Examination of strategies and tactics for crisis response in emergency situations

Yaroslav Leonov| Severion Dangadze| Olga Chorna| Nataliia Smentyna| Anastasiia Fialkovska

Abstract
The article presents a comprehensive analysis of crisis management strategies in emergencies, focusing on the government’s role, the significance of international cooperation, and the strategies’ impact on the economy and society. Effective crisis management is a crucial challenge for states in the age of globalization and the increasing interdependence of global economies. They must be able to respond quickly to crises, minimize their negative consequences, and ensure sustainable recovery. The research is relevant because comprehensive approaches to crisis management that consider the specifics of modern global challenges are needed. The research aims to identify effective crisis management strategies that enable optimal use of state, private sector, and international community resources to overcome emergencies. The scientific value of the work lies in a comprehensive analysis of crisis management, including the role of government institutions, the private sector, and international cooperation. The research novelty stems from applying an integrated approach to crisis management, enabling the evaluation of the effectiveness of different strategies in the context of contemporary challenges. The research methods comprise literature analysis, comparative analysis of crisis management models, and case studies from various countries’ practices. The research findings suggest that a balance between solid government intervention and involving resources from the private sector and civil society is necessary for effective crisis management. The conclusions highlight the importance of developing flexible crisis management strategies that adapt to rapidly changing conditions and ensure effective recovery after crises. Further study is recommended to explore mechanisms for cooperation between the state, private sector, and international organizations. It will help to ensure the global economy’s resilience to future challenges.

Keywords: emergencies, government intervention, international cooperation, global economy, sustainable recovery, management strategies

1. Introduction

In an era marked by continuous flux in global dynamics, emergencies stand as an inescapable facet of our reality, compelling the mobilization of our intellect and collective determination. These crises, encompassing natural catastrophes, economic downturns, technological failures, and health crises such as pandemics, represent both significant challenges and pivotal opportunities. They not only test our resilience and capacity for adaptation but also present a chance for critical reassessment and transformation of our governance structures, societal norms, and global outlooks (Wodak, 2021; Mao, 2021).

Given the unparalleled nature of these challenges, delving into the analysis of crisis management practices and strategies emerges as a pressing ethical duty. It necessitates a profound comprehension of emergency response mechanisms and the application of cumulative experiences towards the cultivation of societies that are more resilient, adaptable, and fundamentally humane (Abbas et al., 2021; Ardito et al., 2021).

This article embarks on a thorough examination of crisis management strategies, drawing upon both historical and present-day instances. It endeavors to extract valuable lessons from past and ongoing crises, pinpointing both their successes and failures, with the ultimate goal of fortifying our preparedness for future challenges. The narrative seeks to identify efficacious strategies and decipher the underlying reasons for their success, aiming to extend these insights across a wider array of prospective future scenarios (Brecher & Wilkenfeld, 2022; Le & Phi, 2021; Klochan et al., 2022).

Thus, informed by experience, we derive lessons from bygone eras to mold the future. While crises remain an unavoidable element of our existence, their destructive potential can be mitigated, and our responses to them can become more effective and imbued with a deeper sense of humanity (Eriksson & Hallberg, 2022; Lee-Geiller & Lee, 2022).

The field of crisis management has a substantial body of literature covering theoretical approaches and practical applications. An analytical review of several key sources identifies the main research directions in this field.
For example, Abdalla et al. (2021) study focuses on crisis management, from risks to control, providing an overview of methods and directions. The authors examine various approaches to crisis management, highlighting the significance of adjusting management strategies to the specificity of risks to enable effective situation control.

The research conducted by Wut et al. (2021) extends the analysis to the hospitality and tourism sector, reviewing crisis management research from 1985 to 2020. The authors identify key themes and challenges in crisis management within hospitality and tourism. Leta and Chan (2021) critically reviewed crisis management research in hospitality, proposing a research agenda for further study. The authors emphasise the importance of studying past experiences to prepare for future crises, indicating the need to develop more effective crisis management strategies in the industry. In particular, Wodak (2021) focuses on crisis communication and management during COVID-19, analysing how communication strategies impact crisis management. The author explores how effective communication can contribute to better understanding and resolution of crises, especially in a pandemic. Brecher and Wilkenfeld (2022) focus on studying crises broadly, offering theoretical analysis and practical examples of crisis management. Their work helps to understand the complexity of crises and the importance of an integrated approach to their management.

