Bachelor's Qualification Work

_____ Types of crises in organizations_____

(based on Fumak LLC and Coca-cola case)

Bachelor's student of the 4th year study

Field of Study 07 – Management
and Administration   **Modupeoluwa Akinsanya**

Specialty 073 – Management

Educ. program – Management

Research supervisor   Tetiana Gordiienko
                                                                Ph.D. in Economics

Kyiv – 2023

Akinsanya Modupe

ABSTRACT

Given that today's businesses operate in a rapidly evolving environment, it becomes imperative for them to be flexible and adaptive to changing circumstances to be sustainable in the long run. This bachelor thesis explores the impact of various types of crises and crisis management approaches in different domains and sectors. The paper takes the case study of a leading global organisation, Coca Cola and a small business Fumak to depict how the firm efficiently employed its crisis management framework in dealing with the different crises, including COVID-19. The core focus of the thesis will be on the recent pandemic, COVID-19 and how organisations, specifically Coca-Cola and Fumak, redesigned their strategies and response actions to sustain themselves. The core data sources for this thesis are published articles and peer-reviewed scholarly journals published in the past decade. The paper also sheds light upon the role of different teams and expected individual responses in a workplace during crisis management. In addition, the research provides insights and recommendations for organisations to enhance their crisis management capabilities and achieve effective crisis management outcomes.

Although crisis management frameworks have been a renowned topic amongst scholars pertaining to natural and economic factors, however, COVID-19 was a relatively new phenomenon for the entire globe. Therefore, it requires more attention for future research.

Keywords: Crisis Management, COVID-19, Response Strategies, Organizational Behavior

АНОТАЦІЯ

З огляду на те, що сучасний бізнес працює в середовищі, яке швидко розвивається, для його довгострокового сталого розвитку стає обов'язковим бути гнучким і адаптуватися до мінливих обставин. У цій бакалаврській роботі розглядається вплив різних типів криз і підходи до управління кризою в різних сферах і секторах.

У цій бакалаврській роботі розглядається вплив різних типів криз і підходи до управління кризою в різних сферах і секторах. У статті розглядається приклад провідної світової організації Coca Cola та малого бізнесу Fumak, щоб показати, як фірма ефективно використовувала свою систему антикризового управління для боротьби з різними кризами, включаючи COVID-19. Основна увага дисертації буде зосереджена на недавній пандемії COVID-19 і на тому, як організації, зокрема Coca-Cola та Fumak, переробили свої стратегії та заходи реагування, щоб підтримувати себе. Основними джерелами даних для цієї дисертації є опубліковані статті та рецензовані наукові журнали, опубліковані за останнє десятиліття. Документ також проливає світло на роль різних команд і очікувані індивідуальні реакції на робочому місці під

час управління кризою. Крім того, дослідження містить інформацію та рекомендації для організацій щодо покращення їхніх можливостей управління кризами та досягнення ефективних результатів управління кризами.

Незважаючи на те, що основи управління кризою були відомою темою серед науковців, що стосуються природних та економічних факторів, однак COVID-19 був відносно новим явищем для всього світу. Тому це потребує більшої уваги для майбутніх досліджень.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of management and business
Department of international economic relations, business and management

Educational level: **bachelor degree**
Specialty: 073 "Management"
Educational Program   "Management"

APPROVED
Head of Department ___Prof. L. Zharova___

"____" _____ 202___

TASK
FOR BACHELOR'S QUALIFICATION WORK

___Modupeoluwa Akinsanya___
(Name, Surname)

1. Topic of the work
Types of crises in organisations (based on Fumak LLC and Coca-Cola case)_

Supervisor of the work *Tetiana Gordiienko Ph.D. in Economics.*
(surname, name, degree, academic rank)
Which approved by Order of University from *"22" September 2022 № 22-09/2022-3c*
2. Deadline for bachelor's qualification work submission *"23" April 2023*
3. Data-out to the bachelor's qualification work_
Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprises.

4. Contents of the explanatory note (list of issues to be developed)
There are three main topics a student should develop in this work:
   1) *Definition and classification of crisis across organisations.*
   2) *Investigation of the impact of various types of crises and crises management approaches in different domains and sectors*
   3) *Propositions for crisis management development and team effectiveness.*
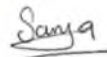
5. List of graphic material (with exact indication of any mandatory drawings)
1. Swot Analysis 2. Impact on Covid 19 3. Cola-coca company structure 4. Business Structure of Fumak 5. Unemployment Rate in Crisis (USA).

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	*Tetiana Gordiienko, Ph.D. in Economics*		
2	*Tetiana Gordiienko, Ph.D. in Economics*		
3	*Tetiana Gordiienko, Ph.D. in Economics*		

7. Date of issue of the assignment

Time Schedule

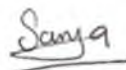| №	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	*31.12.2022*	*In time*
2.	II chapter	*20.02.2023*	*In time*
3.	III chapter	*11.04.2023*	*In time*
4.	Introduction, conclusions, summary	*20.09 – 31.12.2022*	*In time*
5.	Pre-defense	*27.04.2023*	*In time*

Student___

(signature)

/Supervisor

(signature)

Conclusions: *The Bachelor's qualification work is designed at the high level, and its content and structure fully meet the methodological requirements. The study provided a meticulous analysis of the various types of crises in organisations. This paper aims to present a comprehensive theoretical framework for defining and classifying crises within organizations. It also analyzes the impact of different types of crises and crisis management approaches in various domains and sectors. To illustrate the application of this framework, a comparative study is conducted using two prominent companies, Fumac and Coca Cola. By examining their experiences, this study provides insights into the effectiveness of crisis management strategies and their implications for organizational resilience. The practical recommendations were formulated correctly and focused on the main goal and tasks of the work. In general, if successful defense, the thesis can claim to be "excellent".*

Supervisor

(signature)

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INTRODUCTION

"A time of great danger or difficulty" is the verbatim definition of crisis as suggested by Oxford Dictionary (Dictionary). Times of crisis are, of course, undesirable and frightening due to the unpredictable nature of the event itself. Examples of crises would be the loss of lives, business shutdowns, slowed economic growth, and mass lay-offs, to name a few. These lead to an environment of despair and fear, with monetary costs supplemented by a high negative impact on mental, physical and emotional health. Avoiding a crisis may not be entirely possible, but mitigating the risks and issues it entails is under the organisation's control.

Crisis management is imperative not only to mitigate unforeseen situations and soften their impact but also to identify areas of risk along with the betterment of management and organisational policies to limit the defect of a crisis.

Despite the unpredictable nature of a crisis, the team delegated to serve the organisation during tumultuous times should also be able to predict these events and form contingencies for the event. All potential risks to an organisation are addressed by this team, and also awareness of the same is promulgated amongst the organisation.

It is important to understand that organisations in themselves do not act, it is the people within the organisation who are delegated to take proactive measures to deal with the crisis at hand.

Due to the huge scope of crisis management, it has been studied by professors like Farhan Iqbal, Jonathan Bundy, Michael D. Pfarrer, who are conducting intensive research within the domain. Depending on the type and severity of the crisis, organizations respond to workplace behavioural crises in different ways. (Darby, 2019) said that organizations respond to a crisis either in a "proactive" or "reactive" way. Reactive measures involve responding to a crisis after it has occurred, while proactive measures involve taking steps to prevent the crisis from

happening in the first place, like providing training to employees. When a workplace behavioural crisis occurs, organizations respond by implementing crisis management plans that include procedures for responding to emergencies and managing communication with employees and other stakeholders. As noted by (Andel, 2005), crisis management involves coordinated efforts from different professionals in the workplace. Organizations respond to behavioural crises in the workplace by providing support and resources to affected employees. Organizations may offer counselling services, medical treatment, or paid time off from work to help employees deal with the aftermath of the crisis. (Darby, 2019) noted that offering support to affected employees helps to reduce the impact of the crisis on the productivity and morale of the organization. In other cases, organizations respond to a behavioural crisis at the workplace by implementing new policies or procedures that are aimed at preventing future crises from occurring. An organization that experiences workplace violence can implement new security measures and put in place a zero-tolerance policy for violent behaviour at the workplace. (Collins, 2019) stated that proactive measures aimed at preventing crises help organizations to create a safer and more productive work environment.

The research methods applied here are primarily through qualitative research in order to understand previous works which have been studied previously and critically analyse them. Here, we first enlist numerous crisis management techniques and models which have been employed before. Then we move to critically analyse those models, study their effectiveness during various kinds of crisis, and study the attribute of team effectiveness and their impact on the crisis mitigation plans.

The **relevance** of this work is defined by the universal vulnerability of the organisations perennially towards the unpredictability of a crisis and their strategies deployed once such a situation is identified.

The **aim** of the Bachelor thesis is to explore the most effective response strategies for organisations when dealing with uncertainty. The study attempts to highlight the importance of having an appropriate crisis management framework in place so that the workforce is well-guided in a situation of uncertainty. The study will also shed light upon renowned examples of companies that have proved themselves as role model when dealing with uncertainty.

The **objective** of this research is to explore and analyse the theoretical, methodological, and practical approaches to crisis management, as well as the variety of responses available within the context of financial, technical, natural, and workplace crises, which includes Literature Review, Case Studies and Examples,Recommendations, Analytical Data from Online Research and Conclusion.

The **research objects** are crisis management, the theories associated with it and the variety of responses available within its context.

The **research subject** is a set of theoretical, methodological and practical approaches to establish the ways of crisis management and respective responses to specific scenarios of financial, technical natural and workplace crises.

The **methodological basis** for this work is comprised of peer-review journal articles, review and integration of existing literature, including case studies and examples, providing practical recommendations, acclaimed Internet publications and using analytical data from online research data, which will provide a robust and comprehensive analysis of the subject matter. This will enhance the credibility and relevance of the research, making it a valuable resource for scholars, practitioners, and organisations seeking to navigate and mitigate crises effectively.

The Bachelor thesis consists of an introduction, three chapters, a conclusion, a list of references and annexes. The bachelor thesis has been sketched out in the chapters in the following order: outline of the concept of crisis management and the various models which have been previously employed, their impact on

various crises which arise, and the organisational response towards them, and finally the attribute of team effectiveness along with individual responses, cognitive, physical and emotional responses to the crisis so handled. The first section provides the necessary theoretical framework for understanding what crisis management is, the various stages of crisis management, the divisions of an organization prone or vulnerable to crisis and the various methods/ models employed to manage a crisis. The second section provides an analysis of the organizational response towards natural workplace behavior and technological and financial crises. The third section provides a compendium of the aforementioned research and analysis, along with studying the individual, physical, cognitive and emotional responses of individuals and a team towards the crises studied.

The paper is carried out on 91 sheets containing four tables and four figures. The list of references includes 61 literature sources.

CHAPTER I. CLASSIFICATION OF CRISIS ACROSS ORGANISATIONS

1.1A Crisis Typology

The classification of crises especially in this thesis, is focused on the internal and external probable causes of the crisis and the subsequent responses to them.

According to Gundel (2005), a classification of crises is "the first step to keep them under control" and allows for analysis and planning of crisis management actions. He describes four different order for a good typology:

1) mutually exclusive classes,

2) exhaustive, covering also future events,

3) practicable, i.e. covering measures of prevention and

4) practical thus manageable.

In recent compositions, two-dimensional typologies try to make amends for the disadvantages of one- and multidimensional classifications while conveying the four conditions. (Björck, 2016) It is imperative to understand the classification of crisis to categorise them and develop independent or overlapping response strategies to them in order to address them appropriately. Here we explore six types of classification for crises:

1. Predictability Influence matrix

The first typology, developed by Gundel (2005), is a four-area matrix based on two variables: predictability and influence. Predictability is interpreted as the extent to which a particular kind of crisis can be known and highly probable based on previous experiences. Predictable occurrences are transport accidents, shortage of water in some areas and regions, technical risks, complications likely to lead to social disagreements etc. The influence dimension encompasses known and executable measures to address the causes of a crisis.

2. Probability Impact matrix

The second typology, the Probability-Impact-Matrix has its roots in financial mathematics and statistics and is often used in risk assessment. Risk events are classified according to two dimensions: the probability of occurrence and payoff/impact. In the conditions of the last financial crisis, the risk assessment received a new meaning and interpretation through the work of Nassim Taleb. His analysis of risk events questioned the overreliance on statistics and addressed the illusion that complex models can predict the future (CHOIRISA, & SITUMORANG, 2021).

3. Locus-Controllability Matrix and Responsibility Continuum

The third and fourth typologies are based on two theories that explain how the organisational crisis response influences the perception of stakeholders: Weiner's attribution theory (WAT) and the Situational Crisis Communication Theory (SCCT). WAT has its roots in sociology and psychology and attempts to explain how people make sense of events; SCCT builds upon it and adapts it to the needs of crisis communication (Coombs, 2017).

According to WAT, an event has an impact on people's perceptions: They interpret

the cause of the event according to existing information from the media, organisational response, experts or other sources and attribute responsibility. Two dimensions for classifying events are being used: flocus (the cause located inside and outside of the organisation) and controllability (the cause under the company's control) (Ghenaiet, 2020)

4. Creeping Crises

Creeping crisis may be foreshadowed by a series of events that decision-makers don't view as part of a pattern. This includes but isn't limited to rumour-mongering and inadequacy in preparation for the cases where businesses might stop partially or completely, communications with relevant stakeholders and

employees, and the protection for life and property. [(Anderson-Meli & Koshy, 2020)].

5. Slow-Burn Crises

Slow-burn crisis, as the name suggests, gives some advance warning before the situation has caused any actual damage. This may include, but is not limited to, internet activism, discriminatory complaints, labour unrest and voluntary or involuntary management changes. (Ghenaiet, 2020).

6. Sudden Crises

Sudden crises encompass the domain of unpredictable crisis which may arise due to unforeseen situations. For instance: on-site accidents, natural disasters, fires and loss of workplace/businesses would be some fitting situations which would come under sudden crisis. (Pearson, 2019)

There are two main perspectives on crisis typologies – the time perspective and the content perspective. The time perspective outlines a crisis as a process with three or more main stages. According to Coombs T., three phases describe a crisis event: pre-crisis, crisis and post-crisis. The pre-crisis phase covers the time before the effective crisis event and the preparation measures, including environmental scanning and issue management, training of spokespeople, crisis team and communication with stakeholders about possible risks. A trigger event and the damage develops characterises the crisis phase or the "acute" phase, when the firm acts and communicates to resolve the dangerous situation. Post-crisis is the phase of learning and resolution. A major fault of the process variant is the difficulty to classify when a phase starts and when it ends exactly. (Björck, 2016)

The table 1 indicates the several models and theories for crisis management, These theories will be expatiated in the thesis subsequently however keeping these in mind while we explore various crisis avenues is useful for the reader to fully understand the impact and importance of these models. Moreover, post understanding the above models it's imperative to differentiate which model to employ in what kind of a crisis situation that arises.

Table 1. Theories and models for crisis management

№	Name	Main idea	Authors and proponents	References
1	Stakeholder theory of Crisis Management	Significance of stakeholders in crisis preparations and responses — not because of their power or influence on financial value, but due to factors such as potential for injury.	Alpaslan, Mitroff and Sandy Green	(Anderson-Meli & Koshy, 2020)
2	Chaos Theory	Certain systems are so complex that small differences in starting conditions can make them act very differently and unpredictably.	Edward Lorenz	(Pearson & Mitroff, 2019)
3	Structural Functional Theory	organizational communication relies on a structure made up of networks for information to flow and a hierarchy of people who manage the process.	Talcott Parsons	(Ghenaiet, 2020)
4	Situational Crisis Communication Theory	businesses tailor crisis communications to the crisis' potential to hurt the company's reputation.	W. Timothy Coombs	(Coombs, 2017)
5	Attribution Theory	companies suffer reputation and business harm when the public blames them for a crisis.		(Anderson-Meli & Koshy, 2020)
6	Incident Command System Model	divides work into five broad areas, including operations and logistics, as well as a hierarchy of roles and responsibilities for key players that provides a clear chain of command and communication	Firescope	(CHOIRISA, & SITUMORANG, 2021)
7	Relational Model of Crisis Management	Significant processes and activities mostly overlap or occur simultaneously, such as crisis prevention and preparation, and do not always proceed in one direction.	Tony Jacques	(Pearson & Mitroff, 2019)
8	Burnett Model of Crisis Management	three core stages — identification, confrontation, and reconfiguration	John Burnett	(CHOIRISA, & SITUMORANG, 2021)
9	Fink's Crisis Management Model	Fink has laid out a four-stage plan for crisis management: • Prodromal stage: This is the stage where the first stages of a crisis appear on a surficial level, where a manager is expected to proactively work on monitoring and identifying these signs. • Acute stage: This is the stage of a trigger which acts as a catalyst for the crisis to erupt. It's	Steven Fink	(Ghenaiet, 2020)

		now when the managers initiate the crisis management plans in place to mitigate the problem at hand. • Chronic stage: This stage encompasses the aftermath of the crisis and mitigation of the long-term impact of the crisis. Resolution stage: This stage is the end of the crisis, where the deployment of root-cause analyses to identify what went wrong are initiated, and strategies are welcomed for the betterment of the process.		
10	Mitroff's Five Stage Crisis Management Model and Portfolio Model	With a similar life cycle as the Fink's Model, there are five-point crisis management cycles as illustrated below: • Crisis signal detection • Probing and prevention (probing refers to looking for risk factors) • Containment • Recovery Learning	Ian Mitroff	(Marker, 2020)
11	Theory of Apology	This has been formalized as an area of study under the term *corporate apologia*, which means using rhetoric to protect your reputation while explaining what happened. In apologia, the crisis response options are denial of responsibility, shifting of responsibility, or taking full responsibility with an apology.	Keith Michael	(Marker, 2020)
12	Contingency Theory	Contingency theory asserts there is no single best method to organize or lead a company, and that decisions should be made contingent on circumstances.		(Marker, 2020)
13	Diffusion of Innovation Theory	The diffusion of innovation theory describes how new ideas spread and become accepted.		(Marker, 2020)

There are various domains in which potential crises can occur, namely -

1. Technological. Technological, mechanical or electrical failures come under the domain of technological crisis. In March 2021, Instagram and other

major social media platforms like WhatsApp and Facebook were down for at least an hour, substantially hampering communication channels for daily businesses and international clients as well.

