Overcoming Challenges in Times of Crisis: Innovation, Leadership and Customer Relationship Management During Business Crises

Recibido: 24 abril 2023 Aceptado: 28 agosto 2023

Jorge Aníbal Restrepo-Morales[1]

Juan Gabriel Vanegas-López[2]

Luis David Delgado Vélez[3]

Diego Alejandro López-Cadavid [4]

Resumen

El artículo tiene como objetivo analizar la importancia del liderazgo, la adaptabilidad y resiliencia organizativa, así como las estrategias de gestión de las relaciones con los clientes (CRM) durante las crisis y cómo estas influyen en la capacidad de las empresas del sector alimentario para afrontar y superar estas situaciones. En cuanto a la metodología, se realiza una revisión de la literatura científica sobre la gestión de crisis en las organizaciones, adaptabilidad, y estrategias de CRM en contextos adversos, mediante análisis de contenido se abordan distintas investigaciones y estudios de caso relativos a estos temas. Los resultados destacan la importancia de la resiliencia, el liderazgo y la innovación en la adaptabilidad organizacional frente a las crisis. Además, se identifican estrategias clave de CRM para crisis, como comunicación efectiva y empática, personalización y segmentación, adaptación de canales de interacción, fidelización y retención de clientes, y monitoreo y análisis de datos. Como líneas investigación futuras, se sugiere realizar investigaciones empíricas y estudios de caso para profundizar en la comprensión de cómo las organizaciones pueden aplicar efectivamente las estrategias de CRM y adaptabilidad organizacional en situaciones de crisis concretas.

[1] Docente Investigador en la Institución Universitaria Visión de las Américas. Colombiano. ORCID: 0000-0001-9764-6622 E-mail: jorge.restrepo@uam.edu.co
[2] Docente Investigador en el Tecnológico de Antioquia Institución Universitaria. Colombiano. ORCID: 0000-0003-1955-0195 E-mail: jvanegas1@tdea.edu.co
[3] Docente Investigador en la Institución Universitaria Esumer. Colombiano. ORCID: 0000-0002-3642-3692 E-mail: luis.delgado@esumer.edu.co
[4] Docente Investigador en la Institución Universitaria Visión de las Américas. Colombiano. ORCID: 0000-0003-2221-2381 E-mail: diego.lopezca@uam.edu.co

"Overcoming Challenges in Times of Crisis: Innovation, Leadership and Customer Relationship Management During Business Crises."
Jorge Aníbal Restrepo-Morales, Juan Gabriel Vanegas-López, Luis David Delgado Vélez, Diego Alejandro López-Cadavid

Palabras clave

adaptabilidad organizacional, gestión de crisis, resiliencia, liderazgo, estrategias de CRM.

Abstract

The objective of this article is to analyze the importance of leadership, organizational adaptability, and resilience, as well as customer relationship management (CRM) strategies during crises and how these influence the ability of companies in the food sector to face and overcome these situations. In terms of methodology, a review of the scientific literature on crisis management in organizations, adaptability, and CRM strategies in adverse contexts is carried out, and different research and case studies related to these topics are addressed through content analysis. The results highlight the importance of resilience, leadership, and innovation in organizational adaptability in the face of crises. In addition, key CRM strategies for crises are identified, such as effective and empathetic communication, personalization and segmentation, adaptation of interaction channels, customer loyalty and retention, and data monitoring and analysis. As future lines of research, empirical research and case studies are suggested to deepen the understanding of how organizations can effectively apply CRM and organizational adaptability strategies in specific crisis situations.

Keywords:

organizational adaptability, crisis management, resilience, leadership, CRM strategies.

Introduction

Crisis management in organizations has become an issue of increasing importance in today's world, given the multitude of phenomena and situations that can affect the normal development of business activities. These crises can arise both in changes in natural balances and in the social dynamics themselves (Andersson et al., 2020; Boin et al., 2018).

The Covid-19 pandemic had an unprecedented impact on various economic, social, and political sectors worldwide (World Health Organization, 2020). One of the most affected sectors was the food sector, which faced significant challenges in manufacturing, distributing, and marketing products (Bn, 2020; Hobbs, 2020).

The crisis has highlighted the vulnerability of supply chains, the need to adapt quickly to new demands and the importance of ensuring food security worldwide (FAO, 2020). In this context, food companies need to develop resilience strategies to deal with pandemic crises and ensure the continuity of their operations (Queiroz et al., 2020, Kumar et. al., 2022).

