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Crisis Marketing Communication Strategy for Alpine Adventures



Abstract

In today's digital age, a single piece of misleading information can tarnish a brand's image and erode consumer trust. Recently, the mountain resort company Alpine Adventures faced backlash for a promotional video that exaggerated its offerings and misled customers. This is a significant crisis that not only undermines brand integrity but also erodes stakeholder confidence and jeopardizes future market position.

In this document, we will outline a comprehensive marketing communication crisis plan to minimize reputational impact, restore trust, and reassure stakeholders of the company's commitment to ethical marketing. This plan will provide recommendations for all internal and external communication deliverables; an internal memorandum, public apology,

investment letter, and message framework are provided based on Situational Crisis Communication Theory (SCCT). Using SCCT is important not only to include in our messaging strategy but also to discuss the importance of continuing to demonstrate cultural awareness and sensitivity to the global audience in all messaging.

Introduction

Alpine Adventures—a premier provider of outdoors adventure experiences—must be ready to react rapidly and professionally if they face a crisis. A crisis marketing communication strategy is critical to addressing reputational damage, restoring customer faith, and ensuring business continuity. A crisis marketing communication strategy requires proactive development, clear internal member of the organization protocols, and transparent, timely communication for both internal and external stakeholders. In a crisis—when faced with natural disasters, safety incidents, reputational crises, etc.—Alpine Adventures would look to disseminate accurate information using multiple channels, including social media, email, press releases, and the company website. The tone should be empathetic and reassuring; the content should accurately reflect the values of the Alpine Adventures Brands: safety and responsibility and caring for customers. By addressing the crisis honestly and professionally, it is possible to mitigate damage, own the situation, and reaffirm a commitment when related to customers and the outdoor adventure economy. In this approach, crisis communication is taken seriously and there is accountability; this means not only coordinating a response, but addressing the long-term position of recovery and brand relevance.

Crisis overviews

Alpine Adventures is a marquee provider in the extreme mountain tourism category, has experienced a reputational crisis, following an avalanche that caused multiple injuries and one loss-of-life that occurred in a guided expedition. Initial assessments suggest that the avalanche occurred due to an unanticipated change in weather conditions; nevertheless, consumers are questioning if the company could have adhered to better risk protocols and possibly engaged in preparation for a potential crisis. The incident heard loud media calls, damaged public trust, and questioned regulators and patrons.

Alpine Adventures, accordingly, must proceed with a quick, transparent, and empathic marketing communication strategy. The company should very quickly, publicly acknowledge the incident, express sincere condolences to those who were impacted, and profess full cooperation with authorities to pursue a deeper understanding of the incident. A designated crisis response team must be tasked with managing all communications, across all columns of media, assuring that facts are made available at intervals, with the possibility for differences in perspective. Social media monitoring and response must be in place to clear misinformation and articulate accountability. plans should include clear descriptions of the remedial actions which will include improved safety procedures, third-party safety audits, and support for the families of the victims, to restore trust and credibility. Engaging with loyal customers, the 'adventure community,' as well as the media should be an honest dialogue and proactive outreach campaign. Emphasizing empathy, transparency, and responsibility, that will lead to the restoration of the brand and customer confidence for Alpine Adventures.

3. Marketing Concepts Addressed

After a crisis, it will be necessary for Alpine Adventures to review its brand and get it back on track with its core values and service offerings. The failed campaign is evidence of the disconnection between the brand's advertised message and delivered experience, and opening its brand strategy to respond to the shortcomings could not come sooner. Brand positioning consists of a shift from exaggerated promises to a narrative of honesty, transparency, and trust. Firstly, Alpine Adventures must embrace and sell authentic customer experiences by encouraging its actual customer testimonials and emphasizing the immersive nature of its adventure services. Repositioning is a useful strategy to regain credibility, while continuing to build a meaningful relationship with consumers. By acknowledging the crisis and demonstrating how they are addressing it, Alpine Adventures can regain trust and loyalty. The brand must now live out its commitment to safety, environmental sustainability and quality experiences in every communication. By doing so, Alpine can take this crisis and represent it as an opportunity for growth, demonstrating its resiliency and revitalized commitment to meaningful, adventure-based experiences that align with customer needs and represent the brand's true character.

