

Strategic agility's contribution in crises facing organizations: proposing a framework to analyze the relation between strategic agility and crises

مساهمة الرشاقة الاستراتيجية في مواجهة أزمات المنظمات: اقتراح إطار عمل لتحليل العلاقة بين الرشاقة الاستراتيجية والأزمات

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Abstract:

This study aims to scrutinize strategic agility's contribution and capabilities in dealing with crises through a framework that highlights their impact whereby the environment is utterly turbulent. It is well-known that strategic agility has a significant role in crisis; therefore, results concluded that it not only contains them as crisis management but also sees them as inevitable. Further, it deals with these expected crises and turns them into growth opportunities. Taking up Qantas and Airbnb as models, it seems that constant preparedness enables strategic agility to be achieved through knowledge and inner as well as outer open-relationships. This helps anticipate crises, empowering units, ease of reallocation, use of resources, diversification of results, and post-crisis reflection and adaptation.

Keywords: Strategic Agility; Crisis; Crises Management; Framework; Models.

JEL Classification Codes: L10, M10.

ملخص:

تهدف الدراسة إلى معرفة قدرات مساهمة الرشاقة الاستراتيجية في التعامل مع الأزمات من خلال اقتراح إطار عمل يوضح أثرها في الأزمات المختلفة حيث تكون البيئة مضطربة تماما، وخلصت النتائج إلى أن الرشاقة الاستراتيجية لها دور كبير في الأزمات ليس فقط احتواءها كنهج إدارة الأزمات ولكن النظر إليها على أنها حتمية والتعامل معها كأنها شيء متوقع في أي لحظة وتحويلها إلى فرص نمو. فالأصح هو الاستعداد المستمر الذي يمكن من تحقيق الرشاقة الاستراتيجية من خلال المعرفة ووجود علاقات مفتوحة من الداخل والخارج يساعد على توقع الأزمات، وتمكين الوحدات، وسهولة إعادة تخصيص واستخدام الموارد، وتنويع النتائج، ورد الفعل والتكيف بعد الأزمة. وهذا في ضوء عرض نماذج Qantas و AirBNB.

كلمات مفتاحية: الرشاقة الاستراتيجية، الأزمات، إدارة الأزمات، إطار عمل، نماذج.

تصنيفات JEL: M10، L10.

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INTRODUCTION:

In today's fast-paced and unpredictable business environment, organizations are continuously confronted with crises that pose significant challenges to their survival and growth. Due to policy challenges, digital transformation, globalization, and a plethora of different crises, where crises can arise from various sources, were including economic downturns, technological disruptions, natural disasters, pandemics, geopolitical shifts, and more. The business environment is currently witnessing its highest levels of disruption. These reasons combined -and maybe even more- can eventually affect business models negatively. Hence, this research aims to renew business and strategies in an agile way, anticipate abrupt crises and transform them into opportunities and innovations to achieve survival with growth. The study is not a comparative, but we wanted to clarify that crisis management is an earlier and important approach, especially for organizations that are not strategically agile and can normally align with strategic agility, but the gap covered by strategy agility is that it is also a proactive system and maximizes the opportunity to benefit from crises.

We have set the following problematic:

How could Strategic Agility contribute in facing crises? And how could the proposed Framework helps to achieve that?

Strategic agility has recently developed into a timely research matter. It also has opened up heated-debates due to rapid developments in the business environment and organizations' crisis. This latter, has affected major organizations, especially those which cannot cooperate with changes, and those unable to be strategically agile. Therefore, the emergence of certain deficiencies in earlier crisis management approaches, has led us to propose a framework with systematic steps based on the theoretical study and present some organizations models, that deals with crisis as imperative while also predictable through strategic agility capabilities.

This study seeks to achieve two objectives which are centered on:

- Provide theoretical knowledge about strategic agility and crises;
- Highlight the contribution of strategic agility in dealing with crises.

1- Introduction in Crises

1-1 Crisis Definition

A crisis is a major occurrence with a potentially negative outcome affecting the organization, company, or industry, as well as its publics, products, services, or good (Fearn-Banks, 2011, p. 2).

Alas and Gao define a crisis as a low probability event with serious negative consequences and a short response time (Alas R & Gao J, 2012, p. 4).

Crisis Management, according to the Institute for Crisis Management, is any issue, problem, or interruption that results in unfavorable stakeholder reactions and weakens the organization's ability to operate profitably. (Bilić, 2017, p. 102).

