

# DEVELOPING RESILIENCE IN DISRUPTIVE TIMES

INSIGHTS FROM  
STRATEGIC MANAGEMENT



EDITORS

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# Delicious Crisis Communication Story of Licious: Powering Through the Covid-19 Pandemic

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## ABSTRACT

The novel Coronavirus pandemic has left the global economy in shambles and is negatively affecting India's economy across industries. To tide over the crisis, companies need to take swift and effective decisions. The present case study focuses on Bengaluru-based online meat and seafood company Licious that is functioning contrary to the dire state of FMCG and e-commerce companies that have shrunk during the nationwide lockdown. To battle, the crisis that ails the meat industry, Vivek Gupta, Founder of Licious, took swift decisions and communicated effectively that helped him to build and renew trust with his stakeholders. This case especially focuses on the various crisis communication strategies adopted by Gupta to create effective engagement and experience with his stakeholders.

**Dilemma/Questions:** Vivek Gupta's crisis communication strategies have been significantly impressive during the pandemic but his communication and PR strategies before the pandemic has been questionable, to say the least. Their practice of providing only halal meat has stirred religious tensions in a country that is already polarized on religious grounds. If they continue to do so, they may fall into more trouble or lose loyal customers.

**Theory:** The case has adopted the working model of Crisis and Emergency Risk Communication (CERC) as extended by Centres for Disease Control and Prevention, USA (CDC), and developed by Barbara Reynolds and Matthew W. Seeger (2007). Through their various phases, we have analyzed if Licious also tried to control the impact of the pandemic systematically or not.

**Basis of the Case:** (Phenomenon or Event) Event-based

**Type of the case:** (Applied Decisional or Applied Problem Solving) Applied Problem solving

**Protagonist:** (Present/Absent/Not Needed) Present

**Findings/Options:** During the Covid-19 pandemic, many companies are struggling to adapt to the 'new normal' that the pandemic has brought in its wake. The E-commerce company, Licious has also tried to adjust to the new ecosystem and applied various decisions to connect better with its stakeholders by deploying various crisis communication strategies. The case underlines the importance of crisis communication for an organization that may drastically suffer if not mindful of its communication with its stakeholders.

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*Disclaimer: This case has been developed for classroom discussion and is not intended to illustrate either effective or ineffective handling of an administrative situation or to represent successful or unsuccessful managerial decision making or endorse the views of the management*