Adopting a comprehensive approach that addresses sustainable production, adaptive leadership and innovation can be crucial to improving these companies' ability to cope with crises (Manyena, 2014). This paper aims to analyze the production, governance, and innovation strategies that food companies can adopt to improve their resilience to sudden crises. Through a documentation and content analysis, the key practices and approaches that have enabled organizations to successfully face the pandemic and overcome its challenges are identified (Bowen, 2009).

This research contributes to existing knowledge on crisis management in the food sector (Hobbs, 2020) and offers practical recommendations for companies to effectively face future pandemics or other disruptive events (Manyena, 2014). In addition, it aims to stimulate discussion and the exchange of experiences between sector actors and promote public policies that facilitate the adoption of resilience strategies at company and sector level (Queiroz et al., 2020).

Literature review

Several investigations have addressed the study of crises and their impact on organizations from organizational theory in different perspectives:

In the work of Quiroz-González and Castaño-González (2020), analyze the challenges and approaches of organizations in crisis management, including the importance of resilience, leadership, and communication in times of crisis. Key trends in organizational adaptability are identified, such as the authors the incorporation of disruptive technologies and the development of new skills among managers and employees.

Turning to the research by Christensen et al. (2016), they engage in a comparative exploration of diverse organizational approaches to crisis management. Within their analysis, they underscore the pivotal role of resilience and adaptability within organizations. Moreover, their study delves into significant research domains within crisis management, encompassing investigations into the interplay

between public and private entities as well as responses to crises stemming from natural and social origins.

In a similar vein, Sánchez (2020) analyzes the role of leadership in crisis management and the adaptability of organizations from an organizational theory perspective. It highlights the importance of having resilient leaders who can adapt to rapid changes in the business environment (Muñoz, 2021). In addition, the role of innovation and collaboration in crisis management is discussed. From other theoretical perspective, Duchek et al. (2020) emphasizes the uncharted territory at the nexus of organizational resilience and diversity. They propose in fortifying resilience across anticipation, coping, and adaptation phases. The concept of resilience-enhancing diversity management emerges as a potent strategy for optimizing diversity's impact.

Furthermore, Williams et al. (2017) bring together the areas of crisis management and organizational resilience and identify strategies and approaches to deal with adverse situations. It analyzes the impact of crises on the governance and legitimacy of organizations and proposes an integrative framework that enables organizations to face and manage the challenges associated with crises.

In addition to the above factors, it is important to note that effective communication also plays a crucial role in crisis management and organizational adaptability. Clear and transparent communication enables managers and employees to make informed decisions and coordinate their actions appropriately to face adverse situations (Boin et al., 2021).

Therefore, it is crucial that organizations develop effective communication strategies and foster collaboration between the different actors involved in crisis management. Likewise, the ability of organizations to adapt to and manage crises is also influenced by external factors such as: B. the regulatory framework, public policies and support from other organizations and government agencies.

Likewise, Williams et al. (2017) points out that the impact of crises on the governance and legitimacy of organizations can have a significant impact on their ability to face and overcome adverse situations. It is therefore important that organizations collaborate with other organizations and adapt to changes in the political and regulatory environment.

Another relevant aspect of crisis management and organizational adaptability is anticipating and preparing for adverse situations. Early identification of potential

Revista Digital de Estudios Organizacionales
Núm. 03, julio-diciembre 2023, 12-30
ISSN: 2992-7145

"Overcoming Challenges in Times of Crisis: Innovation, Leadership and Customer Relationship Management During Business Crises."
Jorge Aníbal Restrepo-Morales, Juan Gabriel Vanegas-López, Luis David Delgado Vélez, Diego Alejandro López-Cadavid

risks and threats enables organizations to develop contingency plans and preventive actions to minimize the impact of crises (Christensen et al., 2016). In this sense, adopting proactive approaches and conducting crisis simulation exercises can be valuable tools to improve organizations' ability to face adverse situations.