The study conducted by Hassankhani et al. (2021) examines the contribution of smart cities to crisis management, specifically focusing on the COVID-19 pandemic. The authors emphasise the significance of technology in improving crisis management efficiency and draw attention to the lessons learned from the pandemic. Continuing the analytical review of literature on crisis management, we now examine the research conducted by Uy et al. (2023) on the application of adaptive crisis management theory and leadership dynamics during crises. This study highlights the importance of employing flexible leadership strategies that adapt to changing conditions, which is crucial for effective crisis management.

In this context Zhong et al. (2021) work focuses on crisis management in tourism, specifically during COVID-19. The authors highlight the significance of transparent communication and prompt response to crisis events to minimise the adverse effects on the tourism industry. Additionally, Abbas et al. (2021) sheds light on the role of social media during the COVID-19 pandemic, analysing its impact on crisis management, mental health, and challenges. The authors demonstrate the significance of social media as a tool for disseminating information, community support, and crisis management.

In their study, Ardito et al. (2021) examine the role of technology in adapting to crises, using COVID-19 outbreaks as an example. Their work highlights the potential of innovative technologies for adapting and utilising them in unforeseen circumstances, which can significantly improve the effectiveness of crisis management. Martinez (2023) investigated organizational culture’s influence on crisis management leadership strategies. Their findings highlight the significant role that an organization’s culture plays in shaping leadership approaches to crisis management, promoting adaptability and effectiveness. A series of studies by Burhan et al. (2021) has drawn attention to crisis management in Pakistan’s small and medium-sized hospitality sector during COVID-19. The authors identify specific challenges and strategies that can support resilience and recovery in the hospitality industry amid the pandemic. Deverell (2021) examines the professionalization of crisis management, using local-level communicators in Sweden as an example. The study highlights the significance of training and skill development in improving the effectiveness of crisis communication, which is essential for successful crisis management. Abbas (2021) examines crisis management in the healthcare sector in the context of transnational challenges and opportunities, focusing on the intersection of the COVID-19 pandemic and global mental health. The author emphasizes the importance of global cooperation in effectively responding to healthcare crises. McNamara (2021) analyses crisis management in higher education during COVID-19, specifically in the context of actor training. The study emphasizes adapting educational programs to new conditions, demonstrating the importance of flexibility and innovation in response to crisis situations.

Aldao et al. (2021) model crisis management and its impact on tourism in the 21st century using the COVID-19 pandemic as an example. The authors propose strategies to minimize the negative impact on the tourism sector, emphasising the importance of forecasting and planning. Abdoul-Azize and El Gamal (2021) analyze the role of social protection in crisis management, drawing on lessons learned during the COVID-19 pandemic. The study emphasizes the significance of social programs in supporting populations during crisis periods. Mao (2021) compares the political institutions, state capacity, and crisis management of China and South Korea. The analysis shows how political systems and state capacity affect crisis management effectiveness. Lo and Phi (2021) have developed an enhanced crisis management framework for the hotel sector based on strategic responses to COVID-19. This study highlights the importance of adaptability and innovation in crisis management strategies within the hotel industry. Eriksson and Hallberg (2022) have analyzed crisis management as a learning system, examining the dynamics of adaptation and transformation between crises. San et al. (2021) compared the responses to COVID-19 in Turkey and Iran, investigating crisis management in authoritarian regimes. The authors highlight the unique nature of managerial decisions in authoritarian systems, where governmental structures can impact the speed and effectiveness of crisis response.