2. Personnel crisis. Personnel crisis consists of the illegal behaviour or misconduct of an employee. This can have significant negative impacts on the company and its image, which can have detrimental consequences on the future and potential associations of the company. Personnel management, in the words of Edwin B. Flippo – "Personnel Management is the planning, organising, directing, and controlling of the procurement, development, compensation, integration and maintenance and separation of personnel to the end that individual, organisational and societal objectives are accomplished." (Fontanella, 2022) Personnel management is crucial to an organisation, since it's the employees which constitute the company, and their performance is the determinant of the success of an organisation. The front desk employees of Tyson Foods were severely affected when the Covid-19 pandemic started. They had to work overtime to keep up with demand, leading to the exponential increase in the spread of the virus. (Fontanella, 2022)

3. Organisational Crisis. Organisational crisis is when the company has wronged its consumers or employees. There are a few types of organisational crisis: Crisis of Management Misconduct, Crisis of Skewed Management Values and Crisis of Deception. Google found itself in questionable light due to allegations of spying on its employees. However, later claims by the company cleared the air and negated the claims stating these acts to be against the company policy and condemning such policies. (Fontanella, 2022)

4. Neglect. When a small problem is not resolved immediately, it can snowball into avoidable crises mitigated by timely intervention and correction.

5. Illegal behaviour. Illegal behaviour within the organisation, or of parties liaising with the organisation can be the cause of potential crises. Acts of bribes, extortion, fraud, data leaks and information tampering come under this term. The

data breach in Yahoo is infamous for this crisis, while the company was being acquired by Verizon. This incident came to being from 2013- December 2016, and the estimated number of users impacted was 3 billion. (Fontanella, 2022)

6. Financial issues. Financial crisis may arise due to the company not being able to pay off its debt, as a consequence of lesser revenue due to a drop in demand for products or services. Financial crisis may be consequential. Delta Airlines faced a financial crisis due to the drop in sales post 9/11 attacks, which led the company to file for bankruptcy. They mitigated the losses by creating a profit-sharing program in 2020, and paid $1.6 billion in profit to their employees. (Fontanella, 2022)

7. Natural calamities. Natural calamities like floods, pandemics, earthquakes and other natural disasters constitute the domain of natural calamities which may be predictable in certain cases. The floods in Rishikesh in 2013 due to the encroachment of businesses on the rivers were a crisis waiting to happen in the sense that the course of the river had not been altered and, yet flourishing businesses were constructed close to the river. A seasonal heavy rainfall caused the river to overflow, leading to tremendous losses to livelihoods and lives.

These domains are not separate but interlinked. A disgruntled employee might leak information so as to seek revenge – a crisis which consists of different domains like organisational and illegal behaviour. Since these events overlap and can be causal to other crises as well, it is imperative to study these aspects of potential risks in detail to identify and analyse these factors to understand which aspects can leak into other aspects to avoid multi-dimensional crises.

1.2 Internal crisis and organisational behaviour.

Internal urgencies call for immediate intervention and contingencies to deal with the crisis at an organisational level instead of the accumulation of conflict leading to its transformation into a larger issue.

Internal conflicts are concerned with interior company issues emerging within the organisation itself. The causes of the same can be attributed to various issues, namely personnel management- pertaining to the well-being of your employees.

The aspects of crisis which can be classified as internal to an organisation are Neglect, Personnel Crisis, Organisational Crisis, Technological Crisis and Illegal Behaviour.

The idea is to contain the crisis and its impact. For effective crisis management, a strong internal communications team needs to be established for important information to be passed on to the employees seamlessly, with simple and effective plans in place to mitigate and minimise the impact of the crisis at hand, along with keeping all channels open to consider any developments in the situation.

The behaviours of leaders and the management should be centric on the following:

i.   Speed over precision: The responsibilities in a crisis should be dedicated on a name- basis to increase accountability. A practice of smart trade-off to determine what issue requires immediate attention and what can be attended to later is key to making better decisions. Embracing action and prioritising proactive responses is key to better decision-making and formulating a response plan to a crisis.

ii.   Adapt boldly: Leaders need to take charge of the situation, adapt wherever possible, adhering to set protocols, but should not shy from making independent choices which aren't specified in action plans.

iii.   Reliably deliver: Measurable KPIs, regularly updated dashboards to keep a check on the crisis at hand, along with care for the leaders managing the crisis at the forefront to maintain the ability for sound decisions is imperative.

iv.   Engage for impact: In times of crisis when morale within the team, clients would be severely impacted, a collection of positive messages and realities pertaining to the groundwork which promotes transparency, supplemented by

regular check-ins with all individuals, promote a sense of belonging which can further alleviate certain negative externalities. (Nichols, Hayden, & Trendler, 2020)

v.   Having an intranet within an organisation for easier communication channels and a dedicated space for emergency communications can be in place for ease. Pop-up notifications on the intranet for critical alerts, based on the position and accessibility of the employee, can be put in place so the alerts and the information available be personalised.

After communication, a plan of action to determine the nuances of the crisis and the touch points between various stakeholders and parties involved has to be considered. If impacted, there should be a timely intimation to the stakeholders and defined actionable points to mitigate the crisis.

Once the crisis has passed, a detailed report regarding the crisis and a Townhall meeting should be scheduled with all the employees so as to share the insights from the crisis and share all relevant information. A live Q/A session is beneficial to answer any queries, as well.

An important aspect of how well internal communication functions is based on the organization's culture. Every organisation needs to promote a culture of openness and honesty. Practising and acquiring an honest and open culture makes a difference when it comes time to explain to everyone what is happening. Furthermore, based on the type of culture, internal communications need to address information related to how employees feel, what they expect, and how their emotions may change as the crisis is resolved. (Mazzei & Ravazzani, 2015).

Table 2. Internally- Influenced Crises

Types Of Crises	Characteristics	Example
Stakeholder Challenges	When the organisation or destination is confronted by discontented stakeholders. The stakeholders challenge the organisation because they believe it is not operating in an appropriate manner and does not meet their	Unofficial strike by British Airways check-in staff 2003 Qantas strike, 2011

	expectations. Examples include boycotts, strikes, lawsuits and government penalties and protests.	
Organizational misdeeds	When the management takes action, it knows will harm or serve to discredit or disgrace the organization in some way. Examples include Favoring short-term economic gain over social value, deliberate deception of stakeholders and illegal acts of management	Bribery or price fixing Enron, Wordcom
Workplace Violence	When an employee or former employee commits violence against other employees on organizational Examples include killing or injuring co-workers.	-Sexual harassment by staff Rape or violence against hotel guests grounds.
Externally or Internally-influenced Crises		
Rumors	When false information is Spread about an organization or its products. The false information hurts the organization's reputation by putting it in an unfavorable light. Examples include rumors linking the organization to radical groups or stories that their products are unsafe or contaminated.	Rumors of second terrorist attack after American Airlines plane crashes on 9/11
Source: Adapted from Ritchie (2004: 28-29) modified after Coombs (1999: 61-62) and Hall and O'Sullivan (1996).		

Organizational behavior is the study of how individuals and groups behave within an organizational setting. It encompasses a wide range of topics, including leadership, communication, motivation, teamwork, decision-making, and conflict resolution. Internal crises can have a profound impact on organizational behavior, often creating significant challenges for leaders, employees, and other stakeholders. The following are some examples of internal crises and their impact on organizational behavior:

1. Leadership Crisis: A leadership crisis can occur when an organization's leaders fail to provide effective guidance, direction, or decision-making,

resulting in a loss of confidence among employees, customers, and stakeholders. This can lead to a breakdown in communication, lack of trust, low morale, and reduced motivation. A leadership crisis can also occur when leaders engage in unethical or illegal behavior, leading to legal repercussions, financial losses, and reputational damage. A recent example is the Wells Fargo scandal, where the company's leaders were accused of engaging in fraudulent practices that resulted in financial losses for customers and shareholders. The crisis damaged the company's reputation and led to a loss of trust among its stakeholders.

2. Financial Crisis: Financial crises can occur when an organization faces significant financial challenges, such as cash flow problems, debt, or bankruptcy. This can impact organizational behavior by creating a sense of insecurity among employees, leading to low morale and motivation. Financial crises can also lead to job losses, reduced benefits, and decreased opportunities for advancement, resulting in a loss of employee loyalty and commitment. A recent example is the COVID-19 pandemic, which led to widespread economic disruption, causing many organizations to struggle financially. The crisis forced many organizations to make tough decisions, such as layoffs, pay cuts, and reduced benefits, leading to a significant impact on employee behavior and morale.

3. Communication Crisis: Communication crises can occur when an organization fails to communicate effectively with its stakeholders, leading to misunderstandings, rumors, and mistrust. This can impact organizational behavior by creating a sense of confusion and uncertainty among employees, leading to reduced productivity and morale. Communication crises can also lead to reputational damage, loss of customer confidence, and decreased revenue. A recent example is the United Airlines controversy, where a passenger was forcibly removed from a flight, leading

to a public relations crisis for the company. The crisis damaged the company's reputation, leading to a loss of trust among its stakeholders.

4. Legal Crisis: Legal crises can occur when an organization engages in illegal or unethical behavior, leading to legal repercussions, fines, and reputational damage. This can impact organizational behavior by creating a sense of fear and mistrust among employees, leading to reduced morale and motivation. Legal crises can also lead to financial losses, loss of customers, and decreased revenue. A recent example is the Volkswagen emissions scandal, where the company was found to have engaged in fraudulent practices to cheat emissions tests. The crisis resulted in legal repercussions, financial losses, and reputational damage, impacting the company's behavior and leading to a loss of trust among stakeholders.

To effectively manage internal crises and mitigate their impact on organizational behavior, organizations must adopt several strategies. These include effective communication, transparency, ethical behavior, crisis planning, and employee training. Companies must also have a crisis management plan in place to effectively respond to crises when they occur.

Effective management of internal crisis requires a well-planned and structured approach that includes several key strategies. In this section, we will discuss some of the critical strategies for managing internal crises in organizations.

1. Communication: Clear and transparent communication is vital for managing internal crises. Leaders should communicate regularly and honestly with employees and stakeholders about the situation and the steps being taken to address the crisis. Communication should be two-way, allowing employees and stakeholders to express their concerns and feedback, and leaders should take active steps to address these concerns.

2. Proactive planning: Proactive planning is crucial to managing internal crises effectively. Leaders should anticipate potential crisis scenarios and

develop contingency plans to address them before they occur. These plans should be reviewed regularly and updated as needed to ensure they remain relevant and effective.

3. Employee support: Employee support is crucial during internal crises. Leaders should provide employees with the necessary support and resources, such as counseling services and flexible work arrangements, to help them manage the stress and anxiety that come with a crisis. Leaders should also show empathy and understanding towards employees who may be directly or indirectly affected by the crisis.

4. Ethical behavior: During a crisis, it is essential to maintain high ethical standards. Leaders should ensure that all actions and decisions are consistent with the organization's values and ethics. Any actions that compromise the organization's reputation or ethical standards should be avoided.

5. Collaboration and teamwork: Internal crises often require collaboration and teamwork to manage effectively. Leaders should encourage collaboration and teamwork by creating a culture that supports sharing ideas and resources. This collaboration can help bring together different perspectives and expertise to develop solutions and mitigate the impact of the crisis.

6. Crisis simulation exercises: To prepare for internal crises, leaders should conduct crisis simulation exercises regularly. These exercises can help identify potential gaps in crisis management plans and ensure that employees are trained to respond effectively in the event of a crisis.

7. Continuous improvement: After a crisis, it is essential to evaluate the effectiveness of the response and identify areas for improvement. Leaders should conduct post-crisis reviews and make necessary adjustments to the crisis management plan to ensure that the organization is better prepared for future crises.

Examples of effective strategies for managing internal crises:

1. Johnson & Johnson's response to the Tylenol crisis: In 1982, several individuals died after consuming Tylenol capsules that had been laced with cyanide. Johnson & Johnson responded quickly by recalling all Tylenol capsules from store shelves and launching a massive public relations campaign to reassure consumers. The company also introduced tamper-resistant packaging, which became an industry standard.

2. Starbucks' response to the racial bias incident: In 2018, two African American men were arrested at a Starbucks store in Philadelphia for allegedly trespassing. Starbucks responded by closing all stores for a day of racial bias training and establishing a new policy allowing anyone to use the restroom or sit in the store without making a purchase. The company also announced plans to invest in underserved communities and support minority-owned businesses.

3. Toyota's response to the unintended acceleration crisis: In 2009-2010, Toyota faced a crisis when several models were found to have unintended acceleration problems. Toyota responded by recalling millions of vehicles and establishing a new quality control division to address the issue. The company also took steps to improve communication with regulators and customers and improve the transparency of its quality control processes.

In conclusion, managing internal crises requires a multifaceted approach that includes several key strategies. Effective communication, proactive planning, employee support, ethical behaviour, collaboration and teamwork, crisis simulation exercises, and continuous improvement are all critical elements of successful crisis management. By following these strategies, a company can effectively manage internal crises and minimise their impact on employees, stakeholders, and the organization's reputation.

1.3 External crisis and organisational responses

External crises, as the name suggests, are extraneous to the organisation and do not originate within the company, however, their impact remains just as detrimental as an internal crisis. Some examples of external crises include natural disasters, economic recessions, cyber-attacks, product recalls, and negative media coverage. The way an organization responds to an external crisis can greatly impact its reputation, stakeholder trust, and long-term success.

Table 3. Externally-influenced crises

Types Of Crises	Characteristics	Example
Natural or physical disaster	When an organisation or destination is damaged as a result of the weather, Facts of God'. Human influence or a combination of the above. Examples include earthquakes, tornadoes, floods, hurricanes, avalanches, fires, bad storms, biosecurity threats, or technological hazards. Max be as a result of natural sites such as climate change, deforestation, forest, Burning or pollution.	*UK Foot and Mouth Outbreak 2001 *Hurricane Hugo, Katrina and Rita *European floods *Katherine flood (Australia) *Austrian Alps avalanche *Icelandic volcanic ash cloud *Freeway, bridge or building collapse due to natural causes or human error
Political	Severe disruption or hardship as a result of wars, civil war, coups, terrorism, riots and political and social unrest.	*Gulf War, 1991 and Iraq War 2003 * Fiji coups *Sri Lanka, Yugoslavia *British handover of Hong Kong to China, 199
Economic	Ranging from international recession, regional currency crisis to national recession and monetary crisis.	*Stock market crash 1987 and slow down after 9/11 *Asian economic crisis
Malevolence	When an outside actor or opponent employs extreme tactics to express anger toward the organization or destination to force the organization or destination to change. Examples include product tampering, kidnapping, terrorism and espionage.	*Basque separatist group, ETA bombings campaign in Spanish resorts *Muslim extremist attacks in Egypt, 1990s to force government change

Mega damage/technological	When the accident causes significant environmental damage through human or mechanical error. Examples include oil spills and radioactive contamination	*Chernobyl *Exxon Valdez *Deepwater Horizon oil spill 2010 (BP oil spill)
Source: Adapted from Ritchie (2004: 28-29) modified after Coombs (1999: 61-62) and Hall and O'Sullivan (1996).		