1-2 Crisis Lifecycle

According to Ritchie (2004), a crisis lifecycle has six stages. The pre-event phase provides an opportunity to prevent or minimize a potential crisis. Secondly the prodromal stage is when the crisis is inevitable. During the emergency phase, enterprises take action to rescue people and property, after which people's short-term needs are met in the intermediate phase. The long-term phase involves a continuous stream of actions to implement previously

prepared strategies or develop new ones to repair infrastructure, implement reinvestment policies, and gather information about disaster management. Finally, the resolution phase represents the return to routine or a shift to a new status (Ritchie, 2004, p. 672).

1-3 Characteristics of Crises

Different characteristics of crises can be outlined (Kuzmanova, 2016, p. 257):

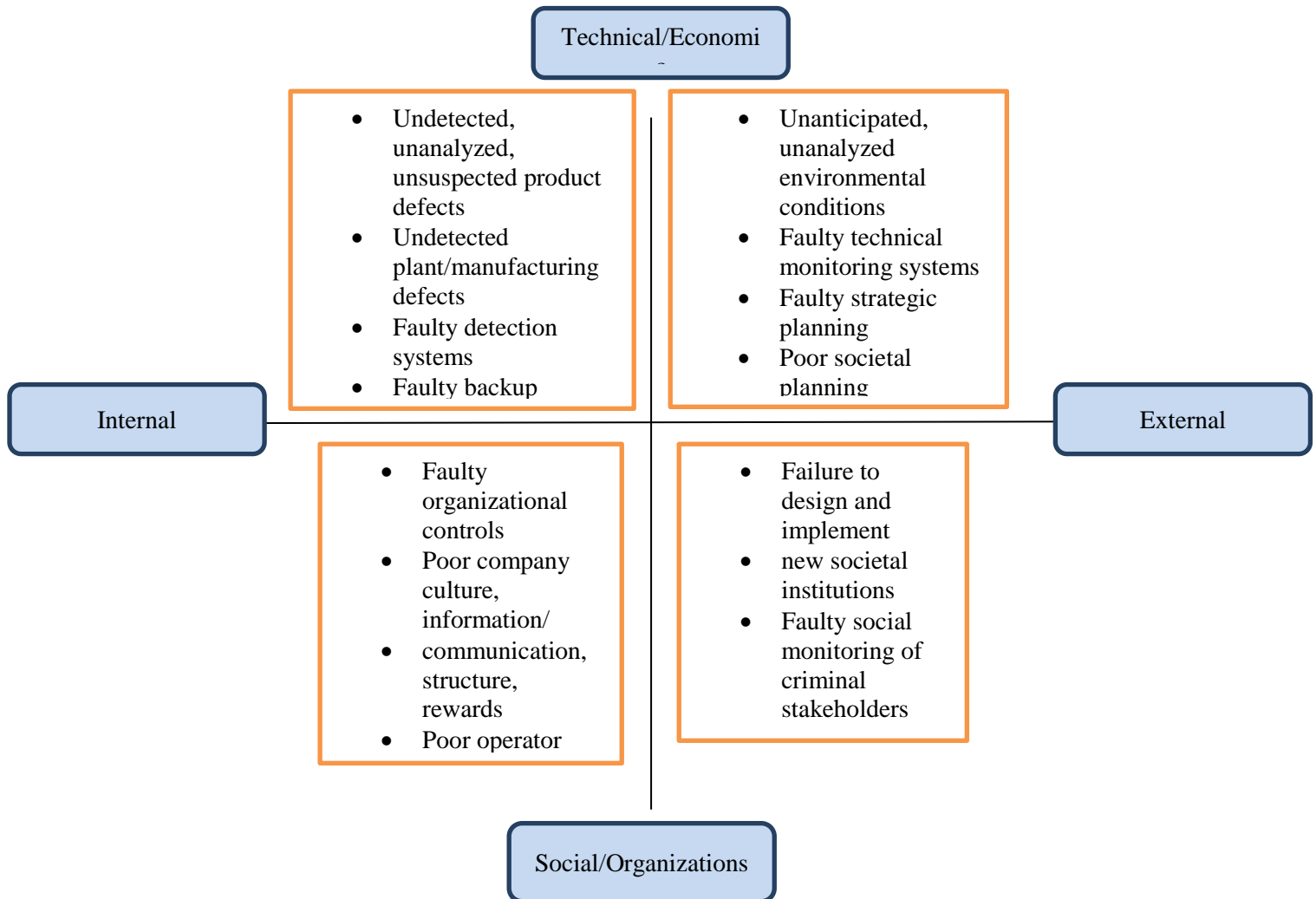
- A crisis presents both a threat to the performance of the organization and an opportunity for its further development;
- Ambivalence of the outcome: survival or end of the organization.
- Crises are difficult to forecast and present high risk;
- A key factor to the successful handling of crisis phenomena and processes is the effective management of relationships of the organization stakeholders’;
- Crises quickly leave the unit where they first appear;
- Because there is a lack of time and other resources, crises cause surprises for the company;
- The options for taking action are immediately limited by a crisis.