In their analysis of crisis management in the short-term rental market during the COVID-19 pandemic from the stakeholders’ perspective, Miguel et al. (2022) emphasize the importance of considering the influence of governmental structures. This study shows the significance of modifying business models to adapt to changing conditions and identifying new opportunities to ensure resilience. Otto and Lumapenet (2022) examine school administrators’ technological leadership and
crisis management skills as key to school development in particular geographical regions. The authors underscore the importance of innovation and technological training for leaders to address crises effectively. Olsen et al. (2023) investigate collaborative crisis management, proposing a model of core competencies. This study highlights the importance of collaboration among organizations and sectors in developing effective crisis management strategies. Lee-Gailler and Lee (2022) analyze the contribution of digital governance to effective crisis management, using Korea’s response to COVID-19 as an example. The authors demonstrate how innovative digital solutions and technologies can facilitate rapid and effective crisis response. Van Hecke et al. (2021) examine crisis management policy by regional and international organizations in combating a global pandemic, analyzing the role of member states at the crossroads. The study highlights the complexity of international coordination and interaction in response to global crises. Kuipers and Wolbers (2021) study organizational and institutional crisis management, providing a theoretical overview and analyzing various approaches and strategies that can be applied in crisis conditions. Rayburn et al. (2021) focus on the future of marketing education, analyzing the student perspective on crisis management in higher education. The authors emphasize the importance of adapting educational programmes to crisis conditions to ensure educational continuity. Al-Janabi et al. (2022) investigate the role of educational organizations in crisis management strategy using a specific case study. This research underscores the importance of organizational learning and adaptation for effective responses to unforeseen challenges.

Overall, the literature review confirms the relevance and necessity of further research in crisis management. It acknowledges the complexity of the challenges faced by organizations and societies in crisis situations, highlighting the importance of an integrated approach that includes flexibility, innovation, international cooperation, and social support for effective crisis management.

The aim of this study is to gain a comprehensive understanding of crisis management mechanisms in emergencies. The focus is on identifying effective strategies and practices to minimise the negative impact of crises on the economy and society. It involves analyzing various management models that have been applied in practice in different countries and contexts, as well as developing a theoretical framework for building more resilient and adaptive crisis management systems. This research aims to study the complex interaction between crisis management’s economic, social, psychological, and political aspects. The objective is to identify critical success factors and develop recommendations for improving responses to future crises.

The study is limited by the internal diversity of crisis phenomena, which requires an appropriate understanding of crisis management strategies. Each crisis is unique and requires an individual approach that includes preventive, reactive, recovery, and adaptation strategies. However, it is challenging to develop universal management frameworks that can effectively cope with all types and scales of emergencies.

During the study, the Federal Reserve Economic Data (FRED) were used to examine quantitative easing within the framework of the central bank’s policy. The variability of the selected data is manifested in significant fluctuations in the volume of assets on the balance sheet of the Federal Reserve System of the United States during the period under review.

2. Methods

The research methodology is based on a systematic approach to identifying effective management mechanisms and understanding the underlying principles of successful crisis management. It considers various factors, from economic to social and psychological.

The proposed methodology integrates various disciplines and approaches, including economics, sociology, psychology, and political science, to deeply understand crisis management mechanisms. It involves using quantitative and qualitative research methods, ranging from statistical analysis of economic data to historical cases.

The focus is on conducting a detailed analysis of specific crisis management cases, which enables not only the evaluation of the effectiveness of applied strategies but also the understanding of the contextual factors that influence decision-making. This approach identifies best practices and potential pitfalls that governments and organizations may encounter during crises.

The methodology involves developing and analyzing theoretical crisis management models to predict the outcomes of applying different emergency strategies. Modelling enables the simulation of different scenarios and the evaluation of potential consequences of the measures being considered. It provides valuable insights for planning and decision-making.

3. Results

The diversity of crisis phenomena leads to various strategies and models of crisis management, which we will now understand as a set of processes, methods, and actions aimed at effectively responding to emergencies, minimising their negative impact on society and the economy, and restoring normalcy.

Crisis management strategies can be divided into four main types:

a) Preventive strategies: focused on preventing crises or minimising their potential impact. They include the development of preparedness plans, backup systems and early warning mechanisms;

b) Response strategies allow for immediately addressing a crisis and minimising its impact, including resource mobilisation, evacuation operations, and emergency assistance;

https://www.malque.pub/ojs/index.php/mr
c) Recovery strategies aim to restore the post-crisis situation to a pre-crisis or better condition. They include compensating victims, reconstructing infrastructure, restoring economic activity and social services;
d) Adaptive strategies focus on strengthening society and the economy’s ability to adapt to the new conditions caused by the crisis and to prevent similar crises in the future.

During development, each strategy requires a comprehensive approach encompassing economic, social, technological, and environmental aspects. It is crucial for strategies to be flexible and adaptable to changing conditions and unforeseen challenges.