Finally, it is important to mention that crisis management is a multidimensional construct and according to Hazaa et al. (2021) there are seven factors that affecting it: information technology, strategic planning, communications and social media, knowledge management, governance, leadership, and professional entities. In this sense, the explored theoretical perspectives in crisis management illuminate its intricate dynamics within organizations. These theories offer insights into crisis identification, response strategies, and recovery mechanisms, enhancing our comprehension of effective crisis mitigation (Williams et al. (2017; Duchek et al., 2020). Notably, these perspectives intersect with innovation by fostering adaptive strategies to navigate unforeseen challenges. Leadership emerges as a central theme, as effective crisis management relies on decisive guidance and strategic decision-making. Additionally, customer relationship management gains prominence, as these theories highlight the importance of maintaining trust and communication during crises, ultimately underscoring the interconnectedness of these theoretical underpinnings in shaping holistic crisis management approaches (James et al., 2011; Narayandas and Rangan, 2004).

Methodology

A documentary analysis of 32 secondary sources such as academic articles, reports and books is performed to identify the main trends in crisis management in organizations and their adaptability to social and environmental dynamics. The selected documents are examined using content analysis techniques and categorized according to the crisis types mentioned in the introduction. In addition, a systematic literature review is carried out to identify the most important, the main lines of research on the subject, and how companies in the food industry are facing an ongoing crisis due to Covid 19, which affects their raw material suppliers and, therefore, their supply chain. . Companies in the food industry are facing an ongoing crisis due to Covid 19, affecting their raw material suppliers and therefore their supply chain. In this sense, and in relation to the production, governance, and innovation strategies that food companies can adopt to face pandemic crises, the following working hypotheses can be proposed:

Hypothesis 1 (H1): The introduction of innovation strategies in food companies increases resilience and adaptability to pandemic crises.

Hypothesis 2 (H2): Effective and adaptive leadership in food companies improves crisis management.

Hypothesis 3 (H3): The implementation of CRM strategies is associated with a greater ability of food companies to cope with crises.

The COVID-19 pandemic has emerged not only as a stark cautionary signal about the vulnerabilities ingrained within agri-food systems (AFS), but also as a potent catalyst driving innovation across these systems. As Barrett et al. (2020) reveal, the pandemic has laid bare the escalating frequency of extreme events and inherent structural deficiencies, encompassing challenges related to equitable livelihoods, access to nutritious diets, resilience, as well as climate and environmental sustainability within AFS on a global scale. In this context, leadership and resilience, innovation, and Customer Relationship Management (CRM) take center stage as paramount factors for navigating the complexities of the current landscape. Barrett et al. (2021) argue that the pandemic has functioned as an accelerator for innovation within AFS, necessitating a critical reevaluation of prevailing processes and propelling the exploration of novel technologies, practices, and strategies. Simultaneously, the imperative for resilient and adaptive leadership becomes evident, as leaders are called upon to navigate unprecedented challenges and swiftly adapt to dynamic circumstances. Moreover, the significance of CRM strategies surfaces as paramount, as fostering effective communication and personalized engagement with customers becomes indispensable for maintaining trust and loyalty. In this multifaceted paradigm, these three categories converge to shape the trajectory of AFS, underscored by the urgent need to not only respond to the immediate crisis but to also lay a resilient foundation for a more sustainable and adaptable future. To carry out the content analysis, the following categories and subcategories are formed:

Category 1: Innovation strategies

1. Fostering innovation

2. Innovation in products and services

3. Digitalization and e-commerce

4. Innovation in production processes and systems

5.   Innovation in supply chain management

6.   Innovation in food packaging and preservation

7.   Adoption of emerging technologies

8.   Innovation in communication and marketing

9.   Adoption of hygiene and food safety measures

10.   Implementation of automation and digitalization technologies

11.   Developing resilient supply chains

12.   Adaptation to new distribution channels

13.   Diversification of products and services

Category 2: Leadership

1.   Resilient and adaptive leadership

2.   Clear and effective communication

3.   Collaboration and teamwork

4.   Empowerment and delegation

5.   Ethics and social responsibility

6.   Staff training and development.

7.   Managing employee emotions and well-being

8.   Implementation of shared responsibility policies

9.   M. Collaboration and strategic alliances

Category 3: CRM Strategies

1.   Effective and empathetic communication

2.   Personalization and segmentation

3.   Adaptation of interaction channels

4.   Customer loyalty and retention

5.   Data monitoring and analysis

Jorge Aníbal Restrepo-Morales, Juan Gabriel Vanegas-López, Luis David Delgado Vélez, Diego Alejandro López-Cadavid

In the fieldwork, we proceed to the coding of the research material, such as scientific articles and case studies, and in the Atlas.ti software, we assign the relevant content to the defined categories and subcategories. For example, if you find a study describing how a food company implemented sustainable production practices to minimize the impact of the pandemic, that content would be coded under the Sustainable Production subcategory within the Production Strategies category. This coding process allows for the analysis and identification of patterns and trends in food companies' strategies for dealing with pandemic crises, which will help to answer research questions and evaluate the hypotheses set out.

