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Crisis Communication Strategies and their Impact on Brand Reputation

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Abstract
Crisis communication strategies are essential for organizations seeking to safeguard their brand reputation during disruptive events. This study investigates the relationship between crisis communication and brand reputation. The study used a quantitative approach and employed a descriptive correlational design, incorporating a self-made questionnaire that was administered to 146 respondents, composed of both employees and guests of accredited resorts in Cagwait, Surigao del Sur, Philippines. The data were analyzed using Weighted Mean and Multiple Regression Analysis. Weighted mean was used to identify the crisis communication strategies currently used by these resorts and their current brand reputation while Multiple regression analysis was used to analyze the significant relationship between crisis communication and brand reputation of the resorts. The correlation matrix indicates that there is a strong positive relationship between the crisis communication strategies employed by resorts and their brand reputation. This means that as resorts improve their communication strategies during crises, their brand reputation tends to improve correspondingly. Ultimately, this study contributes valuable insights into crisis management within the hospitality context, equipping organizations with the necessary tools to navigate challenges effectively.

INTRODUCTION

Crisis communication refers to the strategic approaches and processes employed by organizations to disseminate information during disruptive events that pose a threat to their operational stability and reputational integrity. In today's rapidly evolving and highly connected environment, businesses face greater vulnerability to crises than ever before, whether stemming from internal mistakes, external forces, or unexpected global events. These crises, which can include product recalls, corporate scandals, natural disasters, or social media incidents, have the potential to seriously impact a company's reputation. Since brand reputation plays a crucial role in driving consumer trust and loyalty, the way an organization handles communication during a crisis can be a decisive factor in its long-term success or failure. In the hospitality industry, where guest satisfaction and trust are paramount, effective crisis communication strategies are critical for protecting and even improving the brand reputation of resorts during challenging times. The primary goal of these strategies is to minimize the crisis' negative impact, protect guests and staff, and preserve or even strengthen the resort's brand reputation.

According to Coombs (2019), crisis communication is inherently linked to reputation management. How an organization handles a crisis can have a significant impact on its reputation and brand image. A well-executed crisis communication strategy can help mitigate reputational damage and preserve stakeholder trust, while a mishandled response can exacerbate the crisis and tarnish the organization's reputation irreparably. Therefore, crisis communication should be viewed as an integral component of reputation management, with both disciplines working synergistically to protect and enhance organizational credibility and goodwill. Recent study highlights how service brand orientation significantly impacts employer attractiveness within the resort industry. The study reveals that effective internal brand management correlates with higher levels of employee engagement and satisfaction, which are critical for attracting and retaining talent in a competitive market.

Cagwait is a fourth-class municipality located in the heart of Surigao del Sur, Philippines, renowned for its stunning white sand beach, which serves as the main tourist attraction in the area. As a popular tourist destination in the province, Cagwait plays a significant role in driving tourism to Surigao del Sur. Considering this, the researcher aimed to explore how crisis communication strategies influence the reputation of resorts in Cagwait, Surigao del Sur. Despite the crucial role communication strategies play in shaping brand reputation, there is a noticeable lack of research focused on the specific communication strategies employed by resorts and their impact on brand reputation. This study sought to address this gap by investigating the communication approaches used by resorts and evaluating their effect on brand reputation.

Moreover, this study sought to identify the most effective communication strategies for various types of crises and provide practical recommendations for organizations aiming to protect their reputation during challenging times. It will make a valuable contribution by enhancing the researcher's understanding of crisis management in the hospitality industry, specifically within the municipal context of Cagwait, Surigao del Sur. By analyzing the link between crisis communication strategies and brand reputation, it offers practical insights for resort managers in the area, helping them design effective communication plans that strengthen brand resilience and operational sustainability during a crisis. Ultimately, the study will provide important insights that can shape future crisis communication strategies in the hospitality sector, ensuring resorts are better equipped to navigate challenges and protect their reputations. Furthermore, the study will contribute to both academic knowledge and practical applications in crisis communication and brand management. It will enable brands not only to navigate crises but also to leverage them as opportunities to strengthen relationships with their stakeholders.

