Tone 2
	Tone 3
	Tone 4
	Tone 5
Pitch (spoken)	
	High
	Low
Pace (spoken)	
	Fast
	Conventional
	Slow
Timbre (spoken)	
	Bright
	Dark
	Warm
	Harsh
	Synthesized
Gaze	
	Direct address
	Indirect address

Appendix 6: Categorization used with MMA Video analysis

Social distance	
	Long shot
	Medium shot
	Close shot
Camera movement	
	Stationary
	Pan
	Tilt
	Pedestal
	Dolly
Horizontal viewing perspective	
	Front
	Angled
Vertical viewing perspective	
	High angle
	Eye level
	Low angle
Shot transitions	
	Cut
	Dissolve
	Fade-in / Fade-out
GBR verbal content	
	Green
	Blue
	Red
GBR nonverbal content	
	Green
	Blue
	Red

Appendix 7: BlackBerry RIM: Mike Lazaridis' apology speech act colour-coded with intonation

// 2 I'm /1 Mike Lazaridis / founder of /5 Research /1 in Motion // 1 Since launching / BlackBerry in / nineteenninety /5 nine /1 it's been /2 my goal / to provide /5 reliable /1 real-time communications / around the world //

// 2 We /1 did /2 not /1 deliver / on this goal / this week // 1 Not even close //

// 1 I apologize / for the service outages / this week //

// 1 We've let // many of / you down // 1 But let me / assure you / that we're / working /2 round /1 the clock / to fix this //

// 2 You /5 expect /1 better from us / and /2 I /5 expect /1 better from us //

// 1 It's too soon/ to say that / this issue / is fully resolved / but let me / give you / more details / about / what's happening // 1 We're now / approaching normal / BlackBerry service levels /5 in Europe /1 the Middle East / India and Africa // 1 We /5 continue /1 to monitor / the system / very closely // 1 We're working /5 very hard /1 to continue to / stabilize the system / and we're / seeing / steady improvements // 1 We expect / to see / continued /5 progress /1 and /2 possibly /1 some instability / as the system / comes back to / normal / service levels / everywhere // 5 We know /1 that / you / want to / hear more / from us / and we're /5 working /1 to update /4 you more /1 frequently / through our / websites and / social media / channels as / we gather / more information //

// 1 I /d / like to /2 give /1 you / an estimated / time of / full recovery / around the world / but I / can/ not / do this with certainty / at this time // 1 For / those of you / affected /2 I /1 know this is / very frustrating // 1 We're doing /4 everything /1 in our po/ wer / to restore / reg/ ular / service levels / and we're /4 work / ing / tirelessly /1 to restore / your / trust / in us //

// 1 We'll / update / you again / soon //

// 1 Thank you //

Appendix 8: Skype: Tony Bates' apology speech act colour-coded with intonation

// 1 Hello / my name is / Tony Bates // 1 And I'm / sure / by now / many of you have heard / about the / Skype outages / we've had / over the last twentyfour hours / an interruption of service / that completely took / almost every user offline //

// 1 Now / first thing let me / apologize profusely / for the inconveniences this has caused //

// 1 A number one focus of / Skype has been // 3 first // 1 to understand / the root cause of the issue / and then / to start stabilize / and bring back up the service // 1 Now to do this / the way the / Skype software works / meant that / we've had to / put in a number / of these dedicated supernodes / to actually *get / the service back up and running // 1 That has taken / some time //

// 1 Now to / give you a real-time update / it's just about / five o'clock ESTC / seventeen hundred hours / and we're about / sixteen and a half million users / back online // 1 Now / for this time of / day / that's about eighty per cent / of what we would / typically be at / when we look at current usage / and at the previous days //1 So what / we're making good / progress //

// 5 Now / what we've done / is that we've / stabilized the core services // 1 text IAM / audio and video // 5 But to / *do this / we've had to / bring in some / dedicated service / and we *had to / use some of the service / that we were using / for some of our other services // 5 So you're / going to find / it's going to take / a little bit longer / for us to / bring back // 1 offline IAM / as well as root video chat / cause that's where / we took the dedicated service from / to put these / dedicated supernodes in //

// 5 And we / *know / this has caused / a major impact / to many of you // 1 and we / apologize profusely / for this // 1 Our focus is to / get the / service back up / and running // 5 *understand / what we can do // 1 in the future / to mitigate some of these risks / and to start / communicating on / a very regular basis / on where we're at // 1 So expect / to see updates from me / coming / over the next few hours / as we start to / really understand / where we are / in this service / and the stabilization / hopefully continues //

// 1 Now / I know / this has been / a very tough twentyfour hours / to many of our users / and there has been / so many heartfelt stories / from our loyal customers / and we / really / understand you use / the service / literally / each and every day / both / in their life / and also in their work / and business environment //

// 5 And / no amount of / compensation can really // 1 take the place of / that loss / of the service // 5 but we *are / investigating an ability to // 1 give a credit voucher / to our loyal paying customers // 5 I'll give / more / updates in our / next update on this // 1 and we're looking into / the details as we speak / so stay / tuned // 2 for more video updates / from *me // 1 more blogs / directly from the Skype blog page / as well as from other media outlets / such as Twitter // 1 Thank / you / for your patience here / and we really appreciate / all your service / and your loyalty //

Appendix 9: Stratfor: George Friedman's apology speech act colour-coded with intonation