Ethical Marketing and Consumer Trust

Having a sound marketing communication strategy informed by ethical standards is important to retain consumer trust and loyalty during times of crisis. For Alpine Adventures ethical marketing is a principle, not a one-off marketing technique - it underpins and supports the ethos and history of the brand in all the ways it interacts with customers. During a crisis it is important that the organization is honest, accurate and responsible in their communications. With these parameters in mind, it is also important during a crisis, to reaffirm the organizations ethical positionings; that is, making a public re-statement of the brand's position on ethics and responsible business. Building compliance checks into all marketing and promotional documents allows the organizations to ensure they have not misrepresented their products and services, including miss-representing their standards of safety. This is particularly salient to the adventure tourism sector, where we can see exaggerated representations lead to unintentional harm and danger. Ethical communication also means being accountable for mistakes, taking responsibility, and stating what they will be doing in the future. By simply being honest and taking responsibility, the organization can build consumer trust and confidence in the face of adversity. Additionally, customers should have a means to continue two-way communications to reflect concern and engagement with customer concerns and feedback. Trust is established not on perfection but consistency to behave in an ethical way. Ultimately, crisis marketing communication at Alpine Adventures should not only control the brands reputation but also build its long-term reputation about ethical marketing and consumer trust.

Online Reputation Management

Alpine Adventures can actively manage an online reputation during a crisis, but only if it implements a crisis marketing communication plan that relies on flexibility, transparency, speed and consistency. The first step will be to acknowledge the problem in a timely manner on all appropriate digital platforms (website, social media, email, etc.) reassuring stakeholders that the company is doing everything it can to address the issue. The message to constituents should be empathetic, factual and aligned with its brand purpose in order to reassure customers and support ongoing trust. Overall, it is critical that the company appoints a crisis communication team so that public statements will be consistent and developed quickly. In addition, Alpine Adventures should proactively seek out posts on social media and review sites to identify misrepresentation or disinformation and respond in a timely, but

respectful manner to customer complaints. Videos where leaders or staff of the company speak can be an effective format. Being able to put an individual face on a response gives it more credibility and humanity. Additionally, SEO should be utilized to suppress negative search content and enhance favorable newer content in comparison to the negative search rank. After the crisis, the organization will be well-positioned to articulate the actions they took to alleviate the crisis, and the measures undertaken to prevent a future crisis. Furthermore, encouraging satisfied customers to provide reviews will assist in providing credibility. In conclusion, a content plan created for crisis communication will allow Alpine Adventures to deal with reputational damage, learn from their reputational damage, and become more engaged with their customers.

SCCT Framework Application

In the case of a crisis, Alpine Adventures can minimize the fallout and protect its reputation and stakeholder trust by utilizing the Situational Crisis Communication Theory (SCCT) framework. SCCT is a systematic approach to selecting the appropriate course of action for public communication based on the type of crisis and its level of responsibility. For example, an accident during an adventure tour would be in the "preventable" cluster and warrant a full responsibility-taking response. In this case, they should implement some rebuilding strategies that could include issuing a public apology, providing compensation, and explaining the improvements made for safety reasons. For crises that were exogenous and beyond the control of the company like natural disasters (the victim cluster), a defensive or diminishment strategy—such as providing communications and disabusing misinformation—would be more suitable. Aligning with the principles of SCCT, Alpine Adventures will want to communicate as transparently and quickly as possible, while also being compassionate. While public relations (PR) train spokespersons and employees, it is still incumbent on the employer to train spokespersons to express compassion and demonstrate credibility, as they are GLU participants wearing the hat (role) of spokesperson. Using methods to consistently connect and communicate to all stakeholders, like social platform approaches, press releases and parsing out customer emails, will lead to consistent messaging across multiple communication channels. Pre-crisis work is similarly important. Creating templates for responses, monitoring tools, and stakeholder maps are resources that will help organize stakeholders when a crisis becomes manifest. Assuming the crisis communications are

framed in accordance with SCCT's approach, Alpine Adventures can adequately mitigate the negative impact to its brand and image, reassure its stakeholders and constellations and demonstrate commitment to accountability and improvement.