Results and discussion

The results show that organizations have developed different crisis management strategies and approaches depending on the type of crisis and its impact on the organization. There is also a growing interest in organizations' ability to adapt to the changes and challenges of society and the environment, which implies greater attention to innovation, communication, and the formation of resilient leadership. The content analysis shows that the food sector needs to face the crisis to improve its resilience.

This includes identifying alternative sources of raw materials, adjusting their production and distribution processes, and taking steps to ensure business continuity despite adverse conditions, such as:

Results of Category 1: Innovation strategies

Fostering innovation

Food companies must constantly look for new ideas and solutions to meet the challenges of a crisis. Leaders should foster a culture of innovation that motivates employees to creatively identify and address problems (Chesbrough, 2020).

Innovation in products and services

Food companies can develop new products or modify existing ones to meet the changing needs of consumers during a crisis. This could include creating healthier foods, products that are easy to prepare, or have a longer shelf life (Johansson et al., 2023).

Digitalization and e-commerce

Businesses can use digital technologies and e-commerce platforms to remain operational and effectively reach consumers during the crisis. Digitization can also improve efficiency in supply chain and inventory management (Pantano et al., 2020).

Innovation in production processes and systems

Companies should improve their production processes and management systems to increase efficiency and reduce costs in times of crisis. This may include adopting automation technologies, implementing more sustainable production practices, or adopting traceability systems (Aquilani et al., 2020).

Innovation in supply chain management

Adopting innovative supply chain management practices can help food companies manage disruptions and ensure product availability during a crisis (Verma et al., 2022). This may include supplier diversification, adoption of tracking technologies, and implementation of more agile logistic systems (Ivanov, 2020).

Innovation in food packaging and preservation

During a crisis, food companies can adopt new packaging and preservation technologies to extend shelf life and ensure the quality of their products. This can include the use of active and intelligent packaging, as well as non-thermal preservation methods (Realini and Marcos, 2020).

Adoption of new technologies

Food companies can use new technologies such as artificial intelligence, big data analysis and robotics to improve the efficiency and sustainability of their operations during a crisis. These technologies can also help identify innovation opportunities and streamline decision-making (Kamble et al., 2020).

Food companies stay in touch with consumers and adapt to their changing needs during a crisis.

This can include the implementation of content marketing, personalized promotions, and social media campaigns (Donthu and Gustafsson, 2020).

Adoption of hygiene and food safety measures

It is crucial that food businesses follow the recommendations of national and international health authorities to ensure food safety and prevent the spread of the virus in their facilities (World Health Organization [WHO], 2020).

Implementation of automation and digitization technologies

The introduction of automation technologies in production can reduce the need for plant personnel and reduce the risk of virus spread among employees (Bavel et al., 2020).

Developing resilient supply chains

Food companies should work closely with their suppliers and retailers to identify potential supply chain disruptions and create contingency plans to ensure continuity of food production and distribution (Ivanov and Dolgui, 2020).

Adaptation to new sales channels

The crisis has fueled the growth of e-commerce and demand for home delivery services. Food companies can adapt to these changes by expanding their distribution channels and offering direct-to-consumer delivery options (Kumar et al., 2022).

Product and service diversification

Food companies can explore new market opportunities and diversify their product offerings to adapt to changing consumer demands during the pandemic (Orengo-Serra and Sanchez-Jauregui, 2021).

According to the results obtained, during the pandemic crisis, food companies find strength and adaptability through innovative strategies such as the promotion of innovative culture, the creation of new products and services, the optimization of production and supply chains, the adoption of emerging technologies, the constant contact with consumers and the adaptation to online sales channels. Likewise, with its application, it is identified that food companies increase their capacity for reaction, operational efficiency, and diversification, allowing an agile response to challenges and unexpected changes such as the COVID-19 pandemic.