A natural crisis refers to an event that arises from a natural disaster or phenomenon. Therefore, a negative impact can occur on the environment, human societies, and organizations. Natural crises include floods, earthquakes, volcanic eruptions, wildfires, tsunamis, droughts, etc. These natural crises result in loss of life, damage to property, displacement of populations, disruption of services, etc. Natural crises can also impact the environment in the long term, such as the destruction of ecosystems and biodiversity. It can also worsen the existing social and economic inequalities. Natural crises are typically managed by a coordinated response from the government, local communities, and emergency services and involve evacuation and rescue efforts, provision of services and essential supplies, and long-term rebuilding efforts and recovery. Environmental disasters always result in major crises for organisations and their surrounding community. These crises also challenge the reputation of the organisations. (Mitroff, 1994).

On 28th August 2005, Hurricane Katrina slammed into the United States Gulf Coast. Due to warnings in advance, many people living in the area were able to evacuate. Thus, the loss of human life was minimised in the area, but the resulting economic and physical devastation was huge. It was a major crisis brought on by a natural disaster. This hurricane brought on flooding that destroyed neighborhoods and showed the inadequacy of federal and state responses. Residents were forced to flee their homes and were not able to return to their homes even after three months had passed. Business owners faced a lot of difficulty in getting their businesses back up and running because most of their employees had fled as a result of the storm. Natural crises are usually unexpected

and unpredictable. The success of an organization in dealing with a crisis depends upon the extent to which an organisation engages in planning for a crisis. How organisations handle a crisis is referred to as "crisis management". (Runyan, 2006)

In March 2011, Japan was struck by an earthquake that lasted nearly six minutes and a tsunami that plunged the country into a state of chaos and crisis. The earthquake had a magnitude of 9, while the tsunami was as high as 38 meters in some areas of Japan. At the same time, a nuclear power plant also experienced a meltdown in three of its reactors because of the earthquake and tsunami. These crises resulted in the loss of 20,000 lives and displaced almost 500,000 people. This can also be known as a triple disaster and is generally known as "3/11". The 3/11 occurred in Japan when the political system was already being criticised for being inadequate and failed to unite behind a clear strategy of recovery. Still, the Japanese government and international aid organizations launched a massive relief effort for the affected communities, and to this day, the reconstruction continues. The nuclear disaster in Fukushima Daiichi resulted in so much nuclear waste that the cleanup is still ongoing. This 3/11 disaster highlighted the need for Japan to prepare for disasters and reevaluation of its energy policy. (Kingston, 2012)

In 2010, an unprecedented sequence of extreme weather in July and August of 2010 resulted in one of the worst natural disasters in Pakistan's history. The heavy monsoon rains caused widespread flooding in many areas of the country. The floods caused over 2000 deaths and affected over 20 million people. The floods also caused a lot of damage to infrastructure, including schools, homes, and hospitals. The floods destroyed millions of crops which left people without food and any means of living. The Pakistani government along with international aid organizations launched relief efforts aimed at providing food, shelter, and medical supplies to provide long-term support for rebuilding homes and infrastructure. This natural disaster raised concerns about preparedness for

natural disasters in Pakistan as well as the impact of climate change on extreme weather events. (Hashmi, Siddiqui, & Ghumman, 2012)

Organisational responses to hazards must evolve as societies evolve with time. Natural crises can have a significant mental impact on those who suffer through them, which include PTSD, anxiety, depression, and other mental health issues. Social support and community resilience are key factors in lessening the impacts of natural disasters. (Saeeda & Gargano, 2021)

In 2017, Hurricane Maria caused significant damage to Puerto Rico, a critical manufacturing site for Coca-Cola. The hurricane led to power outages, infrastructure damage, and a shortage of clean water, which affected the company's production and distribution in the region.

In response, Coca-Cola collaborated with local organisations to provide relief supplies and support recovery efforts. The company also implemented measures to ensure the safety of its employees and ensure continuity of operations, such as alternative sourcing of raw materials and increasing production capacity in other regions. Coca-Cola faced a consumer boycott in India 2003 due to allegations of excessive water usage and environmental pollution in its bottling plants. The boycott led to a significant decline in sales and a tarnished brand image for the company.

A study conducted on the 2011 earthquake in Japan that triggered a tsunami found that social media plays a key role in facilitating communication and collaboration among affected communities which aids organisations. The study also found that social media communication can also result in miscommunication that causes panic and confusion. (Peary, Shaw, & Takeuchi, 2012).

It becomes harder to predict an external crisis since it's affected by factors which are not within the control of an organisation. However, there are measures which can be followed to get through a crisis. A basic four-point plan consisting of Mitigation, Preparedness, Response and Recovery can help with external crises.

1. Mitigation. For mitigation, it is important to firstly establish a crisis management team, with a designated coordinator. Forming a plan on how to continue serving the organisation during the times of crisis is the second step to ensure seamless functioning in the face of crisis, followed by determining trustworthy channels of information to sieve through hearsay and actual facts. Developing strong internal communications channels to keep all employees and relevant stakeholders in the loop is an important factor in the face of crisis which should not be neglected. Lastly, it is important to find out the budget changes and revenue channels directly impacted by the crisis, to understand the budget available for functioning.

2. Preparedness. This step of crisis management deals with the aspects of readiness before the occurrence of a crisis. Some points to be mindful of during this phase are proper reviews of insurance policies to understand what will be covered by the company, reinforcing internal communication channels and to hold remote meetings.

The board of crisis management provides support to these measures by reviewing insurance plans, reviewing communication channels and checking the bylaws for allowing virtual meetings to take place.

3. Response. When it comes to response, triaging the most pressing issues and effective communication between stakeholders comes as first priority. Analysing budget changes, creating contingency plans as well as utilising insurance benefits for maintaining a stable cash flow during response and recovery is the next priority. Implementing business continuity plans and instituting remote work for the employees to continue seamless work within the organisation is the next step of the Response phase. Managing stress responses and tending to employees directly impacted by the crisis is of utmost need and a requirement to be tended to , along with reassessing the needs for staffing. Lastly, recognising potential weaknesses within the organisation and forming plans to reinstate them with appropriate measures concludes the response phase. The board so established is

expected to support these aspects by meeting regularly and recognising the developments in the response phase, along with documentation of organisational stressors. The team also has to support the short term and long term needs of the organisation, which includes providing resources to the employees for physical, mental, financial and emotional assistance.

4. Recovery. In this phase, the organisation should move from a short term decision making mindset to a longer term decision making perspective; by making better investments, analysing and addressing potential weakness in organisation, developing models for working in the new environments and onboard stakeholders are all possible measures that can be undertaken to transition into the recovery phase. (Runyan, 2006)

The responsibility of the board for crisis management is to provide support in all the aspects mentioned above by regular check-ins, congratulating the employees for getting out of the crisis, creating plans to address the organisational stressors and the lessons learned during the crisis.

A factor that must be readily acknowledged by all organizations is that crisis are bound to happen, whether internal or external. The only way to go about this is by having a strong crisis management framework in place, as described above. Such a framework will not only result in a coordinated response but will also lead to resource efficiency and enhanced internal and external communication.

CHAPTER 2. THE IMPACT OF VARIOUS TYPES OF CRISES AND CRISES MANAGEMENT APPROACHES IN DIFFERENT DOMAINS AND SECTORS

2.1 Natural Crisis And Organisational Reponses

Although it is quite challenging to design strategies and policies in a rapidly evolving and extremely uncertain scenario, however in crisis such as COVID-19, this serves as the need of the hour. The pandemic was a relatively new phenomenon with little awareness about what it would lead towards. While some organisations came at a standstill during the pandemic, others strategically redesigned their strategies to operate according to the new normal. This resulted in the establishment of several task forces in organisations with the sole purpose to oversee the overall progression of the pandemic, address the resultant impact and maintain the necessary operations safely. One of the most evident strategies utilised by the organisations was the transition towards remote working. By utilising software like Zoom, Microsoft Teams (within Office 365 licensing) and Skype, businesses were able to maintain a seamless working flow in accordance with the required standard operating procedures. Business meetings also shifted from board rooms to virtual sessions, offering the same personalisation as that of face-to-face meetings.

Furthermore, many businesses started to focus more on the well-being of their employees. The sudden lockdown and the overall situation of panic was attributed with increased levels of anxiety, confusion and stress amongst the employees. Several organisations enhanced the frequency of group meetings, coffee breaks and lunches through online applications in an effort to maintain and support employee morale. The execution of flexible working by businesses was another integral step to support employees that had caring responsibilities at home. It has been reported that some organisations even invested in providing online psychological counseling sessions to its workforce by professionals to support the mental health of their employees.

Organizational responses to hazards must evolve as societies evolve with time. Natural crises can have a significant mental impact on those who suffer through them which include PTSD, anxiety, depression, and other mental health issues. Social support and community resilience are key factors in lessening the impacts of natural disasters. (Saeeda & Gargano, 2021)

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COVID-19 was a natural crisis that affected many businesses. However, being a fairly small company Fumak dealt with this by spreading their expenses so that they weren't all due at once. They implemented various measures to mitigate the effects of the pandemic, such as transitioning to remote work, providing personal protective equipment to employees, implementing social distancing protocols, and enhancing sanitation and cleaning practices in their physical office spaces. This saw to it that the business was not stagnant at any point in time and there were no cash flow problems, this was a smart move by Fumak. (Roggio, 2014.)
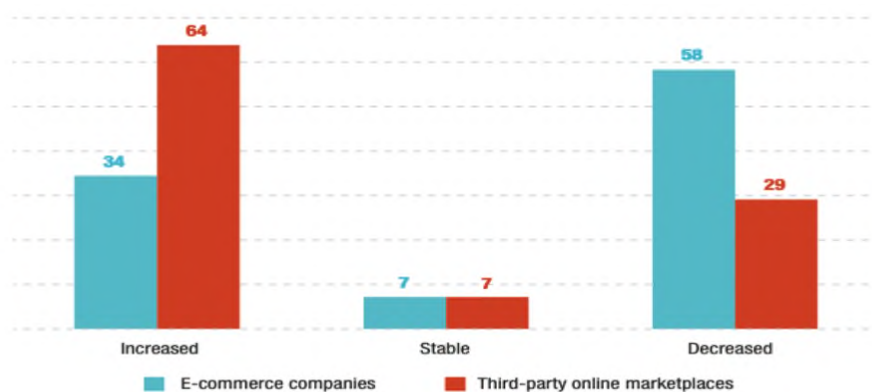
Figure 1 Impact of COVID-19 to trade

This is the Coca-cola company structure:
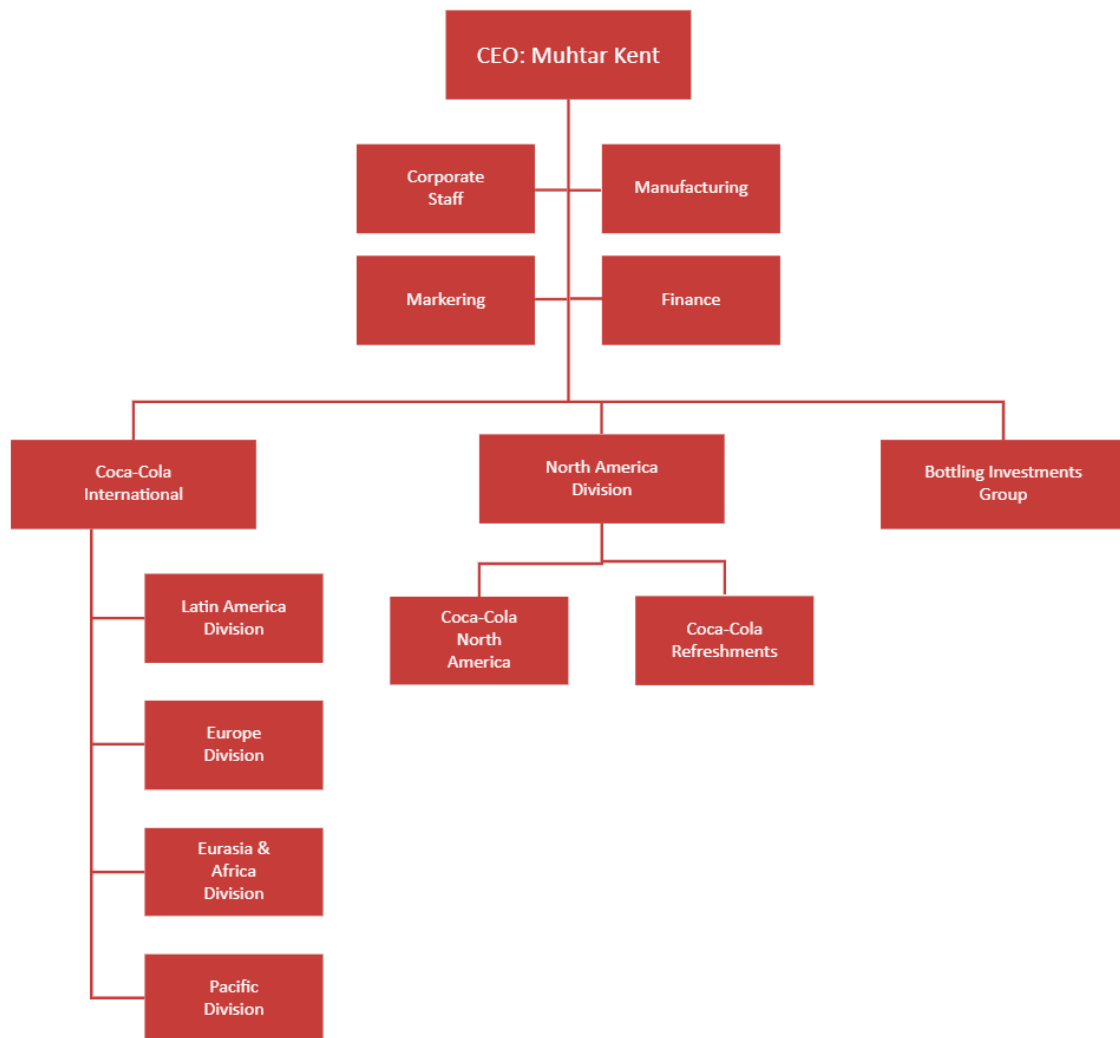
Figure 2 Cola-coca company structure

Coca-Cola Company is a multinational corporation that produces and distributes non-alcoholic beverages. Founded in 1886, it has grown to become one of the largest and most recognized companies in the world. Coca-Cola's business structure is complex, reflecting the diverse array of products and services it offers, as well as its global footprint. This essay will provide an overview of Coca-Cola's corporate structure and its various business units.

Coca-Cola's corporate structure is designed to support its global operations, with regional leadership teams that oversee operations in various parts of the world. At the highest level, the company is led by a board of directors, which is

responsible for setting overall strategy and overseeing the company's management team. The management team is headed by the CEO, who is responsible for the day-to-day operations of the company and executing the board's strategic vision.

Beneath the CEO, the company is divided into several business units, each of which is responsible for a specific product or geographic market. These business units are overseen by regional presidents who report to the CEO. The business units are divided into three categories: sparkling beverages, still beverages, and emerging brands. Sparkling beverages include brands such as Coca-Cola, Fanta, and Sprite, while still beverages include brands such as Dasani, Powerade, and Minute Maid. Emerging brands include brands that are new to the market or have not yet achieved significant market share.

Within each business unit, there are further subdivisions. For example, the sparkling beverage business unit is divided into global brands, regional brands, and local brands. The global brands division oversees the worldwide marketing and distribution of brands such as Coca-Cola, while regional brands oversee marketing and distribution in specific geographic regions, such as Europe or Asia. Local brands are responsible for marketing and distribution in individual countries.

Coca-Cola's corporate structure also includes a number of functional departments that support the company's operations. These departments include finance, human resources, legal, and supply chain. Each department is responsible for providing services to the company's business units and ensuring that the company operates efficiently and effectively.

One of the key advantages of Coca-Cola's corporate structure is its ability to adapt to changing market conditions. The company's business units are designed to be flexible and responsive to local market conditions, while its functional departments provide centralized support services that ensure consistency and efficiency across the organization. This structure has allowed Coca-Cola to

successfully navigate a range of challenges, including changes in consumer preferences, regulatory changes, and shifts in global economic conditions.

In recent years, Coca-Cola has made several changes to its corporate structure in response to evolving market conditions. For example, the company has increased its focus on healthier beverage options, such as water and juice, in response to growing consumer demand for healthier products. It has also expanded its presence in emerging markets, such as China and India, where demand for soft drinks is rapidly increasing.

In conclusion, Coca-Cola Company's corporate structure reflects its global operations and diverse array of products and services. The company's business units are designed to be flexible and responsive to local market conditions, while its functional departments provide centralized support services that ensure consistency and efficiency across the organization. Coca-Cola's corporate structure has allowed it to successfully navigate a range of challenges and adapt to changing market conditions.

The following thesis will employ the example of Coca-Cola to explain its crisis management framework. In order to comprehensively understand the firm's way of handling crisis, it is fundamental first to undertake a SWOT analysis of the organisation to assess the internal and external factors that impact the business.