MATERIALS AND METHODS

Descriptive Correlational Design

The study utilized a descriptive correlational design, incorporating a self-made questionnaire that was administered to respondents at accredited resorts in Cagwait, Surigao del Sur, Philippines. The descriptive correlational design is a quantitative research method that aims to describe the relationships between two or more variables without manipulating them. This approach quantified and described the crisis communication strategies experienced by resort owners and assessed their impact on the resorts' reputation. By collecting data on both the communication practices and brand reputation indicators, the study identified patterns and correlations objectively. Ultimately, this study provided valuable insights into how effective crisis communication influenced guest perceptions and satisfaction, informing practical recommendations for resort managers to enhance their crisis communication efforts and protect their brand reputation.

Sample

The respondents of the study consisted of employees and guests from the following accredited resorts in Cagwait, Surigao del Sur, Philippines: Kaliguan Beach Resort (LGU owned), JPL Sandscape Resort, G and A Seaside Resort, Monica Del Sol Resort, Lizvil Resort, XTRM Beach Resort, FD's Resort, Cagwait Island Beach Resort, Enrico's Seafront Resort, Pescadores Island Resort, and Seapark Resort. Employees and guests from these resorts were chosen as respondents because they offer unique insights into both the operational aspects of crisis communication and the guest experience during crises. Employees possess first knowledge of the crisis management protocols in place, while guests provide valuable feedback on how these strategies affect their perceptions of the resorts' brand reputation. Based on a pre-survey conducted, there were a total of 72 employees working in these tourism-related establishments. Additionally, with 81 rooms across various resorts and an average occupancy of 2 guests per room, the estimated number of guests was approximately 162. This resulted in a total population of 234 individuals – comprising both employees and guests – who participated in the study. A stratified random sampling method was employed to select 146 respondents from each stratum, ensuring a representative sample that reflected the perspectives of both employees and guests. Selection was conducted randomly among individuals present during the survey period, based on recommendations from a statistician to ensure adequate representation in line with the annual number of tourists at these accredited resorts.

Table 1 Respondents of the Study N=146

Resort Name	No. of Employees	Sample	No. of Guests	Sample	Total Population	Sample
Kaliguan Beach Resort	16	10	28	17	44	27
JPL Sandscape Resort	26	16	20	13	46	29
G and A Seaside Resort	5	3	14	9	19	12
Monica Del Sol Resort	5	3	24	15	29	18
Lizvil Resort	10	6	36	23	46	29
XTRM Beach Resort	5	3	14	9	19	12
FD's Resort	1	1	8	5	9	6
Cagwait Island Beach Resort	1	1	6	3	7	4
Enrico's Seafront Resort	2	1	8	5	10	6
Pescadores Island Resort and Seapark Resort	1	1	4	2	5	3
Total	**72**	**45**	**162**	**101**	**234**	**146**

By using Cochran's Formula, the appropriate sample size, given the population size and specified combination of precision, confidence, and variability, is 146 out of 234 samples, set at 5% margin of error. This formula, $n = \frac{n_0}{1+\frac{n_0}{N}}$ was used as the total number of population was considered a small population. This formula was then utilized in conjunction with RPS/N (n) to determine the sample size for the number of employees and guests.

Instrument
The study utilized a self-made questionnaire to assess the Crisis Communication Strategies and their impact on brand reputation in Cagwait, Surigao del Sur, Philippines. This structured survey was formatted as a checklist for the convenience of the respondents and comprised two main sections. The first part focused on crisis communication strategies and included indicators such as timely and transparent communication, utilization of multiple communication channels, consistent messaging, crisis response team, training and preparedness, monitoring and engagement on social media, feedback mechanisms, and post-crisis recovery communication. The second part evaluated the current brand reputation of resorts as perceived by guests, with indicators including online reviews and rating, guest satisfaction, response to guest feedback, brand loyalty and recommendations, perceived value and quality, health and safety standards, and location and accessibility. Before data collection, the questionnaire was validated by several experts to ensure its relevance and clarity. Additionally, a pilot test was conducted with a small group from the target population to identify any ambiguities or issues with question clarity, allowing for necessary revisions prior to the full survey rollout. This rigorous preparation aimed to enhance the reliability and validity of the data collected, ensuring that the findings accurately reflected the crisis communication strategies employed by resorts and their impact on brand reputation.

Data Collection and Analysis
The surveys were administered through paper forms during face-to-face interactions, depending on the preferences of the respondents, while ensuring that all participants were fully informed about the study's objectives. The data collection process was closely monitored for consistency and completeness, with data entry and initial analysis performed to facilitate further in-depth analysis and interpretation.