Crisis management becomes an art of balancing different strategies and tactics in emergencies, where the stakes are high and time is limited. Remembering the value of forecasting, flexibility, and an innovative approach to crisis management is essential. By implementing comprehensive and multifaceted strategies, society can effectively respond to emergencies while strengthening its resilience and adaptability, thus building a more robust future.

Crisis management models are crucial in various emergency strategies. These models provide structured frameworks that aid in organizing crisis responses, minimising negative consequences, and promoting swift recovery.

Crisis management models involve identifying potential risks and threats, developing detailed action plans for various scenarios, mobilising resources, coordinating efforts between different agencies and organizations, and implementing mechanisms for post-crisis recovery. An effective crisis management model must be flexible, adaptable, and able to make quick decisions based on available information (Bondarenko et al., 2021; Zayed et al., 2022).

Understanding that crises have different natures and scales is crucial for effective crisis management. It requires tailored approaches to their management. A model that may work for natural disasters may not be suitable for technological accidents or epidemics. Therefore, it is essential to quickly adapt strategies and action plans to specific conditions and needs. Hence, numerous nations worldwide employ diverse strategies and tactics to effectively manage crises. For example, in the Netherlands, where there is a high risk of flooding, comprehensive water management programs are being implemented, including the creation of a system of dams, canals, and reservoirs that can prevent flooding of settlements. In agricultural regions affected by climate change, new farming methods and irrigation systems are being introduced to increase the resilience of the agricultural sector to climate change (Van Alphen, 2022). In particular, in Ukraine, during the military operations in the east of the country, large-scale evacuation operations were carried out to remove civilians from the conflict zone, ensuring their safety and minimizing risks to their lives. The provision of emergency assistance, including medical care and psychological support for the victims, is critical to reducing the impact of the crisis on people’s health and well-being (Remondelli et al., 2023).

During crises and emergencies, quantitative easing policy is often discussed. This policy involves the central bank purchasing government bonds, securities, and other financial assets to inject money into the economy.

In September 2019, on the eve of the COVID-19 pandemic, the Federal Reserve System of the United States initiated the fourth wave of quantitative easing since the Great Financial Crisis of 2008. On 15 March 2020, the Federal Reserve launched a quantitative easing program worth over $700 billion. The aim was to purchase assets and provide liquidity in response to the COVID-19 pandemic. As a result of these actions (Figure 1), the total assets on the Federal Reserve’s balance sheet exceeded $7.5 trillion by February 2024 (FRED, 2024):

![Figure 1 Assets: Total Assets. Source: FRED (2024)](https://www.malque.pub/ojs/index.php/mr)

Another crucial aspect of crisis management models is considering the human factor. Effective communication among all participants, from government officials to ordinary citizens, is critical for successful crisis management. It involves...
disseminating information about risks and necessary safety measures and ensuring open dialogue that allows for feedback and maintains societal trust.

Given the complexity and unpredictability of the modern world, crisis management models must be capable of responding to current challenges and anticipating future threats. Organizations must continually analyze the external environment, update preparedness plans, and invest in developing technologies and management methods to provide greater efficiency and resilience in responding to emergencies.

Crisis management models are essential tools in emergencies. They enable society and governments to survive crises and emerge from them more robust and better prepared for future challenges.

4. Discussion

Within the realm of crisis management strategies in emergencies, scholarly and practical discussions frequently center on three pivotal themes: the role of government in crisis management, the criticality of international cooperation, and the long-term impacts of these strategies on both the economy and society. These discussions elucidate a deep-seated conflict between the imperative for active governmental intervention to safeguard economic and social stability and the apprehensions regarding escalated governmental dominion over the economy (Ardito et al., 2021; Deverell, 2021; Leonov et al., 2020).

On one flank of the debate, the necessity for decisive governmental action is underscored as essential for averting severe economic downturns, ensuring financial market liquidity, bolstering employment, and fulfilling basic societal needs during crises. Conversely, concerns loom over the prospective long-term repercussions of expanding government influence, potentially curtailing market freedoms, stifling innovation, and heightening the likelihood of power misuse (Abdoul-Azize et al., 2021; Aldao et al., 2021; Bondarenko et al., 2022).

Navigating this dilemma demands the formulation and enactment of a nuanced approach to crisis management. In this vein, the government is envisioned as both a strategic orchestrator and a collaborator, engaging dynamically with the private sector and civil society. This encompasses not only immediate emergency responses but also strategic planning and investments targeted at bolstering societal and economic resilience against future perturbations (Burhan et al., 2021).