Table 4. SWOT analysis Based on Coca-cola

Strengths	Weaknesses
Strong brand value	Lack of diversification
High brand awareness	Products have high sugar content – increased health concerns
Extensive distribution channels	
High customer loyalty	Loss of market development opportunities
Efficient crisis management framework	

Opportunities	Threats
To innovate and develop new drinks	Inclination of people towards healthy drinking choices
Increase presence in developing countries	Recent economic slowdown, inflation and instability
Improve supply chain	Increase in competition

Organizations respond to natural crises in various ways that depend upon the severity of the situation, as well as the type of organization involved. Here are some ways how organizations respond to natural disasters:

Emergency Aid: When a natural disaster strikes, organizations - both national and international – provide immediate emergency aid like food, clean water, shelter, and medical care to all the people who get affected by the crisis. For example, Coca Cola was actively involved in community work providing medical care, food, and shelter to the thousands of people affected by pandemic.

Collaboration and Coordination: Organizations usually respond to natural disasters by collaborating and coordinating with other organizations. The government, non-governmental, and international aid organizations collaborate to ensure a coordinated response and avoid efforts that are duplicated. For example, during the 2010 earthquake in Haiti, the Haitian government, the United Nations, and international aid organizations like Oxfam and Save the Children worked together to provide assistance. (UNICEF, 2021)

Rehabilitation and reconstruction: Organizations frequently offer ongoing support for these initiatives. This can involve rebuilding roads and bridges, homes, schools, hospitals, and other infrastructure, and offering livelihood support to assist people in getting back on their feet. For instance, in the wake of the 2015 Nepal earthquake, organizations like CARE supported long-term

rehabilitation and reconstruction initiatives, such as the repair of homes and schools. (Nepal Earthquakes 2015)

Water and sanitation: To help stop the spread of water-borne infections and enhance the health and hygiene of the afflicted people, organizations frequently offer clean water, sanitation facilities, and hygiene education. For instance, organizations like UNICEF supported the development of clean drinking water and sanitation infrastructure in Pakistan in response to the 2010 floods there. (UNICEF, 2011)

Psychosocial Support: Organizations frequently offer psychotherapy and other types of mental health help to persons affected by natural disasters. For instance, the Japanese Red Cross Society responded to the 2011 earthquake and tsunami in Japan by offering mental health care to the impacted communities. (IFRC, 2021)

In the following section, certain examples are discussed that depict how organisations very strategically utilised the crisis of COVID-19 and redesigned their response strategies to sustain themselves for the long run. Not only these organisations displayed the willingness to change but also played around their creativity in coming up with the most effective response strategies. For instance, considering the case of the Chinese cosmetics firm, referred to as Lin Qingxuan, as a result of the pandemic, the organisation was forced to close around 40% of its outlets, including all of its locations in prime localities that had the highest footfall in terms of consumer traffic. However, to cope up with this challenge, the firm eventually redeployed its beauty advisers as online influencers, utilizing the power of digital media like WeChat in an effort to engage the consumers virtually and maintain online sales. On the occasion of Valentine's Day, the firm was successful in launching a large-scale, livestream shopping event that featured over 100 beauty advisers; the sales of one adviser in only two hours were equal to that of four outlets. This strategy proved to be viable for the company as the February sales of the company witnessed an increase of 120% as compared to last

year. Another major example in this regard is that of Nike. The company had to shut over 5,000 of its 7,000 directly owned and partner-operated outlets in China, which negatively affected its offline business. However, its online operations remained unchanged. The staff of the company actively engaged with the Chinese consumers digitally by offering them at-home workouts. This led to a growth of over 30% between December 2019 and February, in online sales. As things began settling down and stores started to reopen across China, the company's digital business took a massive lead. Similarly, to cope up with the pandemic, several vineyards began to offer online wine-tasting lessons. Wine makers began to emphasise on delivering tasting kits to customers and running events online, keeping in mind the COVID-19 standard operating procedures.

(McKnight & Linnenluecke, 2016) state that organizations play a significant role in responding to disasters. They have the knowledge and assets to provide critical support to the communities that are affected. Four major stakeholders are involved in the disaster response; local government, local inhabitants, other organizations, and the firms themselves. This article also presents a wide variety of examples of how firms responded to natural disasters. Walmart used its logistics expertise to deliver critical supplies to affected areas during Hurricane Katrina, and Coles, an Australian supermarket chain, worked with local farmers to ensure a stable supply of fresh food following the Queensland floods. Overall, the authors found that firms have an important role to play in promoting community resilience in the aftermath of natural disasters. Coordinating and collaborating with other stakeholders helps the firms to ensure that all their resources are deployed and utilised effectively, critical needs of the society are addressed, and communities are able to recover from the natural crisis and rebuild more quickly.

Airbnb: In 2020, Airbnb faced a crisis when the COVID-19 pandemic caused widespread travel restrictions and cancellations. The company responded by offering refunds to guests and waiving cancellation fees for hosts. Airbnb also

implemented new cleaning protocols and safety measures to protect guests and hosts or Starbucks: In 2018, Starbucks faced a crisis when two black men were arrested at one of its stores for sitting without ordering anything. The company responded by closing all of its stores for a day to provide racial bias training to its employees. Starbucks also announced changes to its policies and procedures to prevent discrimination and promote inclusivity.

The Coronavirus pandemic has caused a remarkable circumstance. Indeed, even associations that have an emergency the board plan set up may find that their arrangement doesn't satisfactorily address the ongoing emergency. The majority of organizations' long-term survival will depend heavily on assembling a team to develop their COVID-19 response.

During the COVID-19 pandemic, many companies were faced with the challenge of communicating rapidly changing information to their employees. One example of effective communication during the pandemic was demonstrated by Microsoft. Microsoft used a dedicated website to provide employees with real-time updates on the company's response to the pandemic, including information on remote work policies, safety protocols, and travel restrictions. The website also provided employees with links to additional resources, such as mental health support and resources for parents who were now home-schooling their children.

Companies such as Microsoft, Amazon, Walmart, and Nike demonstrated effective team responses to the crisis by communicating rapidly changing information, coordinating across different functions of the organisation, making data-driven decisions, and adapting their business models to meet changing customer needs. Effective individual response to crisis requires utilizing past experiences, providing training and support, effective leadership, and building resilience.

For instance, considering the case of Coca-Cola, a comprehensive analysis of how the organisation responded to the pandemic can be undertaken. Coca-Cola serves as a global organisation with over 450 brands and 700,000 people as part

of its global system. As a result of the outbreak of COVID-19, a significant transition in terms of buying habits was observed. As consumers became more conscious about hygiene, this directly posed pressure on the firm to implement rigid cleaning and sanitation routines as part of their daily processes. The company worked tremendously to prioritize safety in production and distribution facilities while simultaneously reducing human-to-human interactions. In addition to this, the company also greatly emphasized on the well-being and health of its employees and executed all health-related SOPS, in accordance with the established COVID guidelines. Another major response by the company came in the form of the allowance of remote working whereby the majority of the office employees were asked to continue work from home in an attempt to reduce large gatherings and maintain social distancing. Firms such as Coca-Cola serve as ideal examples depicting the significance of adaptability and flexibility in terms of crisis. It can be rightly said that the company has effectively played its part in curbing the virus while simultaneously sustaining its business in the long run.

The COVID-19 pandemic has had a significant impact on Coca-Cola's business, particularly on its sales in restaurants and other food service outlets. In response, the company has implemented a number of strategies to adapt to the changing market conditions. For example, Coca-Cola has shifted its focus to e-commerce and direct-to-consumer sales, launched new at-home beverage products, and increased its advertising and marketing spending to promote its products.

Coca-Cola has successfully navigated a range of crises by adopting effective strategies to mitigate the impact and protect its reputation. By responding quickly and transparently, implementing new policies and procedures, and prioritizing the needs of its customers and stakeholders, Coca-Cola has been able to maintain its position as one of the world's leading beverage companies.

2.2 Workplace Behavioral Crisis and Organizational Response

Any scenario in which an employee's behavior endangers the security, health, or productivity of other workers or the organization as a whole is referred to as a workplace behavioral crisis. This can apply to instances of workplace violence, harassment, discrimination, substance misuse, or other obstructive conduct that might prevent the workplace from operating normally. The effects of a workplace behavioral crisis can be severe for the individuals involved as well as the business as a whole, demanding a swift and effective reaction to both lessen the harm and stop future occurrences of the same type of incident.

(Jr., et al., 2008) state that workplace crisis intervention is an important aspect of organizational risk management. Workplace crises such as workplace violence may have serious consequences for the employees as well as the organization as a whole. Hence, effective crisis intervention is useful for mitigating the harms caused by workplace behavioral crises. A framework for workplace crisis intervention is provided that includes three stages; pre-crisis planning, crisis response, and post-crisis recovery. In pre-crisis planning, organizations form policies and procedures for responding to crises, identify potential threats, and train employees to recognize warning signs. In the crisis response phase, organizations take immediate steps to address the crisis like issuing warnings to the employees depicting behavioral issues in the workplace. In the post-crisis recovery stage, organizations provide support to employees as they are recovering from the crisis. This stage includes providing counseling and other forms of support to the employees, evaluating the effectiveness of the crisis response plan, and making adjustments as necessary.

(Fox, Spector, & Miles., 2009) used a multilevel analysis that considers both individual and organizational factors to predict workplace aggression and victimization. Workplace aggression is a serious problem that can have serious consequences for both employees and organizations, so understanding the factors

behind aggression and victimization is necessary to develop a strategy for the prevention of such acts in the workplace. The study uses an illustration of 726 employees from a variety of industries and organisations. The survey measures included characteristics such as gender, age, and job tenure, as well as job stressors, organizational culture, and exposure to workplace aggression. The results of the study indicate that both individual and organizational factors are important predictors of victimisation and workplace aggression. Job stressors like role ambiguity, workload, and lack of support from supervisors were found to be significant sources of aggression, along with individual characteristics like negative affectivity and neuroticism. If norms of aggression and lack of support for victims were prevalent in an organization's culture, they also induced aggression among the employees. Hence, the findings state that both individual and organizational factors should be addressed to prevent workplace aggression and violence. For this purpose, workplaces need to develop policies and procedures that address job stressors, provide support for employees who are a victim of aggression, and cultivate a positive organizational culture.

Uber faced a crisis in 2017 when a former employee made public allegations of sexual harassment, gender discrimination, and retaliation at the workplace (Morgeson & DeRue, 2019). In the hospitality industry, sexual harassment is a common form of workplace behavioral crisis. Sexual harassment is common among hospitality workers, particularly those in hotels and restaurants. Employees may experience psychological distress, job dissatisfaction, and decreased productivity as a result of such a crisis (Liu, Wang, & Shi, 2020). Cyber-loafing, or using the internet for non-work-related activities during work hours, is a common form of behavioral crisis in the IT industry. Employees in information technology firms frequently have access to the internet and technological tools, which can lead to distractions and decreased productivity. According to research, the prevalence of cyber-loafing can be reduced by

enacting policies, providing training, and employing monitoring tools. (Lim, Chen, & Wong, 2019)

(Andel, 2005) took a multidisciplinary approach to workplace crisis management. He emphasized the importance of addressing behavioral crises in the workplace, like violence, harassment, and substance abuse. The author also highlights the importance of different professionals like HR managers, mental health providers, and legal experts in preventing or managing a crisis. He presented a framework for developing an effective crisis management plan which included risk assessment, crisis communication, and crisis recovery. It focuses on the importance of collaboration among different professionals in a workplace to handle a crisis. A crisis at workplace requires a coordinated response that includes individuals from different areas of expertise. The author also states that crisis training is an important step in workplace crisis management where employees are given the knowledge and skills to respond to a crisis. Fumak had six main recognizable departments ones which included the following; Management, Operations, Marketing, Human resource, IT and Accounting. The Management entailed the Director, Manager and his assistant whose function saw to it that the day to day operations of the business and ensuring that everything was running as smoothly as possible and that there was growth, the Operations mainly saw to it that the customers were satisfied. All these departments were trained in preventing or handling a crisis event. The Fumak Human resource team had a comprehensive succession plan in place that they use occasionally to analyze staff structure and factors affecting staff turnover.
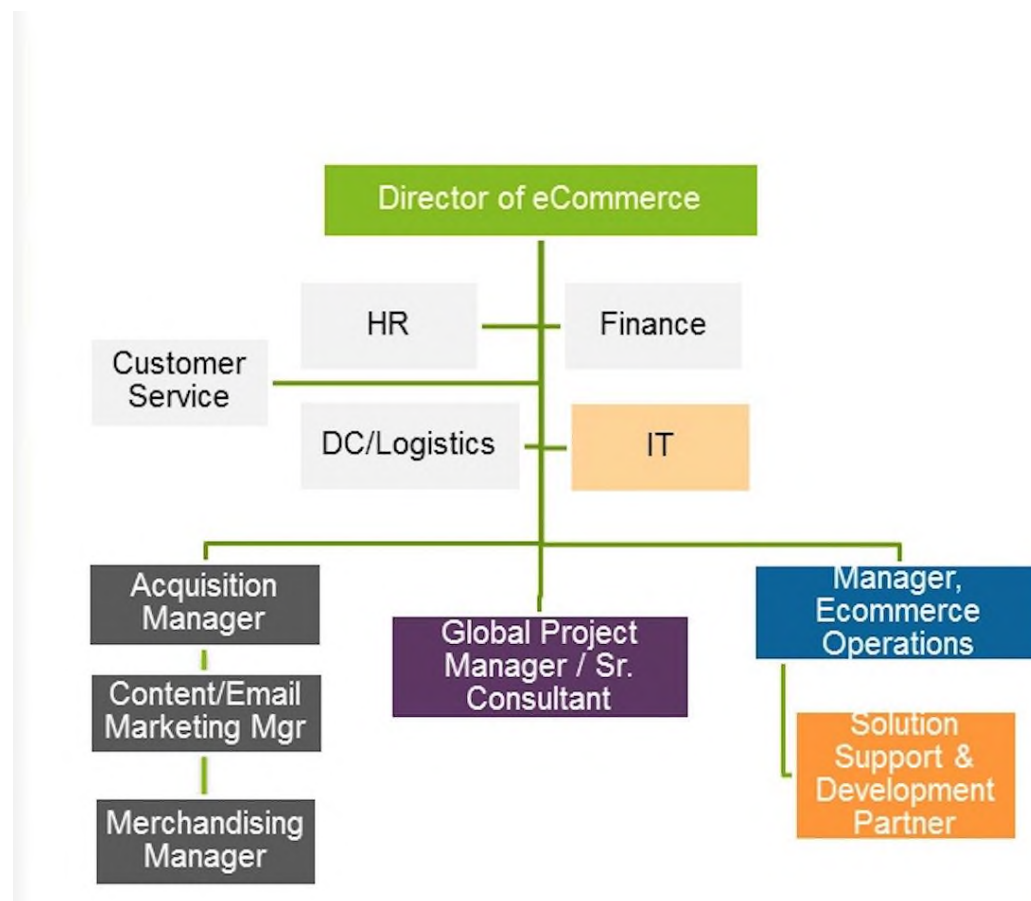
Figure 3 Business Structure of Fumak

One of the main means of document circulation in Fumak Company was means of electronic document flow and Fumak had a couple of reasons to back up this system, which included the following;

a) Firstly, they eliminate a lot of bottleneck procedures that in turn lead to unnoticed errors in the company.

b) It ensures a better flow of information through a company's various departments.

c) To increase the implementation of organized tasks and information throughout the company.

d) To be systematic about the spectrum of functions and duties in Fumak company limited. (international., n.d.)

Fumak has efficient business practices and a systematic way of accomplishing all the tasks. The management actively takes part in guiding all the employees and listens to their problems. For every problem, Fumak manages to come up with a solution to deal with the crisis arising in the workplace.

Depending on the type and severity of the crisis, organizations respond to workplace behavioral crises in different ways. (Darby, 2019) said that organizations respond to a crisis either in a "proactive" or "reactive" way. Reactive measures involve responding to a crisis after it has occurred, while proactive measures involve taking steps to prevent the crisis from happening in the first place, like providing training to employees. When a workplace behavioral crisis occurs, organizations respond by implementing crisis management plans that include procedures for responding to emergencies and managing communication with employees and other stakeholders. As noted by (Andel, 2005), crisis management involves coordinated efforts from different professionals in the workplace. Organizations respond to a behavioral crisis in the workplace by providing support and resources to affected employees. Organizations may offer counseling services, medical treatment, or paid time off from work to help employees deal with the aftermath of the crisis. (Darby, 2019) noted that offering support to affected employees helps to reduce the impact of the crisis on the productivity and morale of the organization. In other cases, organizations respond to a behavioral crisis at the workplace by implementing new policies or procedures that are aimed at preventing future crises from occurring. An organization that experiences workplace violence can implement new security measures, and put in place a zero-tolerance policy for violent behavior at the workplace. (Collins, 2019) stated that proactive measures aimed at preventing crises help organizations to create a safer and more productive work environment.