The data collected were then calculated and analyzed. Frequency count was used to tally the data gathered while the weighted mean was used to identify as to what crisis communication strategies are currently being used by resorts during crisis, and the current brand reputation of resorts as perceived by guests. On the other hand, multiple regression analysis was used to analyze the significant relationship between crisis communication strategies and brand reputation of resorts. This method allowed the researcher to assess the impact of various independent variables (the different crisis communication strategies) on dependent variables (aspects of brand reputation).

RESULTS

Result for the Reliability Test
In this study, the researcher assessed the internal consistency of the survey instrument designed to measure the crisis communication strategies currently being used by resorts during crises and the current brand reputation of resorts as perceived by guests using Cronbach's alpha. The analysis was conducted on a sample of 24 respondents who completed the survey, which consisted of 40 items in Part 1 and 33 in Part 2.

The overall Cronbach's alpha coefficient for the entire instrument was calculated to be 0.813. This value indicates that the scale demonstrates good reliability, as it exceeds the commonly accepted threshold of 0.70 for acceptable internal consistency.

Importantly, no items were identified for deletion, suggesting that all items contribute positively to the overall reliability of the scale. Given this strong reliability coefficient, it can be confidently asserted that the survey instrument was suitable for measuring the crisis communication strategies currently being used by resorts during crises and the current brand reputation of resorts as perceived by guests.

Crisis Communication Strategies

Timely and Transparent Communication
The indicators in table 2 reflect the effectiveness of the resorts' crisis communication strategies in terms of timely and transparent communication as evaluated by guests and staff. It gained a grand mean of 3.35, categorized as "Strongly Agree". This result is supported by the study of Le and Phi (2022) which highlights that emotional appeals in crisis communication are particularly effective in enhancing customer trust and booking intentions, especially during crises like the COVID-19 pandemic.

Specifically, the highest-rated indicator, "The resort's communication helped prevent the spread of misinformation," received a mean score of 3.43, indicating a strong perception of the resorts' ability to manage accurate messaging during a crisis. According to Element (2020), a crisis communication plan allows a company to respond quickly and effectively to a crisis, since all procedures have been previously decided and approved.

Meanwhile, the lowest-rated indicator, "The resort provided updates to guests and staff as soon as possible during the crisis", scored 3.16 reflecting an overall positive perception of the resorts' crisis communication efforts. This strong

agreement on the effectiveness of communication is crucial for enhancing brand reputation and fostering loyalty among guests. Furthermore, research conducted by Kim et al. (2021) demonstrates that timely and accurate communication significantly mitigates negative perceptions and fosters loyalty among customers. These studies collectively reinforce the idea that effective crisis communication not only addresses immediate concerns but also contributes to long-term brand reputation and performance in the hospitality sector.

Table 2 Timely and Transparent Communication

Indicators	Weighted Mean	Adjectival Rating
1. The resort provided updates to guests and staff as soon as possible during the crisis.	3.16	Agree
2. The resort shared accurate information about the crisis situation.	3.31	Strongly Agree
3. The resort's communication was transparent and honest.	3.41	Strongly Agree
4. The resort's communication helped prevent the spread of misinformation.	3.43	Strongly Agree
5. The resort's timely communication built trust among stakeholders.	3.42	Strongly Agree
Grand Mean	**3.35**	**Strongly Agree**

Multiple Communication Channels

The indicators in table 3 reflect the effectiveness of the resorts' communication strategies during a crisis in terms of utilization of multiple communication channels. The results reveal a strong consensus among guests and staff, earning a grand mean score of 3.32, categorized as "Strongly Agree". Each indicator demonstrates a positive perception of the resorts' ability to utilize various communication methods effectively. One notable study by Ritchie et al. (2020), found that resorts employing multiple communication channels – such as social media, email, and websites – were more successful in engaging with guests and maintaining their trust during crises.

The highest-rated indicator, "The resort's communication was consistent across all channels" received a mean score of 3.36, indicating that respondents felt the resorts maintained a unified message throughout their communications. Furthermore, research by Kim and Lee (2021) emphasized that consistency in messaging across platforms not only enhances credibility but also fosters a sense of reliability among stakeholders. These studies collectively affirm that effective communication strategies - characterized by variety and consistency – are crucial for maintaining brand reputation and ensuring stakeholder engagement during challenging times, aligning with the positive evaluations reflected in this assessment.

Despite receiving the lowest mean score of 3.29, the indicator, "The resort used a variety of communication platforms to reach guests and staff" still gained a rating of "Strongly Agree".