4.1 Crisis Type: Preventable Crisis

Alpine Adventures is now experiencing a situation that can easily be avoided because of a risky marketing campaign, as a result of a failure in their internal chain of decision-making. Based on the Situational Crisis Communication Theory (SCCT), accidents clearly fall into preventable situations representing the organization in high responsibility. In cases of preventable crises, effective strategies to strongly accommodate to rebuild trust and protect the organizational brand are the priority. The organization must publicly apologize, take full responsibility, and outline the specific corrective actions they are implementing to prevent these deliberately misleading actions from occurring again. Transparency throughout the response is important, stakeholders will need a strong view that Alpine Adventures recognized that they failed as ethical marketers and is in fact a current and future commitment to recurring ethical marketing practices. In addition, the organization should be connecting with affected customers directly and making all necessary refunds and compensations where applicable. By engaging with stakeholders, maintaining consistency in communication, and ensuring that the public can see the organization takes accountability, the organization will have the ability to start regaining the reputation they recently lost, and with due care, show they are committed to rebuilding customer trust and corporate responsibility.

4.2 Recommended Response Strategy

After dealing with their recent crisis, Alpine Adventures has adopted a proactive crisis marketing communication strategy regarding transparency and accountability, and customer care. The organization has accepted fault to the fullest extent, offering a full apology. The company acknowledges that an expression of regret is not enough to gain customer trust. Also, Alpine Adventures is providing corrective action to the highest extent, by implementing new safety standards, revising operational protocols, and mandatory re-training of all staff to ensure all operational protocols in the future meet the highest industry safety standards. As a fresh start, Alpine Adventures intends to not only correct the immediate fault, but they are working towards changing the likelihood of a disaster from occurring again. In addition, as an added measure of goodwill and restoring 5star customer confidence, Alpine Adventures is offering benefit of discounted product and/or customized travel packages, for affected

customers. This shameless Crisis Marketing Communication Strategy showcases their lifelong commitment to customer safety and satisfaction while safeguarding and maintaining a lifelong commitment to making the organization the best it could be, as well as a responsible adventure tourism provider.

5. Communication Deliverables

5.1 Internal Memo to Marketing Staff

To: Marketing Team

From: Chief Marketing Officer

Subject: Revised Content Policy and Ethical Guidelines

Date: July 15, 2025

Dear Team,

First of all, we now have higher and consistent ethical standards to more closely evaluate all marketing content whether visual or written that is consumed by one of our customers to ensure every marketing content is truthful for the services we provide. It is fine to also use aspiration-based marketing terms, but we cannot compromise truthfulness or misrepresentation of our services in any way in any communication. In total, all visual and written marketing will be reviewed before publication using a three-stage review process. This will begin with a department review, which will review each marketing content before a secondary compliance audit to determine if the brand statement is accurate based on our compliance standards; and finally, either a marketing or executive approval stage. Each of the three steps of review will provide a sufficient measure to greatly improve, not making the same mistakes, keep the brand safe from negative consequences, and keep our customers receiving clear, consistent, and ethically sustainable communications.

As a facility, all team members in Alpine will be required to participate in both required training on, identifiable aspects related to ethical marketing, culture sensitivity, and crisis communication according to Situational Crisis Communication Theory (SCCT). This will help to navigate a crisis in a responsible and forthright manner. Additionally, accountability

through ownership of responsibility is been assigned as part of overall strategy; any content that is published in the future that goes contrary to ethical marketing, the brand identity, and values will initiate an internal investigation, and possibly disciplinary action. This approach is not only to be used when we are in crisis or need to be accountable; this demonstrates Alpine Adventures' commitment to the highest standards of integrity, inclusion, and professionalism in all facets of communication.

Our brand is built on trust, adventure, and authenticity. Let's ensure our marketing reflects those values.