Coca-Cola has faced its share of internal crises over the years, and its response to these crises provides insight into effective crisis management and organizational behavior.

One of the most significant internal crises faced by Coca-Cola was the contamination scare in Belgium in 1999. The contamination was caused by a batch of Coca-Cola products that were contaminated with a fungicide that made over 100 people ill. The incident led to a significant public relations crisis for Coca-Cola in Belgium and other countries where the products were sold.

In response to the crisis, Coca-Cola immediately launched an investigation to determine the source of the contamination. The company also initiated a product recall and worked with government authorities to ensure the safety of its products. Coca-Cola communicated transparently and proactively with its stakeholders, including consumers, employees, and government authorities, providing regular updates on the progress of the investigation and the actions taken to address the contamination.

The company also took steps to rebuild trust with its stakeholders by implementing changes to its quality control and product safety procedures. For example, Coca-Cola increased the frequency of testing for its products and implemented stricter quality control measures in its production facilities. The company also established a global product safety council to oversee its product safety practices.

Another internal crisis faced by Coca-Cola was related to its labor practices in Colombia. In the early 2000s, the company was accused of collaborating with paramilitary groups in Colombia to intimidate and harm union leaders and workers. The accusations led to protests and boycotts of Coca-Cola products in Colombia and other countries.

In response to the crisis, Coca-Cola took steps to address the accusations and improve its labor practices. The company conducted an independent investigation into the allegations and implemented a range of reforms to its labor practices,

including the establishment of an independent commission to oversee labour relations in its Colombian operations.

Coca-Cola also engaged in dialogue with its stakeholders, including labour unions and human rights groups, to address their concerns and rebuild trust. The company also launched a number of initiatives to support human rights and labour rights, including the development of a human rights policy and the establishment of a labour rights training program for its employees and suppliers.

In both of these crises, Coca-Cola demonstrated effective crisis management and organizational behaviour by responding proactively and transparently to the crises, engaging with its stakeholders to address their concerns, and implementing changes to its practices to prevent similar crises from occurring in the future. The company's response to these crises serves as an example of best practices in crisis management and organisational behavior.

Given the fact that today organizations are really embracing diversity in their workforce, while this brings about several benefits, there are also certain underlying drawbacks, one of them being the emergent behavioral crisis. From awareness campaigns, coaching, mentoring to ensuring that managers practice skills such as empathy and compassion, are some of the main ways that organizations deal with behavioral crisis. Since behavioral crisis has a direct impact on the productivity of the workforce, neglecting it or not taking appropriate action will completely disrupt the organization.

2.3 Technological Crisis and Organizational Response

Technology has a dual character. It is able to prevent disasters and cause disasters (Weisæth, Jr., & Tønnessen, 2002). A technological crisis is defined as an event or a series of events that cause significant damage or disruption to a technological system or infrastructure, causing harm to people, property, or the environment. Technological crises can occur in a variety of industries and have a wide range of consequences like damage to the company's reputation. Natural

disasters, such as hurricanes or earthquakes, that damage critical infrastructure; cyber-attacks that compromise the security of information systems and cause data breaches; accidents or failures of technological systems, such as nuclear power plants, oil rigs, or airplanes; and product recalls due to manufacturing flaws or safety concerns are examples of technological crises. Planned crisis management, risk assessments, and communication strategies are critical tools for mitigating the impact of technological crises and improving organizational resilience.

E-commerce businesses such as Fumak are at huge risk of facing this specific failure, the reason being they depend on technology such as computers, websites and the internet for smooth coordination of their work operation. This when a technology lapse occurs since things do not always go as planned. Fumak faces the cyber-security or cyber-theft issue during online transactions but Fumak has provided rapid and trustworthy services purchase instead of going physically to the store to get it yourself. When using E-commerce platforms, there is a massive threat of cyber-security that customers face. This is brought by providing personal details and information such as: Email address, phone number, age, occupation, and physical address, credit cards, gender and spouse information in other cases. This makes them susceptible to various cyber-attacks. Not only could viruses pose a threat to the website or sales platforms but can also showcase customer information.

Online impersonation is another technological crisis faced by Fumak. When a user keys in their information into an E-commerce platform, there is no way to tell whether this is a real person or if their email and contact information is fake. This could pose a potential threat to large revenue issues due to fraudulent purchases and blacklisting of the company's IP address. (Paintedrobot, 2020)

(Weisæth, Jr., & Tønnessen, 2002) highlighted the importance of crisis management and leadership in responding to technological disasters, which can result in severe consequences for organizations and individuals. The authors note that the stress experienced by leaders during such crises can affect their decision-

making and overall effectiveness in managing the crisis. The article talks about several technological disasters that took place. The Norwegian paint plant's large-scale incident took place in Norway in 1976. This incident is referred to by the authors as a significant technological disaster, and it is used as an example of the types of crises that can occur in high-risk industries such as chemical manufacturing. In this incident, Norway's largest paint factory was devastated by a giant explosion. According to the authors, the large-scale incident caused significant financial losses, environmental damage, and negative publicity for the company involved. They also note that the incident put significant strain on the leaders and that their decision-making was likely influenced by the high levels of stress they experienced. According to the study's findings, leaders who faced a technological disaster reported significantly higher levels of stress than those who did not. This stress may be caused by the uncertainty, complexity, and high stakes involved in managing a technological crisis. The leaders were also dissatisfied with their organization's crisis management processes, with some believing that their organizations were unprepared or slow to respond. The authors conclude that crisis management and leadership are critical components of responding to technological disasters and that organizations must ensure that leaders are adequately supported and prepared to deal with the stresses that such crises entail.

(Berger, 2010) states that the Chernobyl disaster, which occurred on April 26, 1986, is widely regarded as one of history's worst technological disasters. This nuclear disaster occurred as a result of a combination of technical and human errors that resulted in the catastrophic failure of a reactor at the Chernobyl Nuclear Power Plant in Pripyat, Ukraine. The accident released radioactive material into the environment, resulting in immediate deaths and illnesses among workers and nearby residents, as well as long-term health and environmental consequences that are still felt today.

The Space Shuttle Challenger exploded shortly after takeoff on January 28, 1986, killing all seven crew members on board. A failed O-ring seal allowed hot

gases to escape and ignite the external fuel tank, causing the disaster (Esser & Lindoerfer, 1989). (González, Akashi, & Jr, 2013) talked about The Fukushima Daiichi nuclear disaster which occurred in March 2011, after a massive earthquake and tsunami caused multiple meltdowns and radioactive material releases at a nuclear power plant in Japan. The consequences of the disaster are serious to the environment and health.

(Shaluf, 2007) said that technological disasters are defined as "sudden, unexpected, and frequently catastrophic events caused by human error, natural disasters, or equipment failure, resulting in loss of life, property damage, and environmental degradation." He points out that technological disasters can strike any industry, including manufacturing, transportation, energy, and construction. According to Shaluf, several common causes of technological disasters include insufficient safety management systems, a lack of worker training or competence, design flaws, equipment failures, and natural disasters. He contends that technological disaster prevention usually requires a combination of technological solutions, such as improved equipment design and maintenance, and non-technological solutions, such as improved safety culture and management systems. Shaluf also emphasizes the importance of learning from previous technological disasters in order to avoid future incidents. He contends that thorough investigation and analysis of technological disasters is required to identify causes and develop effective prevention strategies. Overall, Shaluf's work provides a valuable overview of the causes, consequences, and prevention of technological disasters, emphasizing the importance of a comprehensive approach to industrial safety that incorporates both technological and non-technological solutions.

(Steinberg, M.ASCE, & Cruz, 2004) discussed the challenges faced by emergency responders during the aftermath of the 1999 earthquake in Turkey, which caused significant damage and loss of life. According to the authors, the earthquake demonstrated the importance of considering the interaction of natural

and technological disasters in emergency planning. The article emphasizes the importance of conducting risk assessments to identify potential hazards and vulnerabilities, as well as the need for emergency planning to account for the interaction of natural and technological disasters. The authors also debate about the importance of specialised training and dealing of equipment with hazardous materials, and effective collaboration and communication between agencies during complex emergencies. As a result, the article emphasizes the importance of technological crisis preparedness and effective response strategies to minimize the damage caused by such disasters.

Risk assessments, contingency planning, crisis communication, and post-crisis analysis are some of the strategies used by organizations to deal with technological crises. Risk assessments are one-way organizations deal with technological crises. Organizations can use risk assessments to identify potential hazards and vulnerabilities and develop plans to mitigate those risks. For example, following the Fukushima nuclear disaster in 2011, the Japanese government conducted a thorough review of nuclear safety regulations and implemented new safety measures to reduce the risk of future accidents. (Eisler, 2012)

Another strategy used by organizations to deal with technological crises is contingency planning. Contingency plans detail what organizations will do in the event of a crisis, such as evacuation procedures, emergency response protocols, and communication strategies. Following the 2014 Target data breach, for example, the company implemented new security measures and contingency plans to prevent future breaches and respond more effectively in the event of a crisis. (Manworren, Letwat, & Daily, 2016)

For organizations dealing with technological crises, crisis communication is also an important strategy. Organizations that communicate effectively can inform stakeholders about the crisis, provide updates on response efforts, and maintain trust and credibility. For example, during the 2010 BP oil spill, the

company was heavily reprimanded for its inadequate and sluggish communication strategies. (Coombs, 2021)

Post-crisis analysis is an important strategy for organizations to learn from technological crises and improve their response strategies in the future. Organizations can identify areas for improvement and implement changes to prevent future crises by analyzing the causes and consequences of a crisis. For example, after the 2017 Equifax data breach, the company carried out an in-depth examination of its security protocols and made major changes to improve its responsiveness. (Robbins & Sechooler, 2018)

For example, Coca-Cola faced the contamination of its products in Europe in the late 1990s. This crisis began in June 1999, when several people in Belgium became ill after consuming Coca-Cola products. The company initially denied any responsibility, but as the number of reported cases continued to rise, Coca-Cola eventually issued a product recall. The company's response to the crisis was praised for its speed and effectiveness. Coca-Cola immediately launched an investigation into the contamination and set up a toll-free number for customers to report any health problems related to the products. The company also worked closely with health authorities to identify the source of the contamination and took steps to ensure that all products were safe for consumption.

Following this crisis, Coca-Cola executed several actions to prevent a similar occurrence from happening in the future. The company established a global product safety council, which is responsible for developing and implementing product safety standards across all of its operations. Also, Coca-Cola invested in new equipment and technology to improve the safety and quality of its products

In the present tech-driven age, organizations vigorously depend on technology to perform their everyday functions. As a result, they won't just be worried about a few lost emails if that technology fails. If their servers suddenly fail, software companies and e-commerce sites could lose millions of potential customers. That is a tremendous deficiency of expected income, but at the same time it's a

significant hit to the firm's standing in the market. Therefore, organizations need to be actively involved with their IT or technology provider is in managing these crises. Preventing additional customers from being impacted by the issue ought to be the primary concern. Working with internal resources to figure out what happened to the system and set up safeguards to prevent it from happening again is the next step. They must also ensure that their customer service and support teams are up to the task of handling a sudden uptick in calls from customers who are upset or confused.

2.4 Financial Crisis and Organizational Response

A financial crisis is defined as a disruption or breakdown in the normal operation of a financial system or market, which can have serious economic and social consequences. Financial crises can be caused by a variety of factors, including speculative bubbles, excessive debt, asset price inflation, insufficient regulation or oversight, financial fraud or malpractice, and external economic shocks. They can also have far-reaching effects, such as bank failures, business bankruptcies, job losses, increased poverty, and social unrest. The Great Depression of the 1930s, the Asian financial crisis of 1997, the global financial crisis of 2007-2008, and the Eurozone crisis of 2010-2012 are all examples of financial crises.

The unemployment rate dropped 10% in 2009 and slowly decreased, remaining at 8% in January 2013 and now unemployment rate, coming down from 2020-2022 (Forbes)
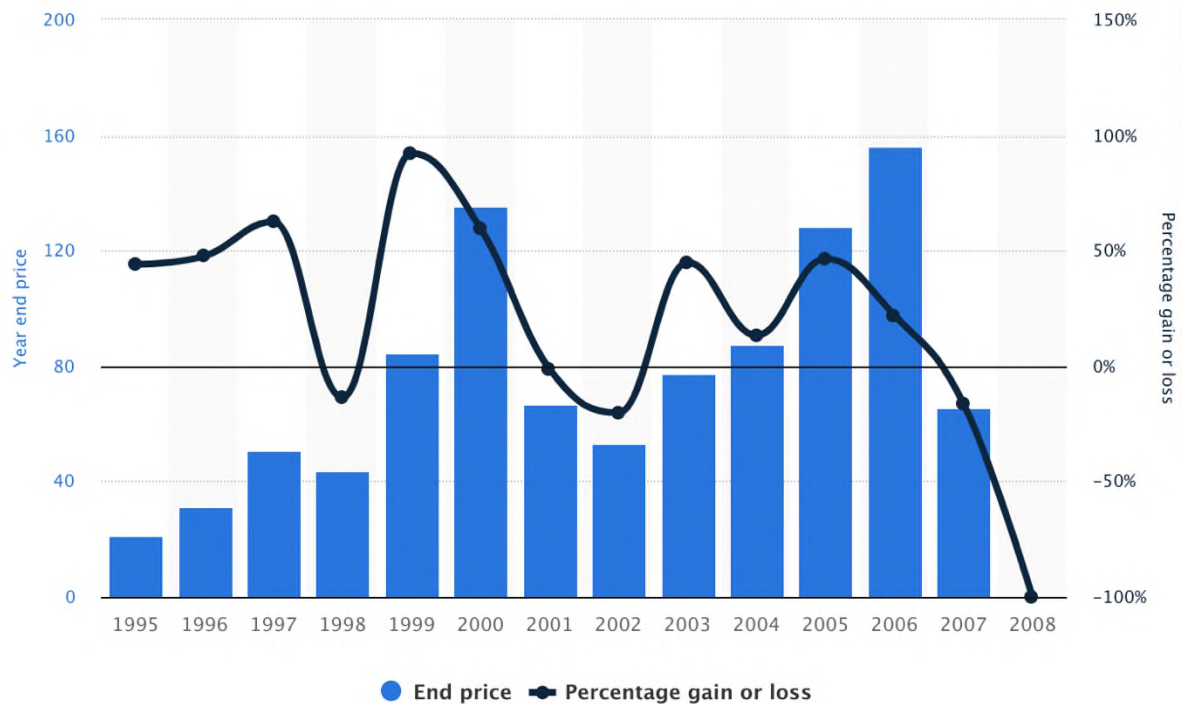
Figure 4 Global Financial Crisis: Lehman Brothers stock price and percentage gain 1995-2008

Before the financial crisis, there were 670,000 new firms founded annually on average, with a high of almost 715,000 in 2006. During the recession, the number of startups dropped precipitously, hitting a low of 560,000 in 2010.

The financial crisis had a negative impact on small firms, but it also taught them valuable lessons about managing debt, keeping expenditures under control, and retaining access to capital.

Coca-Cola, being one of the largest beverage companies in the world, has faced several crises over the years. Here are some statistics on the crises that Coca-Cola has faced:

1. In 1999, Coca-Cola was involved in a controversy over allegations that its products contained high levels of pesticides. As a result, the company had to recall millions of bottles and cans of its products in Europe, Asia, and the United States. The crisis resulted in a significant decline in sales, and

Coca-Cola had to spend millions of dollars on product recalls and advertising campaigns to regain consumer trust.

2. In 2006, Coca-Cola was involved in another controversy over allegations that its products contained high levels of benzene, a carcinogenic chemical. The crisis resulted in a significant decline in sales, and Coca-Cola had to recall millions of bottles and cans of its products in the United States.

3. In 2013, Coca-Cola was accused of human rights violations and environmental damage in its operations in India. The crisis resulted in protests and boycotts of Coca-Cola products in India, and the company had to spend millions of dollars to improve its environmental practices and address the human rights concerns.

4. In 2016, Coca-Cola faced a crisis when it was revealed that it had been funding scientific studies that downplayed the role of sugary drinks in obesity and other health issues. The crisis resulted in negative media coverage and calls for greater transparency in the company's research practices.

5. In 2017, Coca-Cola faced a crisis when it was revealed that it had been paying influencers and bloggers to promote its products without disclosing the financial arrangements. The crisis resulted in negative media coverage and calls for greater transparency in the company's marketing practices.

The statistics show that Coca-Cola has faced several crises over the years, and each crisis has had a significant impact on the company's reputation and financial performance. However, Coca-Cola has also shown resilience in responding to these crises and implementing strategies to regain consumer trust and improve its practices.