Table 3 Multiple Communication Channels

Indicators	Weighted Mean	Adjectival Rating
1. The resort used a variety of communication platforms to reach guests and staff.	3.29	Strongly Agree
2. The resort's communication was consistent across all channels.	3.36	Strongly Agree
3. The resort's communication on social media was effective in reaching guests.	3.33	Strongly Agree
4. The resort's website and email updates provided valuable information during the crisis	3.33	Strongly Agree
5. The resort's communication reached a wide audience, including the local community.	3.31	Strongly Agree
Grand Mean	**3.32**	**Strongly Agree**

Consistent Messaging

Table 4 shows the communication strategies that resorts use during crises in terms of consistent messaging. The highest mean score of 3.31 reflects that the resorts' messaging effectively helped avoid confusion among guests and staff. This demonstrates a positive aspect of their communication strategy, as clear messaging is essential for maintaining trust and ensuring that all parties understand the situation (Liu-Lastres, 2022).

Despite this, results show that it is not all the time that resorts convey the same key messages across all channels, with this indicator gaining the lowest mean score of 3.17. This means that messaging can only create a sense of order during a crisis when there is uniformity in the messages being conveyed. Consistency in messaging is crucial to avoid confusion and ensure that guests receive accurate information (Training Hotels, 2024).

The relatively low score suggests that resorts may not have fully achieved this consistency, potentially leading to mixed messages that could confuse stakeholders. Furthermore, the lower score suggests that resorts need to enhance their communication protocols to align all messaging effectively across different platforms, thereby reinforcing guest trust and clarity during crises.

The grand mean score of 3.26 indicates an overall moderate effectiveness in consistent messaging strategies, suggesting that while there are strengths in avoiding confusion, significant improvements are needed to enhance message

uniformity across all channels (Jiang & Wen, 2020). Together, these findings underscore the importance of delivering consistent and clear messages during crises to safeguard brand reputation and foster stakeholder confidence.

Table 4 Consistent Messaging

Indicators	Weighted Mean	Adjectival Rating
1. The resort's communication conveyed the same key messages across all channels.	3.17	Agree
2. The resort's messaging reinforced its brand image during the crisis.	3.26	Strongly Agree
3. The resort's messaging helped avoid confusion among guests and staff.	3.31	Strongly Agree
4. The resort's messaging was clear and easy to understand.	3.28	Strongly Agree
5. The resort's messaging remained consistent throughout the crisis.	3.30	Strongly Agree
Grand Mean	**3.26**	**Strongly Agree**

Training and Preparedness

As indicated in Table 5, which assesses training and preparedness among resort staff during crises, the respondents strongly agree that the resorts' preparedness efforts helped ensure a unified approach to communication. This gained the highest mean score of 3.42, reflecting positively on their ability to maintain consistency in messaging during crises. Recent research underscores the critical role of training and preparedness in crisis management within the hospitality industry. A study published in 2024 highlights that comprehensive training programs are essential for developing the skills necessary for effective crisis communication and management (Training Hotels, 2024).

Moreover, the respondents also strongly agree that the resorts' staff were well-trained in handling crises and communicated effectively despite earning the lowest mean score of 3.30. However, this result also suggests that there may be gaps in the preparedness levels of the resorts. Effective training is essential for ensuring that employees can respond confidently and competently during emergencies (Liu-Latres, 2022).

The grand mean score of 3.37 suggests an overall moderate effectiveness in training and preparedness strategies, indicating that while there are strengths in ensuring a unified approach, enhancing training programs could further improve staff readiness and communication effectiveness during crises (Jiang & Wen, 2020).

Table 5 Training and Preparedness

Indicators	Weighted Mean	Adjectival Rating
1. The resort's staff were well-trained in handling crises and communicating effectively.	3.30	Strongly Agree
2. The resort's crisis response protocols were comprehensive and up-to-date.	3.38	Strongly Agree
3. The resort's training programs equipped staff with the necessary skills.	3.41	Strongly Agree
4. The resort's preparedness efforts helped ensure a unified approach to communication.	3.42	Strongly Agree
5. The resort's training and preparedness contributed to effective crisis management.	3.34	Strongly Agree
Grand Mean	**3.37**	**Strongly Agree**

Monitoring and Engagement on Social Media

Table 6 shows the communication strategies currently being used by resorts during crises in terms of monitoring and engagement on social media. The results show that respondents strongly agree that the resorts' social media communication helped manage their online reputation effectively, earning the highest mean score of 3.44. This suggests a strong performance in utilizing social media as a tool for reputation management. Research supports the importance of effective social media engagement in crisis management, with studies showing that proactive strategies enhance brand loyalty and guest perceptions (Le & Phi, 2021). Resorts that engage actively with guests on social media not only manage their online reputation more effectively but also strengthen relationships with their clientele.