1-4 Crisis types

There are several types of corporate crisis, technical/ economic and People/Social/Organizational (Mitroff I I, Shrivastva P, & Udwadia F E, 1987, p. 287):

- **Internal Technical/economic crisis:** Product/service defects, Plant defects/industrial accidents, Computer breakdown, Defective, undisclosed information, Bankruptcy;
- **External Technical/economic crisis:** Widespread environmental destruction/ industrial accidents, Large-scale systems failure, Natural disasters, Hostile takeovers, Governmental crises and International crises;
- **Internal Social/organizational crisis:** Failure to adapt/change, Organizational breakdown, Miscommunication, On-site product tampering, Counterfeiting, Rumors, sick jokes, malicious slander, Illegal activities, Sexual harassment, Occupational health diseases;
- **External Social/organizational crisis:** Symbolic projection, Sabotage, Terrorism Executive kidnapping, Counterfeiting False rumors, malicious slander and Labor strikes.

Fig (1): Reasons of each type of crisis



Source: Mitroff, 1987, p 288 (Mitroff II, Shrivastva P, & Udwardia F E, 1987, p. 288)

2- Introduction in Crises Management

2-1 Crises Management Definition

Crises management is defined as a systematic process by which an organization attempts to predict or identify potential crises that an organization may encounter, take precautions to prevent the crises, or minimize the effects of the crises (Preble, 1997, p. 777).

Crisis management is a process of strategic planning for a crisis or negative turning point, a process that removes some of the risk and uncertainty from the negative occurrence and thereby allows the organization to be in greater control of its own destiny (Fearn-Banks, 2011, p. 2).

According to Blank crisis management is a system of principles and methods applied for the development and implementation of a set of specific managerial decisions aiming to raise the awareness about the occurrence of organizational crises and their management while minimizing their adverse consequences (Kuzmanova, 2016, p. 256).

2-2 Phases of Crises Management

There are four phases of crisis management that can help keep a focus on the organizations' long-term strategy (Chadha, 2020):

Phase 1: Mitigation

There are six items to consider during the mitigation phase:

- Create a risk management team;
- Designate a coordinator who is ready to act;
- Create, or evolve, a business continuity plan (BCP) to determine how will serve institution's community during a time of crisis;
- Create a communications strategy and communication channels for communicating with stakeholders and communities both on and off campus;
- Understand budget ramifications and which areas of revenue and expense are most likely to be impacted for the access of financial resources when needed.

Phase 2: Preparedness

There are three items to consider during the preparedness phase:

- Periodically review insurance policies to make sure what is covered and make adjustments as needed;
- Making a plan in place to hold remote/virtual board meetings;
- Create a crises communications plan.

Phase 3: Response

There are nine items to consider during the response phase:

- Triage the most pressing issues;
- Analyze budget implications and create contingency plans;
- Put the business continuity plan into action;
- Implement e-working;
- Rearrange staffing needs;
- Manage the stress response from all stakeholders: staff, students, trustees, donors, funders;
- Access response/recovery funds and insurance benefits and stabilize cash flow;
- Observe where the disaster reveals weaknesses in your organization and begin prioritizing how to fix them in the future.

Phase 4: Recovery

There are 10 items to consider during the recovery phase:

- Rebuild learning models to evaluate what is possible in this new environment;
- Adopt a strategic plan as needed;
- Access recovery funding;
- Address any organizational weaknesses revealed during the crisis;
- Acknowledge and manage the ongoing stress and trauma for all stakeholders;
- Emerge from triage decision-making and make better long-term decisions;
- Identify new areas for investment and divestment;
- Renegotiate stakeholder agreements, contracts, etc.