Results of Category 2: Leadership

During the crisis, food sector leaders must demonstrate resilient and adaptive leadership skills. This includes maintaining employee morale, making informed decisions about how to deal with the crisis, and clearly communicating the company's strategies and goals to all stakeholders. In addition, leaders must be open to innovation and collaboration, both inside and outside the organization.

Resilient and adaptive leadership

Food company leaders must be able to adapt quickly to changing situations and make effective decisions in times of uncertainty. Resilience and adaptability are crucial to ensure business continuity in times of crisis (Ishak and Williams, 2018).

Clear and effective communication

During a crisis, it is essential that food company leaders communicate in a clear, transparent, and timely manner with their employees, customers, suppliers, and other stakeholders. Effective communication can help maintain employee trust and engagement, as well as reduce uncertainty and panic (Cortez and Johnston, 2020).

Collaboration and teamwork

Leadership in times of crisis requires collaboration and teamwork. Leaders should foster an environment in which their employees can share ideas and cooperate in finding innovative solutions to meet the challenges of the pandemic (Gong and Ye, 2022).

Empowerment and delegation

Food company leaders must empower their employees to make decisions and take responsibility in their areas of competence, which can improve the responsiveness and adaptability of the organization during the crisis (Imran and Aldaas, 2020).

Ethics and social responsibility

In times of crisis, food company leaders must make ethical and responsible decisions that consider the well-being of their employees, customers, suppliers, and society at large. Adopting responsible business practices can contribute to a company's reputation and resilience in the long term (Stahl et al., 2020).

Staff training and development.

Food company leaders must ensure that their employees are adequately trained and have the necessary skills to face specific challenges related to the crisis. Investment in training and development can increase organizational resilience and its ability to adapt to adverse situations (Kaur and Kaur, 2021).

Managing employee emotions and well-being

During a crisis, leaders need to be attentive to their employees' emotional well-being and offer support to help them cope with the stress and anxiety associated with the situation. Implementing wellness programs and support measures can help maintain employee engagement and productivity (Ibrahim et al., 2021).

Implementation of shared responsibility policies

Food company leaders should establish policies that promote shared responsibility among employees, suppliers, customers, and other stakeholders in relation to crisis prevention and management. This shared responsibility can strengthen organizational resilience and improve ability to cope with future crises (Carroll, 2021).

M. Collaboration and strategic alliances

Collaboration with other companies, research institutions and public sector organizations can facilitate the sharing of knowledge and resources and promote innovation in the food sector during the crisis (Lakhani et al., 2020).

According to the results found in the literature, effective and adaptive leadership in food companies impacts communication with employees and stakeholders, fostering collaboration and empowerment, guiding with ethics and accountability, investing in staff training and well-being, developing shared responsibility policies, and promoting strategic partnerships. This combination of actions ensures business continuity, strengthens trust, stimulates innovation, and guarantees an efficient and ethical response to the challenges caused by the health crisis.

Results of Category 3: CRM Strategies

Customer relationship management ((CRM) is a strategic approach aimed at optimizing interactions with customers throughout their lifecycle to improve satisfaction, loyalty, and profitability (Ngai, 2005). Crises like the Covid-19 pandemic can have a significant impact on the relationships between companies

and their customers by leading to changes in consumer needs, expectations, and behavior (Navia-Nez and Stefanu-Lidorikiotu, 2021; Orengo-Serra and Sánchez-Jauregui, 2021). Given these scenarios, it is imperative that companies develop specific crisis management CRM strategies that allow them to quickly adapt to new market conditions and maintain solid and lasting relationships with their customers (Navia-Nez and Stefanu-Lidorikiotu, 2021).

Effective and empathetic communication

During a crisis, it is crucial to maintain clear, transparent, and timely communication with clients (García and Pérez, 2010). In addition, it is important to show empathy and understanding towards the situations and concerns of customers, offering appropriate solutions and support.

Personalization and segmentation

The crisis can generate changes in customer preferences and needs, which requires greater personalization and segmentation in the offer of products and services (Ngai, 2005). This involves identifying specific customer segments affected by the crisis and designing solutions tailored to their needs.

Adaptation of interaction channels

Crises can generate changes in consumption habits and in the preferred channels of interaction with companies (Orengo-Serra and Sánchez-Jauregui, 2021). Therefore, it is essential to adapt communication and sales channels, enhancing digital media and offering self-service and remote assistance options.