The results also show that respondents strongly agree that the resorts actively monitored social media channels for guest feedback and concerns despite earning the lowest mean score of 3.38. However, this also indicates that there are still challenges in fully addressing these interactions promptly and effectively which need to be addressed. Research highlights that active monitoring of social media is essential for managing brand reputation during crises since it allows organizations to respond to customer inquiries and mitigate negative sentiments (Liu-Lastres, 2022).

The grand mean score of 3.41 indicates an overall moderate effectiveness in monitoring and engagement strategies on social media, suggesting that while there are strengths in managing online reputation, further improvements could enhance responsiveness and interaction with guests during crises (Jiang & Wen, 2020).

Table 6 Monitoring and Engagement on Social Media

Indicators	Weighted Mean	Adjectival Rating
1. The resort actively monitored social media channels for guest feedback and concerns.	3.38	Strongly Agree
2. The resort's social media engagement demonstrated responsiveness to guest needs.	3.43	Strongly Agree
3. The resort's social media communication helped manage its online reputation.	3.44	Strongly Agree
4. The resort's social media engagement built trust and transparency with guests.	3.43	Strongly Agree
5. The resort's social media monitoring and engagement were effective crisis communication tools.	3.39	Strongly Agree
Grand Mean	**3.41**	**Strongly Agree**

Post-Crisis Recovery Communication

Finally, as reflected in table 7, which focuses on post-crisis recovery communication strategies employed by resorts, most of the respondents strongly agree that resorts communicated their recovery efforts to the guests and staff after the crisis, that they demonstrated a commitment to guest satisfaction and safety and contributed positively to their overall recovery and resilience. The findings indicate that resorts that clearly communicate their recovery strategies not only improve stakeholder trust but also facilitate smoother transitions back to normal operations. This aligns with the resorts' indicators, suggesting that while their post-crisis communication is robust, continued focus on transparency and engagement can further enhance trust among guests (Training Hotels, 2024).

Furthermore, the respondents also strongly agree that the resorts' post-crisis communication highlighted changes made to safety and service despite earning the lowest mean score of 3.39. This result suggests that there may have been gaps in effectively conveying these improvements to all stakeholders. Effective post-crisis communication is essential for rebuilding trust and ensuring stakeholders feel informed about safety measures (Liu-Lastres, 2022).

The grand mean score of 3.40 indicates an overall moderate effectiveness in post-crisis recovery communication strategies, suggesting that while there are notable strengths in conveying recovery efforts, continuous improvement is needed to further enhance stakeholder confidence and satisfaction (Jiang & Wen, 2020).

Table 7 Post-Crisis Recovery Communication

Indicators	Weighted Mean	Adjectival Rating
1. The resort communicated its recovery efforts to guests and staff after the crisis.	3.41	Strongly Agree
2. The resort's post-crisis communication highlighted the changes made to improve safety and service.	3.39	Strongly Agree
3. The resort's post-crisis communication helped rebuild trust and confidence among stakeholders.	3.40	Strongly Agree
4. The resort's post-crisis communication demonstrated its commitment to guest satisfaction and safety.	3.41	Strongly Agree
5. The resort's post-crisis communication contributed to its overall recovery and resilience.	3.41	Strongly Agree
Grand Mean	**3.40**	**Strongly Agree**

Brand Reputation

Online Reviews and Ratings

Table 8 shows the current brand reputation of resorts as perceived by guests in terms of the online reviews and rating category. The evaluation shows a strong perception of the resorts' brand reputation, with a grand mean score of 3.41, categorized as "Strongly Agree". This aligns with Coombs (2019), who emphasized that effective crisis communication is essential for maintaining stakeholder trust and can significantly impact brand reputation during adverse events. The high mean score suggests that guests recognize the role of transparent and timely communication in shaping their perceptions of a resort's reliability and quality.

The highest-rated item, with a mean score of 3.47, pertains to resorts having a high volume of positive online reviews. This finding underscores the importance of accumulating favorable feedback to enhance brand reputation. According to Zhang and Wei (2019), organizations that engage in transparent post-crisis communication are more likely to regain stakeholder trust and rebuild their reputation. The strong emphasis on positive reviews reflects guests' reliance on peer feedback to gauge resort quality, reinforcing the notion that a robust collection of favorable reviews is vital for attracting new customers.