To analyze these statistics, we can see that most of the crises that Coca-Cola has faced are related to product safety, environmental concerns, and ethical issues. These types of crises can have a significant impact on a company's reputation and consumer trust, which can lead to a decline in sales and financial

performance. However, Coca-Cola has also shown that it can respond to these crises effectively by implementing product recalls, improving its environmental practices, and addressing ethical concerns.

The statistics also show that Coca-Cola has faced crises in different parts of the world, which highlights the importance of having effective crisis management strategies in place to respond to crises in different regions. Coca-Cola has shown that it can adapt its crisis management strategies to different contexts, such as improving its environmental practices in response to the crisis in India.

In conclusion, the statistics on crises in Coca-Cola highlight the importance of having effective crisis management strategies in place to respond to different types of crises in different regions. Coca-Cola has faced several crises over the years. Still, it has also shown resilience in responding to these crises and implementing strategies to improve its practices and regain consumer trust.

(Acharya & Richardson, 2009) discussed the key factors that contributed to the 2007-2008 global financial crisis. According to them, the following factors contributed to the global financial crisis:

Excessive leverage: Many financial institutions, including banks, investment firms, and hedge funds, took on excessive debt and leverage, increasing their default risk and exposing them to market downturns.

Securitization and complex financial products: The securitization of mortgages and other assets into complex financial products, such as collateralized debt obligations (CDOs), created a highly interconnected and opaque financial system that was difficult to regulate and monitor.

Financial deregulation and lax oversight: In the United States and other countries, financial deregulation and lax oversight allowed financial institutions to take on excessive risk and engage in risky procedures, such as subprime lending and mortgage fraud.

Misaligned incentives: Financial institution incentives, such as executive pay packages and rating agency fees, were misaligned with the interests of investors and the broader economy, resulting in a focus on short-term profits and excessive risk-taking.

To address the underlying cause of the financial crisis, significant reforms to financial regulation and oversight, along with changes to incentives and risk management practices within the financial industry were required.

(Elsenhans, 2016) explores the impact of the Great Depression of the 1930s on the economies of the Third World. The author argues that the Depression had a profound and lasting impact on these countries, which were already struggling with the legacy of colonialism, weak institutions, and limited industrialization. According to Elsenhans, the Depression had several effects on the economies of the Third World. The Depression caused a sharp drop in demand for raw materials and agricultural products, which were the main exports of many Third World countries. This resulted in lower prices and lower incomes for farmers and workers in these countries. As a result of the Depression, countries imposed protectionist measures and reduced imports, causing global trade to contract. This had a negative impact on Third World economies, which were heavily reliant on exports and trade. Many Third World countries had borrowed heavily from Western banks and governments to fund development projects, but the Depression made repayment difficult. This resulted in a debt crisis, forcing many countries to implement austerity measures and seek IMF assistance. Elsenhans asserted that the Depression had a long-term impact on Third-World economies, reinforcing their reliance on the global economy and leaving a legacy of debt and underdevelopment. He also claims that the lessons of the Great Depression are still relevant today, as many countries face similar challenges such as debt, trade imbalances, and weak institutions.

(Goldstein, 1998) examined the causes and consequences of the financial crisis that swept across East Asia in 1997-1998. Goldstein argues that the crisis

was caused by a combination of external shocks and internal weaknesses in the affected countries. External shocks that triggered the crisis, according to Goldstein, included the appreciation of the US dollar, which reduced the competitiveness of East Asian exports, and the 1998 Russian financial crisis, which caused a sharp drop in commodity prices and investor confidence. These shocks were compounded by internal weaknesses in the affected countries which were:

- Many East Asian countries' financial systems were underdeveloped and lacked effective regulation and supervision, resulting in excessive lending and risk-taking by banks and other financial institutions.

- Many East Asian economies experienced rapid growth in the 1980s and 1990s, resulting in overinvestment in certain sectors such as real estate and infrastructure, as well as excess capacity in industries such as steel and automobiles.

- Many businesses in the affected countries were owned by families or other closely related groups, resulting in poor corporate governance and a lack of transparency in financial reporting.

The crisis had severe consequences, including a sharp decline in economic growth, widespread job losses, and a loss of confidence in the financial systems of the affected countries. According to Goldstein, the crisis prompted significant reforms in the affected countries, such as improvements in financial regulation and supervision, corporate governance, and exchange rate management. He also believes that the crisis taught other countries and policymakers important lessons, such as the importance of sound macroeconomic policies, effective financial regulation, and prudent exchange rate management, macroeconomic policies, effective financial regulation, and prudent exchange rate management. Depending on their specific circumstances and the nature of the crisis, organizations can deal with financial crises in a variety of ways. Among the possible strategies are:

Cutting costs: During a financial crisis, businesses may need to cut costs to conserve cash and stay afloat. This can include actions like reducing staff, freezing salaries, and deferring capital expenditures. (Kraus, Litzenberger, & Turnbull, 2011)

Raising capital: To meet their obligations and fund their operations, organizations may need to raise capital. This can include actions like issuing new stock, selling assets, or borrowing from banks or other lenders. (Chang & Huang, 2005)

Debt restructuring: If a company is heavily in debt, it may need to restructure its debt to reduce interest payments and improve cash flow. This can include refinancing; negotiating with lenders to lower interest rates or extend repayment periods, or declaring bankruptcy. (Cakici & Tan, 2011)

Improving operations: Organizations may be able to weather a financial crisis in some cases by improving their operations and becoming more efficient. This can include things like better supply chain management, less waste and inefficiencies, and more productivity. (Cho & Kim, 2016) It is important to note that organizations' responses to financial crises can differ depending on their specific circumstances, the severity of the crisis, and the overall economic climate. Organizations must carefully consider their options and select the best response for their needs and circumstances.

Fumak possesses a correct and conscious cost management setup. Compared to traditional enterprises, they save on transaction costs in many notable aspects such as making their profit margin less. They also urge and encourage employees to better their cost consciousness by reducing the use of resources during the completion of their tasks. Fumak faced various financial challenges due to the economic effects of the COVID-19 pandemic, such as reduced demand for their services, disruptions in supply chains, and increased costs associated with adapting to the new business environment. To overcome these challenges, Fumak implemented measures such as cost-cutting, diversifying their services,

developing new marketing strategies, and taking advantage of government aid programs.

Strong strategies and solid management resources that can guarantee business continuity during a crisis are necessary for a company to emerge from a financial crisis. The new spending model can benefit greatly from relatively insignificant modifications and adoptions. The underlying move toward conquering a monetary emergency is to recognize the principal issue that caused it. Firms must devise a long-term or permanent strategy to overcome the crisis, regardless of whether it is caused by an internal factor, an external factor, or a global crisis. When dealing with an external or global factor like the Covid-19 pandemic, for instance, it is critical for a company to identify the financial issues it can address once the pandemic has passed. The more quickly a company can respond with a strong, positive strategy, the better. It may experience worsening financial circumstances or file for bankruptcy if it fails.

CHAPTER 3. CRISIS MANAGEMENT AND TEAM EFFECTIVENESS
3.1 Adoption of effective strategies to mitigate crises

Adoption of effective strategies to mitigate crisis is a critical aspect of crisis management for companies. Effective strategies can help minimize the impact of a crisis on an organization's reputation, financial performance, and stakeholders. This section will outline some key strategies that companies can adopt to mitigate the impact of a crisis.

1. Develop a crisis plan and ensure its effectiveness

One of the most critical strategies for mitigating the impact of a crisis is to develop a crisis plan. This plan should outline the steps that the organisation will take in response to a crisis, including communication protocols, decision-making processes, and crisis management roles and responsibilities. To ensure the effectiveness of the crisis plan, it should be regularly reviewed and updated to reflect changes in the organisation's structure, industry, or the nature of potential crises. Additionally, the plan should be tested through regular crisis simulations and exercises to identify any potential gaps and make necessary improvements.

2. Establish a crisis management team

Another essential strategy for mitigating the impact of a crisis is to establish a crisis management team. This team should be composed of individuals from different departments within the organization who have the skills and expertise needed to manage a crisis effectively. The crisis management team should be responsible for developing the crisis plan, coordinating the organization's response to a crisis, and communicating with stakeholders. The team should be trained and regularly updated on the crisis plan to ensure that they are equipped to handle a crisis effectively.

3. Ensure effective communication

Effective communication is crucial during a crisis to manage the situation, ensure stakeholders are informed, and protect the organization's reputation. Companies must have a crisis communication plan in place that outlines how

communication will be handled during a crisis, including who will be responsible for communicating with stakeholders, the messaging that will be used, and the channels of communication. It is essential to communicate regularly and transparently with stakeholders to keep them informed of the situation's status and the organisation's response. Companies should also be prepared to respond to inquiries and concerns from stakeholders promptly.

4. Monitor and manage the organization's reputation

A crisis can have a significant impact on an organization's reputation, which can have long-term effects on its financial performance and stakeholder relationships. Companies must monitor their reputation closely during a crisis and take steps to manage it effectively.

This may include developing a crisis communications plan, responding quickly and transparently to inquiries and concerns, and engaging with stakeholders to address any issues that may arise. Companies must also be prepared to take responsibility for any mistakes or failures and take action to address them promptly.

The impact of crisis management strategies on the performance of small and medium-sized enterprises. The results suggest that effective crisis management strategies, such as risk assessment and contingency planning, can significantly improve organisational performance in the face of crises.

Adopting effective strategies to mitigate crises is critical for companies to manage and respond to crises effectively.

Developing a crisis plan, establishing a crisis management team, ensuring effective communication, developing relationships with key stakeholders, maintaining business continuity, and monitoring and managing the organisation's reputation are all essential strategies that companies can adopt to mitigate the impact of a crisis.

Companies can adopt effective strategies to mitigate crises and protect their reputation and bottom line. By responding quickly and transparently, implementing new policies and procedures, and prioritising the needs and safety of their customers, companies can successfully navigate even the most challenging crises.

5. Maintain business continuity In the event of a crisis, it is critical to maintain business continuity to minimize the impact on the organization's operations and financial performance. This can include establishing backup systems, identifying critical business functions, and ensuring that essential services and products are still available to customers. Companies must have a business continuity plan in place to ensure that they can continue to operate even in the face of a crisis.

6. Develop relationships with key stakeholders Developing relationships with key stakeholders, including customers, employees, suppliers, and regulators, is critical for managing a crisis effectively. Companies must proactively engage with these stakeholders and communicate with them regularly to keep them informed of the situation's status and the organization's response. By doing so, companies can build trust and credibility and minimize the impact of a crisis on their reputation.

7. Prioritize the needs and safety of customers During a crisis, companies must prioritize the needs and safety of their customers. This may involve taking steps to ensure that products and services are safe and accessible, communicating proactively with customers to address concerns and provide reassurance, and providing timely support to customers who may be affected by the crisis.

8. Implement new policies and procedures Crisis situations often require companies to implement new policies and procedures to manage the situation effectively. This may include changes to existing protocols, the implementation of new safety measures, or the introduction of new

communication channels. Companies must be flexible and responsive to the situation's evolving nature and be willing to adapt their policies and procedures accordingly.

9. Learn from past crises Finally, it is essential to learn from past crises and incorporate these lessons into future crisis management strategies. Companies should conduct a thorough analysis of the crisis response to identify areas for improvement, make necessary changes to the crisis plan and procedures, and ensure that the organization is better prepared for future crises.

Overall, the adoption of effective strategies to mitigate crises is critical for companies to manage and respond to crises effectively. By taking a proactive approach, prioritizing effective communication and stakeholder engagement, and maintaining business continuity, companies can successfully navigate even the most challenging crises. Additionally, learning from past crises and continuously improving crisis management strategies can help companies build resilience and be better prepared for future challenges.

Crises are inevitable and can occur at any time, making it essential for companies to have effective crisis management strategies in place. The Coca-Cola Company has faced several crises in the past, such as the 1999 Belgian crisis, the 2006 Dasani water crisis, and the recent COVID-19 pandemic. Through effective crisis management strategies, the company was able to overcome these crises and maintain its reputation and financial performance.

As a global company, Coca-Cola has faced numerous crises in the past, ranging from product recalls to allegations of human rights violations. In recent years, the COVID-19 pandemic has presented a unique set of challenges for the company, requiring it to adapt quickly to new market conditions and consumer behaviors. Mitigating the impact of crises is critical for the company to maintain its reputation, financial performance, and stakeholder relationships. One of the critical strategies for mitigating the impact of a crisis is to develop a crisis plan.

This plan should be regularly reviewed and updated to reflect changes in the organization's structure, industry, or the nature of potential crises. Additionally, the plan should be tested through regular crisis simulations and exercises to identify any potential gaps and make necessary improvements.

Another essential strategy is to establish a crisis management team that has the skills and expertise needed to manage a crisis effectively. The team should be responsible for developing the crisis plan, coordinating the organization's response to a crisis, and communicating with stakeholders. Effective communication is crucial during a crisis to manage the situation, ensure stakeholders are informed, and protect the organization's reputation. Companies must have a crisis communication plan in place that outlines how communication will be handled during a crisis, including who will be responsible for communicating with stakeholders, the messaging that will be used, and the channels of communication.

Furthermore, Coca-cola and Fumak must monitor their reputation closely during a crisis and take steps to manage it effectively. This may include developing a crisis communications plan, responding quickly and transparently to inquiries and concerns, and engaging with stakeholders to address any issues that may arise. Companies must also be prepared to take responsibility for any mistakes or failures and take action to address them promptly.

It is worth noting that adopting effective strategies to mitigate crises is critical for companies to manage and respond to crises effectively. Companies that implement effective crisis management strategies, such as risk assessment and contingency planning, can significantly improve their organizational performance in the face of crises. The impact of crisis management strategies on the performance of small and medium-sized enterprises suggests that effective crisis management strategies can improve organizational performance in the face of crises.

In conclusion, Coca-cola has to adopt effective strategies to mitigate crises and protect their reputation and bottom line. By responding quickly and transparently, implementing new policies and procedures, and prioritizing the needs and safety of their customers, companies can successfully navigate even the most challenging crises. Effective crisis management strategies are essential for maintaining an organization's reputation and financial performance and ensuring the safety and well-being of its stakeholders.

Developing a comprehensive crisis management plan, establishing a crisis management team, ensuring effective communication, prioritising safety and quality, building strong relationships with key stakeholders, and embracing innovation and agility are all essential strategies that Coca-Cola can adopt to mitigate the impact of a crisis. By doing so, the company can better position itself to navigate even the most challenging crises and emerge

3.2 Psychoanalytic View of the Crisis and Firm

The psychoanalytic view of crisis suggests that individuals and organisations may experience a range of emotions and behaviours during a crisis that are driven by unconscious desires, conflicts, and anxieties. In the context of organizations, crises can activate a range of defense mechanisms that serve to protect individuals and the organization from the anxiety and stress associated with the crisis. This view emphasizes the importance of understanding the underlying psychological processes that influence how individuals and organizations respond to crises.

When considering a person's receptiveness to the pathological symptoms that are conjugated with the crisis, it is neccessary to take into account the sociological, developmental, ecological, situational, and ecological aspect or factors. There are a number of theories that try to explain how people behave in a crisis from these different points of view. The psychoanalytic theory that Sigmund Freud proposed is one such theory. According to Kanel (2019), he hypothesized that each person has access to a finite amount of psychic energy.

This helps to explain the imbalance that occurs when people's coping mechanisms fail when they run out of mental energy. Additionally, it sheds light on the reasons behind individuals with psychiatric conditions' poor crisis management skills. In the administration of people in emergencies, it is shrewd to assess the impacted person's self image strength and assume control over its capability (Kanel, 2019). This is due to the fact that patients with personality disorders and psychotic conditions are unable to deal with a crisis because they need to use psychic energy to deal with previous traumatic experiences.

Crisis intervention has greatly benefited from the existenceential theory. The hypothesis recommends that tension is a basic part of presence and can be utilized to work with self-improvement (Kanel, 2019). In essence, it would hinder individual development if there were no worries brought on by new life experiences. As a result, anxiety encourages taking risks and personal development. The idea that suffering can make people stronger is supported by the notion that every human being must suffer at some point in their lives. Additionally, the theory places an emphasis on accepting one's own responsibility, which directs the individual's attention to the decisions that led to the crisis (Kanel, 2019). These points of view help a person in crisis reframe the situation, which lessens the negative effects.