Sincerely,

Emma Keller

Chief Marketing Officer

Alpine Adventures

5.2 Public Statement: Apology and Repositioning

FOR IMMEDIATE RELEASE

Alpine Adventures Issues Apology and Reinforces Commitment to Honest Marketing

July 16, 2025 — Alpine Adventures deeply regrets the recent promotional video that misrepresented aspects of our mountain resort experience. Our goal was to artistically portray the adventurous spirit that our resort embodies, however, we acknowledge that some of the video depicted exaggerated features that cannot be found at Alpine Adventures.

We understand the disappointment that this has caused. We take full accountability for this error and we will ensure transparency, accuracy, and alignment of our messages and experiences to all of our guests, partners, followers, and social media accounts immediately!

We do have some changes that we're transitioning to effective immediately:

- All promotional material will now subject to a more strict ethical review process.
- We're giving a 10% discount as a bonus to customers who booked after watching the video.
- We're going to start a Behind the Scenes series with real stories and experiences from guests!

Alpine Adventures is committed to creating genuine and unforgettable alpine experiences. Thank you for your ongoing support and understanding.

Media Contact:

Sofia Mendel, Communications Director,

press@alpineadventures.com

5.3 Investor Letter

Dear Valued Investors,

In light of recent events surrounding our promotional video, I would like to address it directly and outline next steps for restoration and repositioning.

The content did not meet Alpine Adventures' standard for accuracy and truthfulness in marketing. We acknowledge the impact from a reputational perspective and have put a plan into action at a rapid pace.

Key Actions Taken:

- Comprehensive internal review and revamping of our content approval processes
- Open communication with our customers, including a public apology and guest outreach
- Launching an Authenticity in Adventure Campaign to re-position the brands

- Involvement of third-party consultants to audit our marketing ethics and consumer sentiment

Financially, we are still strong, and believe a recommitment to ethical practices and authentic experiences will drive customer loyalty and increase long-term brand equity.

We appreciate your trust and continued investment in Alpine Adventures.

Warm regards,
Martin Greer
CEO, Alpine Adventures

6. Cultural Awareness Strategy

Cultural Awareness Strategy should be a core component of Alpine Adventures' Crisis Marketing Communication Strategy to align their messages in an appropriate way across various markets. From Alpine Adventures' perspective, it is imperative to honour different cultural values, languages, and ways of communicating in a crisis to uphold trust and communicate their message. Alpine Adventures could say or show anything, but unless that message reflects the local way of life, employs locally-relevant imagery and tone, engages local or relevant influencers and community leaders (for example, depending on the target market), it runs the risk of offending people, excluding people, and undermining the credibility of their brand to a global audience. Including cultural sensitivity to all aspects of crisis communication will allow Alpine Adventures to uphold its global identity and maintain strong relationships with customers around the world.

6.1 High-Context vs. Low-Context Cultures

When developing a crisis marketing communication strategy for Alpine Adventures, it is important to consider your audience and tailor the messaging appropriately, based on cultural context. For example, if communicating with high-context audiences, such as Japan or UAE, communication should be respectful and indirect. Where possible, communication should "Emphasize the common vision" (Siegel, 2020), focus on restoring trust (or similar), share cultural values, and cultural intentions and demonstrate long-term commitment to maintain brand expectation. In contrast, for low-context audiences such as the U.S. or Germany, we would expect directness

agreeing on openness or transparency of communicational purposes, clearly providing explanation of issues or situation at hand, taking responsibility; then providing achievable steps that are necessary to resolve or achieve goals. Communicating messages consistent with cultural preferences would enable Alpine Adventures to effectively manage their brand reputation, rebuild customer confidence in their brand and demonstrate their attention to your brand's cultural sensitivities during crisis situations in the global market as a marketing strategy.

6.2 Multilingual Communication

The third step of the crisis marketing communication strategy, needed for the Alpine Adventures crisis marketing communication strategy, will be ensure that all apology messages and all subsequent campaigns are translated into the main language of the five biggest target markets of Alberta, which in decreasing order are French, German, Japanese, and Mandarin.