Conversely, the lowest score of 3.35 regarding the resorts' online reputation as a reliable indicator of their brand reputation suggests that some skepticism among guests about the authenticity or completeness of online ratings. This discrepancy may arise from instances where guests' actual experiences do not align with their expectations based on online reviews. Studies indicate that negative reviews can have a substantial impact on a resort's reputation, potentially

deterring future guests if not managed properly (Garcia et al., 2024). Therefore, it is crucial for resorts to maintain transparency and authenticity in their communications to enhance their online reputation further.

Table 8 Online Reviews and Ratings

Indicators	Weighted Mean	Adjectival Rating
1. The resort has a high volume of positive online reviews.	3.47	Strongly Agree
2. The resort's overall online rating is excellent.	3.40	Strongly Agree
3. The resort's online reputation strongly influences my accommodation choice.	3.42	Strongly Agree
4. The resort's online reviews accurately reflect the quality of its services.	3.43	Strongly Agree
5. The resort's online reputation is a reliable indicator of its brand reputation.	3.35	Strongly Agree
Grand Mean	**3.41**	**Strongly Agree**

Guest Satisfaction

Table 9 shows the current brand reputation of resorts as perceived by guests in terms of guest satisfaction. The evaluation shows a strong overall perception, with a grand mean score of 3.42, categorized as "Strongly Agree". This indicates a positive perception among guests regarding the perceived value and quality of resort services. This score suggests that guests generally feel satisfied with their experiences, aligning with the findings of Coombs (2024), who emphasizes that effective crisis communication can enhance customer perceptions and contribute to brand loyalty.

The highest-rated item, with a mean score of 3.48, pertains to the statement that the resorts consistently provide excellent service. This finding underscores the significance of delivering high-quality services in enhancing guest satisfaction. According to Liu-Lastres (2022), guest satisfaction is closely linked to their perceptions of service quality, which can significantly influence their loyalty and likelihood to recommend the resort to others.

Conversely, although guests were highly satisfied with their resort experience, it still gained the lowest mean score of 3.35. According to Heath and Millar (2022), the effectiveness of crisis communication can vary based on guest expectations and experiences, suggesting that hotels need to ensure that perceived value is consistently prioritized alongside other service elements.

Table 9 Guest Satisfaction

Indicators	Weighted Mean	Adjectival Rating
1. The resort consistently provides excellent service.	3.48	Strongly Agree
2. The resort's cleanliness meets or exceeds my expectations.	3.44	Strongly Agree
3. The resort's amenities are of high quality and are well-maintained.	3.40	Strongly Agree
4. The resort's staff are friendly, helpful, and attentive to my needs.	3.43	Strongly Agree
5. Overall, I am highly satisfied with my experience at this resort.	3.35	Strongly Agree
Grand Mean	**3.42**	**Strongly Agree**

Response to Guest Feedback

The findings presented in table 10, which evaluate the current brand reputation of resorts based on guest perceptions of response to feedback, reveal significant scores that highlight the importance of communication strategies in maintaining brand reputation. The grand mean score of 3.45, categorized as "Strongly Agree", indicates a robust perception among guests regarding the importance of timely and professional responses from resort management. This aligns with the findings of Coombs (2024), who emphasized that effective crisis communication is crucial for maintaining stakeholder trust during challenging situations.

The highest-rated item, with a mean score of 3.53, pertains to the resorts' active response to guest reviews, both positive and negative. This score emphasizes the significance of engaging with guests through timely feedback mechanisms. Research by Liu-Lastres (2022) highlights that active engagement with customer feedback significantly improves a resort's reputation, as it shows a commitment to service improvement and guest satisfaction. This finding reinforces the notion that proactive communication strategies are critical for maintaining a positive brand image, as guests appreciate it when resorts take their feedback seriously.

On the other hand, the lowest mean score of 3.35 for the statement regarding responsiveness as a key factor in brand reputation suggests some skepticism among guests about how much responsiveness influences their perception of the resorts' overall reputation. This may indicate that while guests recognize the importance of responsiveness, they might also feel that other factors such as overall service quality or amenities play a more significant role in shaping their experiences. According to Heath and Millar (2022), the effectiveness of crisis communication can vary based on guest expectations and experiences, suggesting that resorts need to ensure that responsiveness is consistently prioritized alongside other service elements.