Concerning the organisation, building relationships is a principal part of crisis interference as it makes sure that there is a connection between the client and counsellor and that they talk to each other about their problems. Provided that clients feel a connection to their clinicians (in any case, questionable and brief), will they be receptive to the clinician's mediations. Therefore, the phase of building relationships cannot be undervalued. This is likewise the justification for why relationship building and mental contact stay significant all through the whole intercession. Respect, sincerity, empathy, equality, listening, and confidentiality must be adopted by managers or superiors in order to establish the appropriate relationship (Walmsley, 1994). Regard for subordinate is

fundamental for them to feel certain and gain the solidarity to push ahead. There are mentalities which must be taken on for assisting process with working. When starting a relationship that will encourage them to make positive changes, belief in them is more important than knowledge and advice. This implies not rushing to make judgment calls, but rather attempting to grasp their reasoning according to their perspective. In emergency mediation, the guide should foster an unmistakable comprehension of the occasion that hastened the emergency and the importance of the occasion to the client. Simultaneously, the client needs to feel the help that develops from being perceived. According to Walmsley (1994), listening skills in managers are helpful in establishing trust and encouraging employees to speak up. "Basic listening and responding skills are the prerequisites for opening gateways to all other therapeutic modalities," writes Gilliland and James (1997). The necessity of employing these skills is not diminished by the urgency of re-stabilizing the client as quickly as possible. If the counselor remains composed, confident, and optimistic throughout the crisis interview, it will also make things easier (Hersh, 1985). The client is reassured by the counselor's demeanor, which demonstrates that the counselor is not overwhelmed by the client's issue. The counselor may need to tell the client to if the client is extremely emotional and out of control.

Organizations and individuals can suffer catastrophic or irreparable damage from a crisis, regardless of its type or magnitude (Mitroff, 1988), such as the loss of lives (Pearson & Mitroff, 1993) and substantial financial losses (Mitroff, 2002). As Mitroff, Pearson, and Pauchant (1992) brought up, an emergency "influences a framework overall yet additionally threateningly affects its premise suppositions, its emotional identity, its 'existential center.' Crises can put a significant strain on the emotional, physical, cognitive, and behavioral capacities of individuals within an organization (Barnett & Pratt, 2000; Mitroff, 1988), bringing about an increased feeling of weakness and weakened sense making (Weick, 1993). Crises can have a devastating impact on an organization's long-

standing reputation and a wide range of stakeholders (Pearson & Mitroff, 1993). Additionally, organizations may "avoid at all costs the double-loop learning opportunity offered by crises" due to their rigid and defensive response to crises (Mitroff et al., 1992). Oddly, while emergencies are frequently depicted as undermining, it is additionally recommended that they may "bring about expanded authoritative imperativeness and life span" (Barnett and Pratt, 2000).

Managing an Organizational Crisis According to Pearson & Clair (1998) organizational crisis management is "a systematic attempt by organizational members with external stakeholders to avert crises or to effectively manage those that do occur." Various elements have been recognized that add to emergency the board achievement or disappointment. According to Mitroff et al.'s research, for instance, leaders' perceptions of risk and their capacity to deal with it have a direct impact on organizational cultural beliefs regarding the significance of crisis management, the need for it, and the potential outcomes of a crisis. 1996; Pauchant and Mitroff, 1992). According to Pearson & Clair (1998), leaders who do not recognize their organizations' vulnerability to crises are less likely to have plans for crisis preparation and prevention or to effectively respond to crises. In the meantime, the organization's collective decision-making may suffer as a result of the leaders' erroneous perceptions; Consequently, the organization's reality may not match the shared perceptions of risk and success (Turner, 1976). According to Mitroff (1988), a related study, an organization's culture is one major factor in how it responds to a crisis. While trying to assess emergency the executives results, specialists additionally offered a few rules. Three criteria, for instance, were identified by Pearson and Clair (1998). To start with, emergency measures are viable when activities are maintained or continued. Second, there are fewer losses to the organization and external stakeholders. Thirdly, learning happens so that lessons can be learned and used in other situations. However, these researchers also acknowledged the complexity and difficulty of discerning success from failure in crisis management.

Mitroff (1988) proposed that crises are similar in nature and outlined five fundamental steps for crisis management. This interaction model filled in as one of the three directing calculated structures for this review. Signal detection, preparation/prevention, containment/limitation of damage, recovery, and learning are the five steps. Further, according to Mitroff (1988), organizations must (1) identify early warning signals long before a crisis occurs, (2) test prevention and preparation mechanisms for any uncovered signs of weakness, and (3) test damage-limitation mechanisms to prevent further damage in order to effectively manage crises. 4) Evaluate existing short- and long-term recovery mechanisms, and 5) Continuously learn and reevaluate the practice of crisis management for future improvement.

Whether for the better or worse, crises frequently drive organizational change (Augilera, 1990; 2000, Barnett and Pratt). According to Stern (1997), going through a crisis typically alters people's mental models and challenges their beliefs and perceptions of the social and physical environment. It also raises questions about whether or not the existing organizational structures and procedures are adequate to deal with the situation. Further, emergency experience is typically joined by overwhelming inclinations of pressure, a feeling of misfortune, ineptitude, and urgency, which might prompt clash and protection from change (Bartunek and Moch, 1994) or strangely, trigger change (Schein, 1993), for instance, bringing about more thorough reasoning and basic reflection (Harsh, 1997).Given that, compelling administration of emergencies turns out to be considerably more vital to the association's drawn out benefit. According to Goodstein & Burke (1991), this process involves constantly learning from and evaluating the current state, determining the future state, and planning methods for achieving the desired state through the implementation of well-developed plans.

In the context of crisis management for Coca-Cola, the use of psychoanalytic methods can help the company understand the underlying emotional and

psychological factors that contribute to a crisis and develop effective strategies to address them. This section will provide recommendations on psychoanalytic methods of crises mitigation for Coca-Cola and examples of how these methods can be used to address specific crises.

1. Use of Emotional Intelligence: Emotional intelligence refers to the ability to understand and manage one's own emotions and those of others. In the context of crisis management, emotional intelligence can help companies identify and address the emotional needs of their stakeholders during a crisis. Coca-Cola can use emotional intelligence to better understand the emotional responses of its stakeholders during a crisis and develop targeted communication and support strategies to address these needs.

For example, during the COVID-19 pandemic, Coca-Cola could use emotional intelligence to understand the fear and anxiety that its employees, customers, and other stakeholders may be experiencing. Coca-Cola could develop targeted communication and support strategies that address these emotional needs, such as offering mental health support services, providing regular updates on safety protocols, and implementing measures to protect employee and customer safety.

2. Development of a Crisis Narrative: Crisis narratives refer to the stories that companies tell about a crisis and its impact on the organization and its stakeholders. In the context of crisis management, a crisis narrative can help companies frame a crisis in a way that resonates with its stakeholders and supports its brand image. Coca-Cola can develop a crisis narrative that acknowledges the emotional impact of a crisis on its stakeholders and positions the company as a responsible and proactive actor in addressing the crisis.

For example, during the Dasani water crisis in the UK in 2004, Coca-Cola could have developed a crisis narrative that acknowledged the concerns of its stakeholders and positioned the company as taking proactive measures to address

the issue. The company could have framed the crisis as an opportunity to improve its water sourcing and production processes and highlighted its commitment to transparency and stakeholder engagement in addressing the issue.

3. Use of Psychoanalytic Techniques: Psychoanalytic techniques refer to the use of therapeutic techniques, such as active listening and empathy, to understand the underlying emotional and psychological factors that contribute to a crisis. In the context of crisis management, psychoanalytic techniques can help companies identify the emotional and psychological needs of their stakeholders and develop targeted communication and support strategies to address them.

For example, during the product recall crisis in 1999, Coca-Cola could have used psychoanalytic techniques to understand the emotional responses of its stakeholders, such as anger, fear, and distrust. The company could have used active listening and empathy to address these emotional needs and develop targeted communication and support strategies, such as providing regular updates on the recall process, offering refunds or exchanges, and implementing measures to prevent similar issues in the future.

In conclusion, the use of psychoanalytic methods of crisis mitigation can be an effective approach for companies such as Coca-Cola to understand the underlying emotional and psychological factors that contribute to a crisis and develop effective strategies to address them. By using emotional intelligence, developing crisis narratives, and using psychoanalytic techniques, Coca-Cola can better understand the emotional needs of its stakeholders during a crisis and develop targeted communication and support strategies that address these needs. This can help the company to protect its reputation, maintain stakeholder trust, and emerge from a crisis stronger and more resilient.

Psychoanalytic methods of crisis mitigation can be useful for Fumak to manage crises that may arise due to factors such as data breaches, spam complaints, or negative social media attention. These methods can help the

company address the underlying psychological and emotional factors that may be contributing to the crisis, as well as the practical steps that need to be taken to mitigate the impact of the crisis. Here are some recommended psychoanalytic methods of crisis mitigation Fumak can use, with some examples of how to adapt them.

1. Identify and address the root causes of the crisis The first step in psychoanalytic crisis mitigation is to identify the underlying psychological and emotional factors that may be contributing to the crisis. This may involve exploring the company's internal culture, processes, and values to understand the root causes of the crisis. For example, if the crisis is due to a data breach, it may be useful to examine the company's data privacy policies and the ways in which employees are trained to handle sensitive information.

Once the root causes of the crisis have been identified, the company can take steps to address them. This may involve implementing new policies or procedures, such as more robust data security measures, or addressing cultural issues that may be contributing to the crisis.

2. Use active listening to understand stakeholders' concerns Another psychoanalytic method that can be useful in crisis mitigation is active listening. Active listening involves giving the speaker your full attention and seeking to understand their perspective without judgement or interruption. This can be particularly useful in a crisis situation, as it can help the company to understand stakeholders' concerns and work towards addressing them.

For example, if the crisis involves a high volume of spam complaints, the company may need to listen to the concerns of its email subscribers and take steps to address their concerns. This may involve reviewing the company's email marketing practices and making changes to ensure that emails are relevant and valuable to subscribers.

3. Engage in open and honest communication Open and honest communication is crucial in any crisis situation. This involves being transparent about the situation, acknowledging any mistakes or failures, and providing regular updates on the company's response to the crisis. Open and honest communication can help to build trust with stakeholders and demonstrate the company's commitment to addressing the crisis.

For example, if the crisis involves a data breach, the company may need to communicate openly and honestly with its customers about the extent of the breach and the steps it is taking to address the issue. This may involve issuing a public statement, holding a press conference, or communicating directly with customers via email or social media.

4. Utilize empathy and emotional intelligence Empathy and emotional intelligence are important qualities in crisis management. Empathy involves understanding and sharing the feelings of others, while emotional intelligence involves the ability to recognize and manage one's own emotions and those of others. These qualities can be useful in managing the emotional impact of a crisis and in developing effective strategies to address the situation.

For example, if the crisis involves negative social media attention, the company may need to utilize empathy and emotional intelligence to understand the perspective of those who are posting negative comments. This may involve engaging with these individuals directly, addressing their concerns, and working to find a resolution that satisfies both the individual and the company.

5. Address underlying psychological issues Finally, psychoanalytic crisis mitigation may involve addressing underlying psychological issues that may be contributing to the crisis. This may involve working with a mental health professional to address issues such as anxiety, depression, or trauma that may be impacting the company's ability to manage the crisis effectively.

For example, if the crisis is due to an employee's actions, the company may need to address underlying psychological issues that may have contributed to the employee's behavior. This may involve providing the employee with access to mental health services

One key psychoanalytic method is the use of empathetic communication, which involves acknowledging and addressing the emotions and concerns of customers during a crisis. This approach can help to build trust and empathy, leading to a more positive outcome for both the customer and the company.

Another approach is the use of customer segmentation and targeting, which can help companies to better understand their customers' needs and preferences. By tailoring their messaging and marketing efforts to specific customer segments, companies can reduce the likelihood of a crisis and mitigate its impact if one does occur.

Finally, Fumak can use data analysis and predictive modelling to identify potential crises before they occur. By monitoring customer behavior and identifying patterns that may indicate a problem, companies can take proactive steps to prevent a crisis from happening in the first place.

In conclusion, psychoanalytic methods can be a valuable tool for companies looking to mitigate the impact of crises. Once Fumak can understand the emotional and psychological factors that drive customer behaviour, companies can develop targeted strategies to prevent and address potential crises. Whether through empathetic communication, customer segmentation and targeting, or predictive modelling and data analysis, Fumak can take proactive steps to protect its reputation and maintain customer trust.

3.3 Cognitive, Emotional and Social Response to Crisis

During a crisis, individuals experience cognitive changes that can affect their ability to process information and make decisions. One common cognitive response to a crisis is tunnel vision, which refers to the tendency to focus only on

the most immediate and salient aspects of the crisis while ignoring other important information. This can lead to suboptimal decision-making and a failure to recognize the full extent of the crisis.

Employee perceptions of the crisis response strategy of their organization are likely to have a direct impact on perceptions of the organization, its leaders, and the work environment. Despite the fact that a number of theories have proposed explanations for this proposition, we use social exchange and organisational support theories as guiding frameworks. Specifically, social trade hypothesis (Blau, 1964; Homans, 1958) proposes that the nature of connections between two not entirely set in stone by their shared trades (Cropanzano and Mitchell, 2005), which can be applied to representative associations with both authoritative pioneers and the utilizing association (Brown et al., 2005). Therefore, employees are more likely to exhibit positive attitudes and behaviors when they believe that their employer has implemented favorable policies or procedures (Masterson et al., 2000).

In the same way, organizational support theory (Eisenberger et al., According to Kurtessis et al. (1986), in the social exchange relationship between an organization and its employees, employees develop attributions based on the favorability of the treatment they receive, leading to reciprocal responses. 2017). For instance, Caesens et al. found that employees' attitudes and well-being can be negatively impacted by unsupportive organizational practices, which can lead to feelings of exploitation (Caesens et al., 2017). Hierarchical help hypothesis is established in the fundamentals of social trade hypothesis, as seen help from a worker's association is the establishment for assessing social trade (Wayne et al., 1997). Employees examine leader actions or processes in which they are involved and then draw conclusions about leadership based on the outcome of those events, according to research (Jantzi & Leithwood, 1996). This is how employees form perceptions of leadership.

Cognitive responses to crises refer to the mental processes that individuals and organizations go through when experiencing a crisis. These responses can include problem-solving, decision-making, and information processing. In the case of Coca-Cola, the cognitive response to crises has been evident in the company's crisis management strategies. One example of this is the development of the company's crisis management plan, which outlines the steps that Coca-Cola will take in response to a crisis. This plan includes communication protocols, decision-making processes, and crisis management roles and responsibilities.

Another cognitive response to crises that Coca-Cola has demonstrated is the ability to adapt and innovate. The company has recognized that the world is constantly changing, and crises can arise at any moment. To address this, Coca-Cola has diversified its product offerings, moved into new markets, and expanded its reach through digital channels. This cognitive response to crises has enabled Coca-Cola to stay ahead of the curve and remain relevant in an ever-changing business landscape.

Emotional responses to crises refer to the feelings that individuals and organizations experience when facing a crisis. These responses can include anxiety, fear, anger, and uncertainty. In the case of Coca-Cola, the emotional response to crises has been evident in the company's communication with stakeholders.

One example of this is the company's response to the Dasani water crisis in the UK in 2004. When it was discovered that the water was sourced from a tap, not a spring, Coca-Cola issued a statement acknowledging the mistake and offered refunds to customers. This emotional response demonstrated empathy and concern for the customers affected by the crisis.

Another example of an emotional response to a crisis that Coca-Cola demonstrated is the company's response to the COVID-19 pandemic. Coca-Cola pledged to donate $120 million to support COVID-19 relief efforts,

demonstrating a sense of community and responsibility to help those affected by the crisis. (Financial aid)

Social responses to crises refer to the actions that individuals and organizations take to manage their reputation and maintain their social standing in the face of a crisis. These responses can include public relations campaigns, stakeholder engagement, and corporate social responsibility initiatives. In the case of Coca-Cola, the social response to crises has been evident in the company's communication with stakeholders and their commitment to sustainability.

One example of this is the company's commitment to sustainability, demonstrated through initiatives such as their "World Without Waste" program. This program aims to collect and recycle the equivalent of every bottle or can that Coca-Cola sells globally by 2030. This social response to a crisis has helped to position Coca-Cola as a responsible corporate citizen and has helped to mitigate potential negative impacts on the company's reputation.

Another example of a social response to a crisis that Coca-Cola has demonstrated is its engagement with stakeholders. The company has established relationships with key stakeholders, including employees, customers, and suppliers, to ensure that they are informed and engaged in the company's decision-making processes. This social response has helped to build trust and confidence in Coca-Cola and has enabled the company to manage crises when they arise effectively.

Past crises and the cognitive, emotional, and social responses to these crises, here are some recommendations for the company to manage future crises better

Train employees on crisis management:

Fumak should provide regular training to employees on crisis management. Employees should understand their roles and responsibilities during a crisis, the steps that the organization will take in response to a crisis, and how to communicate effectively with stakeholders. This training should be incorporated

into the company's overall employee development program to ensure that all employees are prepared to manage crises effectively.

Monitor social media:

Fumak should have a team dedicated to monitoring social media channels during a crisis. This team should be responsible for identifying potential issues, responding to inquiries and concerns, and providing updates to stakeholders. By closely monitoring social media, Fumak can respond quickly to potential issues and prevent negative sentiment from spreading.