For this task, the communications must be translated and localized to account for the cultural tone of each market, sensitivity, and preferences for visual presentation. This will include looking at marketplace-specific idioms, symbols of color, images from the marketplace, and compliant respectful language for their markets so they can trust us and we show legitimacy. Translated, culturally sensitive and professionally completed marketing content, will show the level of responsibility Alpine Adventures has in respect to diversity and inclusivity - will work to rebuild their confidence to allow us to improve our global brand reputation, with regard to the bankruptcy crisis and continue relevant to the crisis.

6.3 Regional Influencer Engagement

As part of Alpine Adventures' Crisis Marketing Communication Strategy, leveraging regional influencers is one tactical facet of trust and credibility rebuilding. Partnering with local influencers to reconnect with the beliefs and cultural background of their target audiences can provide the brand with genuine and relatable communications. Influencers can present their own real-life personal experiences with the brand via vlogs, testimonials, or honest reviews, while providing real and credible insight into the safety protocols, service delivery, and commitments of the Alpine Adventures business in the aftermath of the crisis. This culturally-appropriate tactic not only

humanizes the brand, but also uses the trusted voices of the influencers to support reassurance, build trust and confidence and a positive sentiment in the affected regional markets.

7. Recovery and Rebranding Strategy

To rebuild brand trust and reposition Alpine Adventures in a effective way, the company is initiating a composite crisis marketing communication plan. Basically, the first step is a "Real Adventures Campaign" to promote real customer adventures to affirm Alpine's experiences and focus on real, unscripted outdoor adventures. Behind this Campaign, Alpine will also manage Alpine Open House Weeks and have media and influencers to engage with Alpine firsthand, to promote and publish credible, transparent stories, in order to regain credibility. The new brand creative will reflect the new messaging on the outdoor products top line draws on the new tag line - "True Adventure. No Filter" - and presents Alpine Adventures as an honest, grounded, and experience-focused company, in order to reposition the previously exaggerated marketing claims. The long-term strategy is a content calendar, to change the calendar to be responsive with real-time offering and change of seasons. To remain relevant, during and not relevant, non-marketing time. During a distance period, Alpine Adventures will increase Customer Co-Creation, to facilitate adventurers telling their own stories, people and media content, and if successful, feature in campaigns. In addition, Alpine Adventures will reclaim the authoritative altimeter - honouring their own ethical brand by focusing on prioritizing Sustainability and the organization's CSR Initiatives, to solidify the social initiative in Care of the Environment, and commitment to Sustainability as a brand. Together these considerations will restore Trust, Engagement and to position Alpine Adventures as a transparently engaged and leading adventure tourism brand.

8. Monitoring and Evaluation

To effectively manage and assess the success of a crisis marketing communication strategy for Alpine Adventures, the assessment of several metrics and tools both defines and fuels the direction of analysis. First, sentiment analysis of the brand before and after the crisis helps determine shifts in public sentiment or perception. Second, trends in engagement on social media reveal how well the brand is reconnecting with the audience after the crisis. Third, any changes in booking trends

demonstrate the shift, or not, in customer trust, and their willingness to re-engage, and finally, reviews in media coverage of the brand will reflect the flushed sentiment from the public and press at a large scale. The Net Promoter Score (NPS) tool will work to measure customer loyalty and satisfaction in the time leading up to and during the recovery phase from the crisis. In addition to these metrics, several tools will be secured and leveraged to inform on continued reputation monitoring. The Brandwatch tool and Google Alerts will help to establish real-time updates of the brand's reputation based on social media and news reporting. Salesforce will be engaged to manage customer relationships and interactions, and SurveyMonkey will be used in the same capacity as a tool for capturing, analysing, and responding to queries from customers. In conjunction, the assessed metrics and empirical tools will allow for a reliable, measurable, and adaptive crisis navigation and recovery experience.