Customer loyalty and retention

During a crisis, it is essential to maintain and strengthen customer loyalty, offering incentives, promotions and loyalty programs adapted to new market conditions (Navia-Núñez and Stefanu-Lidorikiotu, 2021). In addition, it is important to proactively identify and manage customer loss risks by developing specific retention strategies.

Data monitoring and analysis

CRM data analysis is key to identifying trends, changes, and opportunities in customer behavior during a crisis (Ngai, 2005). This enables informed decisions and rapid adjustment of CRM strategies to respond to new customer demands and expectations.

Conclusions

Crisis management in organizations is a research area in constant evolution that requires adaptive approaches and strategies to meet the challenges and changes in social and environmental dynamics. The adaptability of organizations is key to their survival and success in an increasingly complex and interconnected world.

Crisis management in organizations and their adaptability to social and environmental dynamics is a topic of growing importance in academia and business. It has been found that leadership, innovation and CMR strategies are crucial factors in the adaptability and resilience of organizations to face and overcome crises First, resilience is a key aspect of organizations' ability to adapt to crises.

As Boin and Rhinard (2023) point out, organizations with greater resilience have a better ability to face and adapt to adverse situations. It is not just about surviving crises, but also learning from them and improving your strategies and approaches in dealing with future crisis situations. Therefore, resilience becomes a crucial factor in an organization's ability to face and overcome crises.

Second, leadership plays a fundamental role in crisis management and organizational adaptability. Sanchez (2020) argues that resilient and adaptable leadership is essential to face the rapid changes in the business environment. Resilient leaders are those who can adapt to adverse situations, maintain team cohesion, and make appropriate decisions in times of uncertainty. Specifically, some of the key strategic actions within leadership in times of crisis are communicating with employees and stakeholders, fostering collaboration and empowerment, investing in staff training and well-being, developing shared responsibility policies, and promoting strategic partnerships.

Furthermore, innovation and collaboration are also key aspects in crisis management as they enable organizations to meet challenges more effectively and develop novel solutions to overcome crises. Innovation and the incorporation of disruptive technologies are essential to improve organizations' ability to respond and adapt to crises. Some of the most frequent innovation strategies are the creation of new products and services, optimization of production and supply chains, adoption of emerging technologies, constant contact with consumers and adaptation to online sales channels.

According to Carrin and Scorza (2020), the implementation of new technologies and innovative approaches enables organizations to face crises, both natural and social, more efficiently and effectively. It observes how resilience, leadership and innovation are crucial factors in the adaptability of organizations to face and overcome crises.

Organizations with resilient leaders who foster innovation and develop strategies that focus on resilience are better prepared to meet the challenges presented by social and environmental dynamics. It is therefore crucial that organizations continue to explore and apply these approaches to face and overcome crises in an increasingly uncertain and volatile world.

Regarding organizational adaptability, there is a growing interest in innovating and incorporating disruptive technologies to improve responsiveness and adaptation to crises.

Effective communication and the formation of resilient leadership have also been identified as key aspects for crisis management, as they allow for better coordination and collaboration between the various actors involved in resolving crises with clients, adapting to new needs, expectations and behaviors that emerge during disruptive events develop.

This implies effective and empathetic communication, personalization and segmentation of the offer, customization of interaction channels, customer engagement and retention, and data monitoring and analysis. These crisis CRM strategies will help businesses stay connected with their customers, anticipate their needs, and provide value during tough times.

By putting these strategies into practice, companies can not only survive the crisis, but also strengthen their market position and promote long-term customer loyalty. Finally, the study of crisis management in organizations is expected to continue to develop in the coming years as new challenges emerge and new theories and approaches are developed to address them.

Research in this area will continue to be crucial in helping organizations manage and overcome the obstacles they may encounter in an increasingly uncertain and volatile world. The domain of organizational crisis management presents diverse avenues for future scholarly exploration. Prospective research can delve into digital resilience strategies, studying the interplay of information technology and cybersecurity in crisis response. Additionally, understanding the evolving dynamics

of crisis communication in the digital era, including social media influences, offers an intriguing trajectory. Lastly, exploring the impact of cultural diversity on crisis management strategies, alongside the examination of leadership paradigms and their crisis implications, stands as crucial directions. These future lines of research collectively enrich our grasp of effective crisis management strategies and bolster organizational resilience.