Table 10 Response to Guest Feedback

Indicators	Weighted Mean	Adjectival Rating
1. The resort actively responds to guest reviews, both positive and negative.	3.53	Strongly Agree
2. The resort's responses to reviews are professional, courteous, and helpful.	3.51	Strongly Agree
3. The resort's responses demonstrate a commitment to addressing guest concerns.	3.42	Strongly Agree
4. The resort's responses have positively influenced my opinion of the resort.	3.44	Strongly Agree
5. The resort's responsiveness to feedback is a key factor in its brand reputation.	3.35	Strongly Agree
Grand Mean	**3.45**	**Strongly Agree**

Brand Loyalty and Recommendations

The findings presented in table 11, which evaluate the current brand reputation of the resorts in terms of brand loyalty and recommendations, reveal significant scores that highlight the importance of effective communication strategies in maintaining brand loyalty.

The results show that the respondents strongly agree that they are likely to return to the resort they were staying in, gaining the highest mean score of 3.49. Research supports the importance of service quality as a critical determinant of guest satisfaction and loyalty. A study by Training Hotels (2024) emphasizes that high service standards significantly influence guests' perceptions and their likelihood of returning. This aligns with the findings from this evaluation, indicating that while the resorts perform well in various aspects of guest satisfaction, focusing on enhancing overall guest experiences could lead to even greater satisfaction and loyalty.

Even though it received the lowest mean score of 3.36, the respondents still strongly agree that the resort's brand reputation makes it stand out among its competitors. This suggests that guests will return to the resort and will recommend it to others if they have a good reputation.

Table 11 Brand Loyalty and Recommendation

Indicators	Weighted Mean	Adjectival Rating
1. I am likely to return to this resort for future stays.	3.49	Strongly Agree
2. The resort's brand loyalty program offers valuable benefits and incentives.	3.48	Strongly Agree
3. The resort's brand reputation makes it stand out among its competitors.	3.36	Strongly Agree
Grand Mean	**3.44**	**Strongly Agree**

Health and Safety Standards

The findings presented in table 12 reveal significant information on the current brand reputation of the resorts in terms of health and safety standards as perceived by guests. The grand mean score of 3.43 indicates a positive perception among guests regarding the health and safety standards implemented by the resorts. This score suggests that guests generally feel reassured by the measure taken to ensure their safety, which is increasingly important in the hospitality industry, especially in light of recent global health crises. According to Coombs (2024), effective crisis communication regarding health and safety can enhance customer trust and brand loyalty, which is crucial for maintaining a positive reputation during challenging times.

The highest-rated items, with a mean score of 3.47, pertains to the statements that the resorts have implemented strict health and safety protocols and that their commitment to health and safety positively impacts their brand reputation. These results underscore the importance of proactive measures in fostering guest confidence. Research by Liu-Lastres (2022) highlights that clear communication about health and safety practices can significantly improve a resort's reputation as it demonstrates a commitment to guests' well-being. The high score in this category indicates that when resorts effectively communicate their health and safety protocols, they not only reassure guests but also enhance their overall brand image.

Table 12 Health and Safety Standards

Indicators	Weighted Mean	Adjectival Rating
1. The resort has implemented strict health and safety protocols.	3.47	Strongly Agree
2. The resort's cleanliness and sanitation measures give me peace of mind.	3.45	Strongly Agree
3. The resort's health and safety standards are evident throughout the property.	3.40	Strongly Agree
4. The resort's commitment to health and safety positively impacts its brand reputation.	3.47	Strongly Agree
5. The resort's health and safety measures are key factors in my accommodation choice.	3.35	Strongly Agree
Grand Mean	**3.43**	**Strongly Agree**

Conversely, the lowest score of 3.35 for the statement regarding the resorts' health and safety measures being a key factor in accommodation choice suggests some skepticism among guests about how much these measures influence their overall decision-making process. This may imply that while guests recognize the importance of health and safety, they might

believe that other factors such as service quality or price play a more significant role in their accommodation choices. Research by Heath and Millar (2022) supports this notion, stating that the effectiveness of crisis communication can vary based on guest expectations and experiences. Therefore, resorts need to ensure that health and safety measures are consistently highlighted alongside other service elements to effectively influence guest decisions.

Hypothesis Testing Result

The correlation matrix indicates a strong positive relationship between the crisis communication strategies employed by resorts and their brand reputation, with a Pearson's r value of 0.814 and statistically significant p-value of 0.001. This suggests that effective crisis communication is closely linked to enhanced brand reputation, meaning that as resorts improve their communication strategies during crises, their brand reputation tends to improve correspondingly.