The incorporation of the private sector and civil society not only diversifies the pool of resources and expertise available for crisis management but also fosters innovation and bolsters the credibility of governmental actions among the populace. Transparency, openness, and responsive feedback mechanisms are integral to this collaborative framework, facilitating the agile adaptation of crisis management strategies to evolving societal exigencies and conditions (Lee-Geiller & Lee, 2022; Leta & Chan, 2021).

Hence, a balanced crisis management strategy, amalgamating robust governmental leadership with proactive engagement from the private sector and civil society, emerges as indispensable. Such an approach promises to underpin sustainable development over the long haul (Kuiipers & Wolbers, 2021).

Furthermore, in the context of an increasingly globalized and interconnected world economy, international cooperation emerges as a linchpin of efficacious crisis management. The discourse accentuates the necessity of synchronization amongst nations, global organizations, and financial entities to forge an effective crisis response. Establishing robust international alliances and information-sharing platforms is posited as crucial for augmenting crisis management efficacy and accelerating recovery processes (Van Hecke et al., 2021; Leonov et al., 2018).

Inter-country coordination, alongside collaboration with organizations like the United Nations, the World Bank, and the International Monetary Fund, is paramount for crafting and implementing coherent crisis response initiatives. These institutions are pivotal in ensuring effort harmonization, resource distribution, and the exchange of critical insights and best practices, thereby nurturing global solidarity and mutual support (Mao, 2021; Uy et al., 2023).

Building strong international alliances and platforms for exchanging information and resources facilitates swift and effective responses to crises. It also prepares countries for future challenges, strengthening global resilience and adaptability. For instance, the COVID-19 pandemic has highlighted the importance of international cooperation. It includes coordinated efforts on vaccine development and distribution and the exchange of medical knowledge and technologies. Such global cooperation has the potential to save lives and promote faster recovery (Chorna et al., 2023; Hubanova et al., 2021).

However, to achieve maximum effectiveness of such cooperation, it is necessary to maintain openness, transparency, and equality in relations among all participants. It requires countries to prioritize long-term global goals over short-term nationalist interests and to develop mechanisms for regulating and resolving conflicts that may arise while implementing joint initiatives.

In conclusion, international cooperation is necessary for crisis management and addressing global challenges. Effective coordination among countries and international organizations, the exchange of knowledge and resources, and joint planning and action can significantly increase the chances of the global community successfully overcoming future crises.

Finally, regarding the impact of crisis management strategies on the economy and society, this fundamental point encompasses discussions about the long-term consequences of crisis management for economic development and social stability. On the one hand, there is concern about the high costs of government interventions and their potential impact on national debt and inflation. On the other hand, inadequate or insufficient crisis response can lead to more profound social and
economic problems. The key to resolving this dilemma lies in determining the optimal balance between immediate measures to stabilize the situation and long-term investments in economic growth and social justice while ensuring resilience to future crises.

5. Conclusion

This article presents a detailed examination of crisis management strategies in emergencies, explicitly emphasizing the government’s role, the significance of international collaboration, and the effects of these strategies on the economy and society. The research has shown that crisis management requires a balanced approach involving strong government leadership, active private sector and civil society participation, and global coordination and cooperation.

To develop comprehensive response strategies, a deep understanding of the interdependence between economic, social, and political aspects is essential.

Involving the private sector and civil society can provide additional resources, knowledge, and innovative solutions that support government efforts and enhance intervention effectiveness.

International cooperation is essential for addressing global crises, as many challenges transcend national borders and require joint efforts at the international level.

The research findings highlight the importance of an integrated approach to crisis management and demonstrate its effectiveness in various contexts.

However, the research encountered limitations, including variability in available data and the specificity of each crisis, which requires further in-depth analysis.

Based on the findings, further studies on the mechanisms for effective interaction between the government, the private sector, and civil society are recommended. Additionally, international cooperation protocols should be developed to respond to future crises. Particular attention should be given to developing strategies that can adapt to rapidly changing conditions and challenges.

Ethical considerations

Not applicable.

Conflict of Interest

The authors declare no conflicts of interest.

Funding

This research did not receive any financial support.

References