References

Andersson, U., Cuervo-Cazurra, A., and Nielsen, B. B. (2020). Explaining interaction effects within and across levels of analysis. Research methods in international business, 331-349.

Aquilani, B., Piccarozzi, M., Abbate, T., and Codini, A. (2020). The role of open innovation and value co-creation in the challenging transition from industry 4.0 to society 5.0: Toward a theoretical framework. Sustainability, 12(21), 8943.

Bassett, H. R., Lau, J., Giordano, C., Suri, S. K., Advani, S., and Sharan, S. (2021). Preliminary lessons from COVID-19 disruptions of small-scale fishery supply chains. World Development, 143, 105473.

Bavel, J. J. V., Baicker, K., Boggio, P. S., Capraro, V., Cichocka, A., Cikara, M., ... and Willer, R. (2020). Using social and behavioural science to support COVID-19 pandemic response. Nature human behaviour, 4(5), 460-471.

Béné, C. (2020). Resilience of local food systems and links to food security–A review of some important concepts in the context of COVID-19 and other shocks. Food security, 12(4), 805-822.

Birchall, J. (2013). Resiliencia en tiempos de crisis: el poder de las cooperativas financieras. International Labour Office.

Boin, A., and Rhinard, M. (2023). Crisis management performance and the European Union: the case of COVID-19. Journal of European Public Policy, 30(4), 655-675.

Boin, A., Ekengren, M., and Rhinard, M. (2021). Understanding the creeping crisis (p. 185). Springer Nature.

Bowen, G. A. (2009). Document analysis as a qualitative research method. Qualitative research journal, 9(2), 27-40.

Carrión, G., and Scorza, F. (2020). La Innovación Abierta como alternativa para el desarrollo en tiempos de crisis.

Carroll, A. B. (2021). Corporate social responsibility (CSR) and the COVID-19 pandemic: Organizational and managerial implications. Journal of Strategy and Management, 14(3), 315-330.

Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. Industrial Marketing Management, 88, 410-413.

Christensen, T., Lægreid, P., and Rykkja, L. H. (2016). Organizing for crisis management: Building governance capacity and legitimacy. Public Administration Review, 76(6), 887-897.

Cortez, R. M., and Johnston, W. J. (2020). The Coronavirus crisis in B2B settings: Crisis uniqueness and managerial implications based on social exchange theory. Industrial Marketing Management, 88, 125-135.

Donthu, N., and Gustafsson, A. (2020). Effects of COVID-19 on business and research. Journal of business Business researchResearch, 117, 284-289.

Duchek, S., Raetze, S., and Scheuch, I. (2020). The role of diversity in organizational resilience: a theoretical framework. Business Research, 13(2), 387-423.

FAO. (2020). COVID-19 and the risk to food supply chains: How to respond? Rome: Food and Agriculture Organization of the United Nations.

García, F. G., and Pérez, P. S. (2010). La comunicación de crisis como elemento clave de la comunicación empresarial. ICONO 14, Revista de comunicación y tecnologías emergentes, 8(2), 42-56.

Gong, J., and Ye, Y. (2022). The study of the relationship between teachers' leadership capacity and their decision-making styles in art primary school jilin province, China. Scholar: Human Sciences, 14(1), 255-255.

Hazaa, Y., Almaqtari, F., and Al-Swidi, A. (2021). Factors Influencing Crisis Management: A systematic review and synthesis for future research. Cogent Business & Management, 8(1), 1878979.

Hobbs, J. E. (2020). Food supply chains during the COVID-19 pandemic. Canadian Journal of Agricultural Economics/Revue canadienne d'agroeconomie, 68(2), 171-176.

Ibrahim, I., Ali, K., Al-Suraihi, W. A., and Al-Suraihi, A. H. A. (2021). The impact of COVID-19 pandemic on sustainability, employee retention, and innovative performance in the Malaysian manufacturing industry. Asian Journal of Research in Business and Management, 3(2), 132-139.

Imran, R., and Aldaas, R. E. (2020). Entrepreneurial leadership: a missing link between perceived organizational support and organizational performance. World Journal of Entrepreneurship, Management and Sustainable Development, 16(4), 377-388.

Ishak, A. W., and Williams, E. A. (2018). A dynamic model of organizational resilience: Adaptive and anchored approaches. Corporate Communications: An International Journal, 23(2), 180-196.