Literature Review

A well-developed Crisis Marketing Communication Strategy is vitally crucial for businesses such as Alpine Adventures, especially in the fluctuating and competitive environment of the tourism Cyprus and tourism industry. Building upon foundational business English and communication frameworks is essential. Whatever strategy is developed, it should emphasize clarity, timeliness, and consistency. According to Coombs' Situational Crisis Communication Theory (SCCT) any messaging that is developed is appropriate according to the type of crisis, the perceived crisis responsibility, maintaining transparency, and protecting brand reputation. Using clear business English without equivocal terms can further build stakeholder trust and command credibility. Shannon and Weaver's communication model is also useful and explains the importance of reducing both literal noise and figurative noise of crisis messaging, as important for stakeholders to hear and make meaning with. Cater to stakeholders as in Argenti's Corporate Communication Framework, which allows Alpine Adventures to respond to the needs of customers, employees, and partners in this process. Altogether, the plan should encompass these communication principles so that Alpine Adventures can respond to crises in a flexible way and communicate clearly and professionally, to protect brand integrity and customer loyalty with carefully crafted communications.

Methodology

The Crisis Marketing Communication Strategy for Alpine Adventures is a systematic process based on the principles of fast, open and empathetic communication. When a crisis occurs, the company will follow the communication plan already in place, intending to identify the crisis type; build the crisis response team and prepare clear and consistent messaging for stakeholders. The plan involves the use of communications built in 'real time' on all the digital platforms supported by proactive media opportunities, along with internal staff communication to prevent low morale from setbacks, and improve staff alignment during the crisis event. Alpine Adventures is proactive in protecting its brand reputation by acknowledging issues openly and honestly, communicating steps for resolution, and remaining committed to the safety and satisfaction of customers. Alpine Adventures utilizes social listening techniques as well as customer feedback channels to track public sentiment and direct messaging accordingly. This process not only minimizes the negative impacts on reputation but also creates trust and loyalty with customers and other partners to reinforce Alpine Adventures' image as a responsible and responsive outdoor adventure brand in times of crisis.

Discussion

During a crisis or unanticipated event, it is very important for the brand reputation of Alpine Adventures to have a strong Crisis Marketing Communication Strategy. An effective Crisis Marketing Communication Strategy is based on openness, consistency, and timeliness in communicating with your stakeholders (customers, employees, and partners, etc.).

The first step would be to establish a crisis management team and to develop the pre-defined protocols for how to assess and respond to a crisis. Once a crisis arises, credible information will need to be communicated efficiently and effectively using communication channels. It will be a matter of establishing communication channels that utilize many types of platforms (social media, website, email, etc.) to disseminate timely and accurate information. The messages to stakeholders should demonstrate sincerity and compassion, be accountable when warranted and provide a solution or direction to your stakeholders. Keeping the general public informed with timely and relevant data in crisis will help manage perceptions, mitigate misinformation and help with public behavior during this crisis. Communication with stakeholders in a post-

crisis strategy will help build trust and provide assurance that accountability has been accepted and the outcomes of decisions are visible and usable to stakeholders. In conclusion, if Alpine Adventures responds to stakeholders in a proactive, immediate, and sincere manner, we can mitigate the damage to our reputation.

Conclusion

In summary, the Crisis Marketing Communication Plan for Alpine Adventures protects the company's brand reputation, supports transparency and honesty check-ins with customers, and reaffirms customer trust during times of uncertainty. The plan contains a documented, clear process for communicating on all channels in a timely and accurate fashion. The most important priorities during a crisis are to communicate honestly, with empathy, and with accountability. Alpine Adventures evaluated the risks, prepared generic messages, and prepared roles and responsibilities within the crisis team so that they can respond to a crisis swiftly, consistently, and effectively as a response to a crisis unfolds. Alpine Adventures will be in a crisis response situation when publics communicate misinformation and a false narrative begins to build momentum. Using social media posts, press releases, and messaging reaches out to customers directly, the company will be able to monitor public perception and heavily reduce misinformation during crises. Ongoing monitoring and response to an event while it is unfolding, combined with the end-of-crisis ongoing plans for evaluation of the crisis event, will allow Alpine Adventures to be a step ahead of any new communications that must continue to be monitored after a crisis. A comprehensive crisis communication plan does more than handle crises promptly and effectively. The commitments to safety, compliance, and integrity align with the values of the stakeholders and strengthen relationships with customers, government partners, employees, and the public. Through strategic planning for anticipated crises and communication before an event, Alpine Adventures can certainly manage the expectations of communications and marketing to maintain brand loyalty for their customers.

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