// 1 I'm George Friedman / founder and CEO / of Stratfor // 2 As most of /* you know // 1 Stratfor was attacked by hackers //

// 1 I'd like to / give you / some information / on what happened // 1 In / * early December / I received / a call / from Fred Burton / Stratfor's VP of Intelligence // 1 Fred told me / that our website / had been hacked / and credit card / and other customer / information stolen // 1 The next *day / I met with / an FBI / special agent // 1 He told me / there was an / ongoing investigation / and asked for / our cooperation // 1 Of course / we agreed // 5 *The matter / remains / under active investigation //

// 1 The FBI / told us / they'd informed / the credit card companies / and provided / those companies / with a list of / compromised cards // 1 The credit card companies / could act to / safeguard / our customers / and Stratfor / did / not / have to compromise / the investigation / by revealing the theft publicly / at that point // 1 But the / FBI / expected / the theft to be / publicized / by the hackers // 5 When *you are / reputationally damaged // 1 all the more so / because we had not encrypted / the credit card files //

// 1 This was a failure / on our / part // 5 As *CEO of Stratfor // 1 I take / responsibility // 1 This failure / created hardship / for our customers and friends / and I deeply regret / that it took place //

// 5 The *failure / originated in / the rapid growth / of the company // 2 As it grew // 1 the management / team / and administrative processes / didn't grow with it // 1 There was / a failure / of oversight // 1 Again / I regret this breach / and want to / assure you / that Stratfor / is taking / aggressive steps / to deal with the problem / and make certain / it doesn't happen again //

// 5 This is / *not / a justification // 1 it is simply / an explanation // 4 We *don't know // 1 who the / attackers are // 1 The term / anonymous is the same as / the term unknown // 1 And as in / most affairs / like this / those who / know // 2 don't talk // 1 and those who / talk / don't know // 1 On December / twentyfourth / we learnt / our web/site / had been hacked / again // 1 The hackers / posted a / triumph/hant note / on our / homepage // 5 *saying / our credit cards // 1 had been / stolen / a *large amount / of email taken / and that / four of our / servers had been / destroyed // 2 We were *shocked // 1 at the / destruction / of our servers // 1 This was not / your typical / hack/attack // 5 The *intent here / was clearly / to silence us // 1 by destroying / our records / our archives / and the website //

// 5 In the *days that / followed // 1 a narrative evolved / among people / claiming to / speak for / anonymous-related / groups // 2 It *started at // 1 looking at our / subscriber list / and identifying / corporate subscribers as / quote / clients // 5 The *difference / in clients and subscribers / is important here // 2 A client is // 1 someone you do / customized work for // 1 A subscriber is / simply someone / who purchases / a publication // 1 These were / clearly / subscribers / not clients // // 1 But the storyline grew / that these alleged clients / corporate and government / provided Stratfor / with / classified intelligence // 1 Suddenly / we were no longer / an organization / that analysed the world / for the interest of / public // 1 but the *hub of / a global conspiracy //

// 1 *About those emails // 2 *god / knows // 1 what a / hundred employees / writing endless emails / might say / that is embarrassing / stupid / or subject / to misinterpretation // 5 But the *hackers // 2 will not find // 1 intelligence / of corporations' / or government's / or signs / of a vast conspiracy // // 5 They may *find / we have sources / around the / *world // 1 as you'd expect // 2 and *yes / we know // 1 people in the US / and other governments // 5 and in corporations // 5 That's our job //

// 5 We *are what / we said we are // 1 a publishing organization / focused on geopolitics // 5 Our *goal / is to // 1 objectively acquire / organize / analyse / and distribute information / to our subscribers //

// 1 I don't know / who the hackers are / or their motives / and this points / the real problem // 1 The one / that goes beyond Stratfor's / own situation // 1 The internet has become indispensable / but who also / enables anonymity / and undermines accountability // 1 The technology empowers / people / whose identities we don't know // 5 whose *motives / we don't understand // 1 and whose ability / to cause harm / is substantial // 1 It is a new censorship / that doesn't / come openly / from governments / but from people / hiding behind masks //

// 1 The attempt to / silence us / has failed // 1 Our website is / back / our email is working / and we're restoring / our archives // 1 We deliberately / shut down / while we brought in / outside consultants / to rebuild / a secure system // 1 The work / isn't finished / but we can start / publishing again // 1 The

Appendix 9: Stratfor: George Friedman's apology speech act colour-coded with intonation

handling of / credit cards / has been handed off / to a third party / with the appropriate capability / to protect privacy //
// 1 We're helping our customers / by providing / an identity theft protection // 1 We certainly / expect / to be attacked again / as it were last week / when emails / were sent out / with fake / Stratfor addresses // 1 They contained / absurd messages / and video / we hope our readers / know / did / not / come from us //
// 1 We will continue to / publish our analysis / and sell it to / those / who believe / it has value // 1 **To our subscribers / who have given us support** // we express our / deepest gratitude // 1 To our / critics / we assure you nothing / you have said / represents a / fraction / of what we've said / about ourselves // 1 While there's much / not / to be proud of / in this affair / I am / proud beyond words / of all my / dedicated colleagues / at Stratfor // 1 I'm delighted to / return our focus to / analysing critical and / international affairs // 4 To *all // 1 I dedicate myself / to denying our attackers / the prize / they wanted // 1 We're returning / to the work we love / dedicated to correct / our mistakes / and becoming better / in forecasting / and analysing / how the world works // 1 Thank you //