Ivanov, D. (2020). Predicting the impacts of epidemic outbreaks on global supply chains: A simulation-based analysis on the coronavirus outbreak (COVID-19/SARS-CoV-2) case. Transportation Research Part E: Logistics and Transportation Review, 136, 101922.

James, E., Wooten, L., and Dushek, K. (2011). Crisis management: Informing a new leadership research agenda. The Academy of Management Annals, 5(1), 455-493.

Johansson, B., Ihlen, Ø., Lindholm, J., and Blach-Ørsten, M. (2023). Communicating a Pandemic: Crisis Management and Covid-19 in the Nordic Countries.

Kamble, S., Gunasekaran, A., and Arha, H. (2019). Understanding the Blockchain technology adoption in supply chains-Indian context. International Journal of Production Research, 57(7), 2009-2033.

Kaur, S., and Kaur, G. (2021). Understanding the impact of human resource practices on employee competencies: evidence from Indian food processing industry. Employee Relations: The International Journal, 43(5), 957-978.

Kumar, M., Raut, R. D., Sharma, M., Choubey, V. K., and Paul, S. K. (2022). Enablers for resilience and pandemic preparedness in food supply chain. Operations Management Research, 15(3-4), 1198-1223.

Lakhani, K. R., Puranam, P., and George, G. (2020). What has changed? The impact of covid pandemic on the technology and innovation management research agenda.

Manyena, S. B. (2014). Disaster resilience: A question of 'multiple faces' and 'multiple spaces'?. International journal of disaster risk reduction, 8, 1-9.

Muñoz, J. M. V. (2021). La gestión flexible en las organizaciones, en entornos de incertidumbre. Gestión y Desarrollo Libre, 6(11).

Navia-Núñez, M., and Stefanu-Lidorikiotu, Y. (2021). Cambios esperados en relaciones interpersonales después de emergencia sanitaria. Delphi entre directivos españoles y colombianos. ECONÓMICAS CUC, 42(2), 53-76.

Narayandas, D., and Rangan, V. (2004). Building and sustaining buyer–seller relationships in mature industrial markets. Journal of Marketing, 68(3), 63-77.

Ngai, E. W. (2005). Customer relationship management research (1992-2002): An academic literature review and classification. Marketing intelligence and planning, 23(6), 582-605.

Orengo-Serra, K. L., and Sánchez-Jauregui, M. (2021). Coping with earthquakes and COVID-19: A perspective of customer relationship management. Estudios gerenciales, 37(159), 318-331.

Pantano, E., Pizzi, G., Scarpi, D., and Dennis, C. (2020). Competing during a pandemic? Retailers' ups and downs during the COVID-19 outbreak. Journal of Business research, 116, 209-213.

Queiroz, M. M., Ivanov, D., Dolgui, A., and Fosso Wamba, S. (2022). Impacts of epidemic outbreaks on supply chains: mapping a research agenda amid the COVID-19 pandemic through a structured literature review. Annals of operations research, 319(1), 1159-1196.

Quiroz-González, E., and Castaño-González, E. J. (2020). Las organizaciones del siglo XXI: historia, transformaciones y desafíos. Vesga, J. and García-Rubiano, M.(Eds.).(2020). Cultura organizacional y cambio. Editorial Universidad Católica de Colombia.

Realini, C. E., and Marcos, B. (2014). Active and intelligent packaging systems for a modern society. Meat science, 98(3), 404-419.

Sánchez, A. V. (2020). Liderazgo resiliente pertinente para una sociedad cambiante. Foro educacional, (34), 77-103.

Stahl, G. K., Brewster, C. J., Collings, D. G., and Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. Human Resource Management Review, 30(3), 100708.

Verma, V., Bisht, P., and Joshi, S. (2022). Sustainable Supply chain Systems of Food and Beverages SMEs in developing countries: Theoretical perspective. Journal of Decision Analytics and Intelligent Computing, 2(1), 36-52.

Williams, T. A., Gruber, D. A., Sutcliffe, K. M., Shepherd, D. A., and Zhao, E. Y. (2017). Organizational response to adversity: Fusing crisis management and resilience research streams. Academy of Management Annals, 11(2), 733-769.

World Health Organization. (2020). COVID-19 and food safety: guidance for food businesses. Interim guidance, 7 April 2020.