Establish a crisis management team:

Fumak should establish a crisis management team that includes individuals from different departments within the organization who have the skills and expertise needed to manage a crisis effectively. The crisis management team should be responsible for developing the crisis plan, coordinating the organization's response to a crisis, and communicating with stakeholders. The team should be trained and regularly updated on the crisis plan to ensure that they are equipped to handle a crisis effectively.

Conduct regular crisis simulations:

Fumak should conduct regular crisis simulations to test the effectiveness of its crisis management plan and identify any potential gaps. These simulations should involve the crisis management team and other key stakeholders to ensure that everyone understands their roles and responsibilities during a crisis. By conducting regular simulations, Fumak can identify potential issues and make necessary improvements to its crisis management plan.

Prioritize employee well-being:

During a crisis, it is essential to prioritize employee well-being. Fumak should provide resources and support to employees who may be experiencing stress or anxiety. This can include access to counseling services, flexible work arrangements, and other forms of support. By prioritizing employee well-being,

Fumak can ensure that its employees are better equipped to manage crises effectively.

Overall, effective crisis management requires a multifaceted approach that addresses cognitive, emotional, and social responses to crisis. Companies that prioritize open communication, collaboration, and a supportive work environment are better equipped to manage the negative impacts of crises and emerge stronger and more resilient. By gathering information from multiple sources, utilizing data analytics, providing emotional support for employees, prioritizing employee safety, promoting transparency and accountability, encouraging teamwork and collaboration, and providing opportunities for volunteerism and community involvement, companies can mitigate the negative impacts of a crisis and build a culture of resilience. However, it is important to note that each crisis situation is unique, and companies must be flexible and adaptable in their response strategies. With the right strategies Coca-Cola and Fumak can better manage future crises and minimize their impact on the organization.

3.4 Team and Individual Response to Crisis

While the overarching objectives will largely remain the same across all organisations, such a team's actual responsibilities will undoubtedly differ from one organization to the next. These goals are in place to help maintain employees' health and safety while also ensuring business continuity. The individual responsibilities of an organisation's crisis response team include the following:

- Making or following an emergency correspondence intends to keep workers, clients and the media refreshed;

- guaranteeing that resources are set up to permit representatives to work remotely;

- establishing procedures to safeguard the health of anyone who is required to enter the office, such as an IT professional responding to an outage; furthermore,

- making an arrangement to guarantee the association's monetary endurance, like lessening costs or applying for government awards.

Typically, the crisis response teams are made up of employees from the legal and human resources departments, as well as important stakeholders from the IT department and various business units. Because they are tasked with anticipating and formulating a response to a wide range of potential crises, these teams frequently have a wide range of members. When a crisis occurs, it is advantageous for businesses that do not have a team in place to create a smaller team that is solely focused on the present circumstance. Recruiting individuals who are well-suited to address a particular aspect of the crisis response is one approach to this task. For instance, somebody requirements to foster conventions for keeping workers solid, both now, and when the pandemic starts to die down. Someone from the HR department might be a good fit to work on developing new health protocols for employees.

Additionally, there ought to be participation from at least one member of the organization's legal team. In order to ensure that the team's actions are not inadvertently putting the organization in legal jeopardy, someone from the legal team will need to review the decisions that the team is making in response to the crisis. One of the primary responsibilities of the response team is to keep the company's operations running smoothly. As a result, the team will typically require the participation of an IT department representative. A strategy that allows users to work from home will need to be developed by the IT department. Even when there is no regular staff in the office, the IT department must still maintain mission-critical workloads.

It is essential to select a member of the team who will be in charge of conveying important information to employees, customers, and the media. In a perfect world, such correspondences ought to come from one of the association's senior chiefs. At long last, the association's money division will assume an essential part in the emergency reaction group. Funding will almost certainly be required for the acquisition of IT resources and the implementation of new health protocols. The money division will be expected to help with financing for projects related with the association's reaction. The amount of incoming revenue required to keep the organization afloat can be determined by employees of the finance department. They might be able to give you ideas for increasing revenues or

Coca-Cola Company has faced several crises over the years, including issues related to product safety, environmental concerns, and human rights. In this article, we will explore the team and individual response to crisis for Coca-Cola.

Coca-Cola provides training to its employees on how to respond to a crisis, including how to recognize a crisis, how to report a crisis, and how to act in a crisis situation. The company also has established crisis management roles and responsibilities for its employees, including a crisis management team and crisis coordinators at each location.

Another key strategy for effective individual response is to ensure that individuals have the necessary emotional and psychological support during a crisis. Crisis situations can be emotionally challenging and stressful, and it is essential to provide support to individuals to help them cope. Coca-Cola provides counseling and support services to its employees in the event of a crisis, including access to mental health resources.

Individual response to crisis can play a significant role in mitigating the impact of a crisis on a company's reputation and financial performance. Consumers, employees, and other stakeholders can react emotionally and cognitively to a crisis, which can affect their behavior towards the company. Therefore, it is essential for Coca-Cola to address individual responses to the crisis proactively.

One of the critical factors influencing individual responses to a crisis is the degree of trust that stakeholders have in the company before the crisis occurs. Companies with a history of transparency, accountability, and responsible behavior are more likely to maintain stakeholder trust during a crisis. Coca-Cola has built a strong reputation over the years as a responsible and ethical company, which has helped them to mitigate the impact of crises in the past.

Another factor that can influence individual responses to a crisis is the degree of emotional and cognitive involvement that stakeholders have with the company. For example, consumers who have a strong emotional attachment to a brand may react more strongly to a crisis than those who do not. Similarly, employees who feel a strong sense of loyalty and commitment to the company may respond differently to a crisis than those who do not.

To address individual responses to a crisis, Coca-Cola should focus on communicating regularly and transparently with stakeholders. This can help to build trust and provide reassurance that the company is taking the necessary steps to address the issue. Coca-Cola should also be prepared to listen to the concerns and feedback of stakeholders and address them promptly and effectively.

In 1999, Coca-Cola faced a crisis when it was discovered that some of its products in Europe contained a batch of contaminated carbon dioxide, which led to complaints of a foul taste and a bad odor in the products. The company responded quickly to the crisis by recalling the affected products, conducting extensive testing, and implementing new quality control measures. Coca-Cola also worked closely with regulators and offered compensation to affected consumers.

In response to the crisis, consumers and other stakeholders reacted emotionally and cognitively, with some expressing concerns about the safety and quality of Coca-Cola products. However, the company's strong reputation for responsible behavior and transparency helped to mitigate the impact of the crisis. Coca-Cola also focused on addressing individual responses to the crisis by

communicating regularly and transparently with stakeholders and addressing their concerns promptly and effectively.

In conclusion, effective crisis management is essential for companies like Coca-Cola to mitigate the impact of crises on their reputation and financial performance. A crisis can have cognitive, emotional, and social impacts on both the company and its stakeholders. Therefore, it is essential to develop effective crisis management plans, establish crisis management teams, ensure effective communication, and address individual responses to the crisis. Coca-Cola has demonstrated its ability to respond effectively to crises in the past and can continue to do so by adopting these strategies.

Based on the analysis of Coca-Cola's response to the Dasani water crisis, here are some recommendations for team and individual responses to a crisis:

1. Engage in self-reflection and learning
2. Prioritise stakeholder needs
3. Develop a crisis communication plan

To implement these recommendations, Coca-Cola should conduct regular crisis simulations and exercises to test their crisis management plan and the effectiveness of their crisis management team. Additionally, they should continuously monitor their reputation during normal operations and be prepared to take swift action in response to any issues that arise.

Coca-Cola should also invest in ongoing training and development for their employees to ensure that they have the skills and expertise needed to handle crises effectively. This may include training on crisis communication, stakeholder engagement, and self-reflection and learning.

In conclusion, the recommendations for team and individual responses to a crisis for Coca-Cola include establishing a crisis management team, developing a crisis communication plan, prioritizing stakeholder needs, and engaging in self-reflection and learning. By implementing these recommendations, Coca-Cola can effectively respond to crises and protect their reputation and bottom line.

In 2019, Coca-Cola experienced a significant crisis when a former employee was charged with stealing trade secrets from the company and attempting to sell them to PepsiCo Coca-Cola. (2019, August 14). Coca-Cola responded quickly by alerting law enforcement and working closely with investigators to address the issue. The company also issued a public statement expressing their commitment to protecting their trade secrets and taking action to prevent similar incidents from happening in the future.

Fumak should establish clear communication channels by creating a system for effective communication during a crisis. Ensure that all team members are informed about the crisis, its impact, and the necessary actions to be taken. Use email, instant messaging tools, or project management software to facilitate real-time communication and keep everyone updated.

Provide Training and Education: Conduct regular training sessions to educate employees about crisis management and response. This should include training on identifying warning signs, appropriate communication techniques during a crisis, and specific actions to take to minimise the impact of the crisis. Enhance the team's knowledge and skills through workshops, webinars, or external resources.

Foster a Supportive Work Environment: Create a culture that encourages open communication, collaboration, and support among team members. During a crisis, it is essential to provide psychological support to individuals who may be experiencing stress or anxiety. Encourage team members to express their concerns and provide them with resources or counselling services if needed.

Implement a Feedback Mechanism: Establish a feedback mechanism that allows team members to provide suggestions and insights during a crisis. Encourage employees to share their ideas, concerns, and observations, which can contribute to effective crisis management. Consider implementing regular feedback sessions or anonymous surveys to gather valuable input from the team.

Fumak can use Implementation of these recommendations:

Communicate the recommendations to all team members through meetings, presentations, or email communication.

Assign a crisis response team responsible for overseeing the implementation of the recommendations and monitoring the team's adherence to the response plan.

Provide necessary resources and support, such as training materials, external experts, or technology tools, to facilitate the implementation of the recommendations.

Regularly assess and evaluate the effectiveness of the implemented strategies and make adjustments as needed.

Encourage open dialogue and feedback from team members throughout the implementation process to address any challenges or concerns.

Celebrate successes and recognise the efforts of individuals and teams in effectively responding to the crisis.

By implementing these recommendations, Fumak can enhance its crisis management capabilities, improve team and individual responses during a crisis, and minimize the impact on business operations and customer satisfaction.

Overall, effective crisis management requires both effective team and individual responses to the crisis. Companies that prioritise effective crisis management and invest in building their team and individual responses to the crisis will be better equipped to weather future crises and emerge stronger. Creating rapidly changing information for their employees. Managing a crisis is a complex and challenging process, requiring both individual and team responses. Coca-Cola is an example of a company that has had to navigate various crises throughout its history and has learned valuable lessons along the way. In conclusion, prioritizing team and individual response to crisis in Fumak is crucial for maintaining business continuity and ensuring customer trust. By fostering a culture of preparedness, providing the necessary resources and support, and

implementing effective strategies, the company can successfully navigate through crises and emerge stronger, reinforcing its position as a leader in the industry.

CONCLUSION

To conclude the entire discussion of this thesis, it can be said that the management of the companies has a crucial role pertaining to the sustainability of the company. Crisis management is a crucial aspect of business functioning, as it helps mitigate the negative impact of crises and ensures the company's survival and resilience. The response to a crisis can be approached from both individual and team perspectives.

All companies are vulnerable to crisis, be it internal or external. However, how well an organisation adapts and prepares for a crisis is crucial to its success. Given today's competitive landscape, businesses need help to stay ahead of their competitors in all aspects. Maintaining a competitive edge has become highly challenging for companies. This requires organisations to embrace themselves with the latest technologies and techniques while simultaneously designing strategies that aid them in sustaining themselves in the long run. This is fundamental because organisations no longer have the option to be rigid or put themselves in an unchanged position. After all, the dynamic environment we reside in today requires immediate adaptation and flexibility.

From an individual perspective, employees and leaders must be equipped with the necessary skills and knowledge to respond effectively to crises. This includes training programs, crisis simulations, and communication strategies. Individual responses to crises can vary based on their cognitive, physical, and emotional reactions. It is important for individuals to remain calm, adaptable, and proactive in crisis situations.

From a team perspective, effective teamwork is essential for crisis management. A well-functioning crisis management team can collaborate and coordinate their efforts to address the crisis at hand. The team should have clear roles and responsibilities, effective communication channels, and established decision-making processes. Teamwork allows for a collective and collaborative response, pooling together diverse perspectives and expertise.

Different types of crises require different response strategies. The classification of crises, such as the predictability-influence matrix, probability-impact matrix, and locus-controllability matrix, helps in understanding the nature of the crisis and formulating appropriate response plans. Crisis management models and theories, such as the Stakeholder Theory of Crisis Management, Chaos Theory, and Situational Crisis Communication Theory, provide frameworks for addressing crises effectively.

The crisis typology is an essential tool that helps organizations to understand the nature of the crisis they are facing and develop appropriate responses. The typology should be based on the cause of the crisis, the scope, and the level of impact on the organization. By understanding the different types of crises, organizations can develop appropriate crisis management strategies that can help them mitigate the impact of the crisis on their operations.

Internal crises are crises that arise from within the organization, and they are often a result of poor organizational behavior. Organizational behavior refers to the actions and attitudes of employees and how they impact the overall performance of the organization. Internal crises can take different forms, including financial crises, operational crises, reputational crises, and legal crises.

Companies can prevent internal crises by promoting a culture of ethics and integrity, establishing effective communication channels, and implementing sound policies and procedures. When an internal crisis occurs, the organization should respond promptly and decisively by conducting an investigation, identifying the root cause of the crisis, and implementing corrective actions.

External crises are crises that originate from outside the organization, and they can be caused by natural disasters, economic downturns, political instability, and social unrest. External crises can have a significant impact on an organisation's operations, reputation, and financial stability.

Companies can respond to external crises by developing a crisis management plan that outlines the steps to be taken in response to the crisis. The plan should

include a communication strategy that provides timely and accurate information to stakeholders, a business continuity plan that ensures that critical operations continue during the crisis, and a recovery plan that outlines the steps to be taken to return to normal operations after the crisis.

Companies should adopt a proactive approach to crisis management, focusing on prevention and preparedness. This includes risk assessment, crisis planning, and implementing preventive measures. However, reactive measures are also necessary for handling crises that occur unexpectedly.

Companies cannavigate and mitigate crises effectively, organisations must adopt a proactive approach to crisis management, focusing on prevention and preparedness. This involves conducting risk assessments, developing crisis plans, and implementing preventive measures. However, it is also crucial to be agile and responsive to handle unexpected crises that may arise.

In summary, effective crisis management requires a combination of individual and team responses. Individuals need to be equipped with the necessary skills and mindset to respond to crises, while teams should be well-organized, collaborative, and capable of making quick and informed decisions. crisis management could establish and clarify long-term crisis management and strategic plans to support intervention methods that prepare for unforeseen situations. The secret to preserving an organisation's reputation after a crisis interruption and assuring ongoing profitability is developing a successful crisis management strategy that utilises engagement, professionalism, and experience.

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Annendix

PESTEL ANALYSIS OF USA (COCA-COLA	
Political	- Governments play a significant role in responding to natural and financial crises by providing funding, resources, and support. - Workplace behavioral crises may involve legal and regulatory issues that require compliance with government laws and regulations. - Technological crises may require government intervention in terms of regulations and safety standards.
Economic	- Financial crises can have a significant impact on the economy, resulting in reduced consumer spending, job losses, and reduced economic growth. - Organizations may need to adapt their business models during a financial crisis to stay afloat, such as reducing costs, raising capital, or restructuring debt. - Technological crises can also have an economic impact, as organizations may face financial losses due to system failures or cyber attacks.
Social	- Natural disasters can have a significant impact on society, resulting in loss of life, property damage, and displacement of people. - Workplace behavioral crises can have a negative impact on the morale and well-being of employees, leading to lower productivity and increased turnover. - Technological crises can also affect society, such as compromising personal data and privacy, which can have long-term social consequences.
Technological	- Advances in technology can help organizations respond to crises more efficiently and effectively, such as using social media and online platforms to communicate with stakeholders during a crisis. - Technological crises may require organizations to have specialized knowledge and skills to address the issue, such as cybersecurity experts. - The increasing use of technology in the workplace can also lead to behavioral crises, such as cyberbullying or harassment.
Environmental	- Natural disasters are often caused by environmental factors, such as extreme weather conditions or natural phenomena. - Organizations may need to consider the environmental impact of their operations and crisis response strategies, such as reducing carbon emissions or using renewable energy sources. - Technological crises may also have environmental consequences, such as industrial accidents or pollution caused by system failures.
Legal	- Workplace behavioral crises may involve legal issues, such as discrimination, harassment, or safety violations, which can lead to legal action. - Organizations may also need to comply with legal and regulatory requirements during a crisis, such as data privacy laws or safety standards. - Financial crises may also have legal implications, such as bankruptcy proceedings or regulatory investigations.