Effective crisis management can mitigate negative impacts on brand reputation and enhance guest trust (Training Hotels, 2024). For instance, a study focusing on upscale hotels in Indonesia found that effective crisis management not only helps in managing immediate threats but also plays a crucial role in preserving long-term brand reputation (European Proceedings, 2024). The implications of this relationship are significant: resorts that prioritize clear, timely, and empathetic communication during crises are likely to foster stronger brand loyalty and positive guest perceptions. By aligning their crisis response strategies with established theories such as Situational Crisis Communication Theory (SCCT), resorts can effectively manage reputational risks and enhance their overall market standing (Coombs & Holladay, 1996). Therefore, investing in robust crisis communication protocols is essential for resorts aiming to maintain and enhance their brand reputation in an increasingly competitive hospitality landscape.

Table 13 Hypothesis Testing Result

	Pearson's r	df	p-value	Decision
Crisis communication strategies used by resorts vs Brand reputation	0.814	144	0.001	Reject the null hypothesis

DISCUSSION

The results of the study reveal that the respondents strongly agree with the crisis communication strategies that the resorts in Cagwait, Surigao del Sur, Philippines are using. The strategies used in monitoring and engaging on social media gained the highest grand mean score of 3.41. According to Mohamed (2023), social media plays a significant role in crisis communication as it can be used to provide real-time updates, gauge public sentiment that allows the resorts to tailor their communication accordingly and help mitigate the impact of crisis and prevent it from escalating. Moreover, Liu-Lastres (2022) said that it can be used to quickly respond to customers' inquiries which boosts the resorts' reputation.

On the other hand, the crisis communication strategies in terms of consistent messaging earned the lowest grand mean score of 3.26. This suggests that although resorts are quick to communicate with their staff and guests, their messages are sometimes not clear and not easy to understand, and they do not always convey the same key messages across all channels which create confusion. Resorts need to make significant improvements on message uniformity and must address inadequate channel utilization, and language relevance to communicate effectively with diverse stakeholders (Jiang & Wen, 2020; Goh, 2024).

Meanwhile, the results of the study reveal that the respondents strongly agree that the resorts have a good reputation. Specifically, the resorts' brand reputation in terms of responses to guest feedback gained the highest grand mean score of 3.45. According to Khandelwal (2023), this is important because it builds customer loyalty. When customers feel heard and valued, they are more likely to stick with the brand, make repeat purchases, and recommend the products or service to others. This is also true in the hospitality industry. Michalis (2024) said that taking feedback seriously is important as it shows guests that the hotel or resort is dedicated to improving. Not resolving feedback can mean losing valuable customers to competitors.

However, the resorts' brand reputation in terms of online reviews and ratings received the lowest grand mean score of 3.41. Although the result is still generally positive, it is still important to note that the resorts need to enhance their services and branding in order to improve their reputation. Online reviews can increase leads and bookings through trustworthy convincing contents. These reviews have the power to convert internet users to clients (Tas, 2022).

Finally, the findings of the study indicate a strong positive correlation (Pearson's r = 0.814, p = 0.001) between crisis communication strategies utilized by the resorts and their brand reputation.

CONCLUSION

This study examined the impact of crisis communication strategies on brand reputation. The findings suggest that resorts are increasingly aware of the importance of timely and transparent communication strategies during crises. The high grand mean score reflects a commitment to effective crisis management practices that prioritize guest safety and satisfaction. By implementing robust communication protocols and ensuring consistent messaging across platforms, resorts can navigate challenges more effectively while building lasting relationships with their guests, ultimately enhancing their brand reputation in the process.

Moreover, based on the results, resorts effectively utilized crisis communication strategies, emphasizing timely and transparent responses that enhance guest satisfaction, strengthen brand loyalty, and improve reputation. By fostering a

culture of responsiveness and implementing robust feedback management practices, resorts can navigate crises effectively and build lasting guest relationships.

Finally, the strong positive correlation between crisis communication strategies and brand reputation highlights the necessity for resorts to invest in effective communication practices as a fundamental component of their overall brand management strategy. This proactive approach not only mitigates the risks associated with crises but also leverages opportunities to strengthen guest loyalty and enhance brand equity in a highly competitive industry.

DECLARATION OF CONFLICT
The author declares that he has no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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