3- Introduction in Strategic Agility

3-1 Strategic Agility Definition

In 2010, Doz and Kosonen add strategic agility important to achieve agility of organization as a whole and define it as the ability to modify or reshape the strategy of the organization in a dynamic way to ensure compatibility with the requirements of the changing and unexpected environment, relying on the continuous and future sensing of the environment and the pursuit and commitment to achieve adaptation to the needs and desires of consumers in the light of the organization's vision, mission and strategic objectives (Doz & Kosonen, 2010, pp. 370-371).

Battistella et al (2017) defines the ability to dynamically and quickly review and revamp an organization or its strategy, by adapting to unexpected changes in the business environment (Battistella, De Toni, De Zan, & Pessot, 2017, p. 67).

3-2 Requirements of Strategic Agility

According to Dyer and Jeff in 2006, the requirements are as follows (Dyer & Jeff, 2006, p. 3):

- The ability to generate a continuous flow of improvements and innovations in products, services, processes and business models that help to achieve unexpected maneuvers and come up with a series of temporary competitive advantages;
- Allocate resources continuously, especially human resources or what is also called the workforce because the organization benefits from its human resources with changing business needs through rapid transition.

3-3 Strategic Agility Capabilities

Strategic Sensitivity: the sharpness of perception of, and the intensity of awareness and attention to, strategic developments (Doz & Kosonen, 2010, p. 371).

Strategic sensitivity means being open to as much information, intelligence and innovations as possible by creating and maintaining relationships with a variety of different people and organizations (Ofoegbu & Akanbi, 2012, p. 154).

Collective Commitment: the ability of the top team to make bold, fast decisions, without being bogged down in top-level 'win-lose' politics (Doz & Kosonen, 2010, p. 371).

for instance by giving individual executives responsibility for different stages in the company's value chain, instead of only giving them formal responsibility for a business unit.

Common functions and value creation logic can be utilized as integrators. Common, horizontal functions serve all the vertical units and therefore they have a companywide understanding of the needs of different units. Learning to work together is not easy for executives that have their own units, but it is crucial when it comes to reaching collective commitment. Focusing on corporate issues rather than unit-level ones, developing a shared incentive plan, setting clear objectives, and establishing a fair procedure can all help with this. However, it is also important to embrace conflicts rather than avoid them, as well as to keep the dialogue direct and informal (Ofoegbu & Akanbi, 2012, pp. 154-155).

Resource Fluidity: the internal capability to reconfigure capabilities and redeploy resources rapidly (Doz & Kosonen, 2010, p. 371).

Therefore, resources fluidity is the ability of an organization to cooperate with customers and partners of its business network in quick and continuous reconfiguration of the mixture of capabilities to form an innovative movement with relative facility. The increase in responsiveness of a company is achieved mainly through infrastructures, systems and

processes of business structured for it. Agile companies can reorganize and even reconfigure to invest in immediate and maybe temporary opportunities of market (Orojloo, Feizi, & Najafabadi, 2017, p. 91).

4- The relationship between Crises and Strategic Agility

The model that Mitroff (1987) supposed are not enough for prevent the crises and deal with it by deferent methods and by a total shape in a deferent and turbulent environment, This is where the importance of strategic agility emerges and our suggested framework.

Crisis management is one of the parts of strategic management, but there are some weaknesses as identified by Robert (2002). Analysis, by Robert of crisis situations that occurred over the last decade reveals that there are a number of conceptual black holes relating to crisis management techniques. The literature on crisis management has little pragmatic advice with respect to (Robert, 2002, p. 185):

- The language and practice of anticipation: a critical part of the crisis management process and the only part that can be conducted in a controlled, 'cold' environment;
- Rapid access to essential information in an appropriate format. Using The key questions. Include: what information should be gathered/made available? By whom? For whom? How often updated;
- Decision-making how many people, including senior managers, have been taught how to recognize and make effective decisions under conditions of stress and in the absence of sufficient information, time and resources?
- Psychological preparation of CMT members , every crisis command center is first and foremost an assembly of people , a chemically unstable mixture with its own personality, history and emotional dynamic;
- Appropriate training of CMT members : CMT members frequently complain about 'the explosion of the irrational' in the behavior and attitudes of the general public, the media and even politicians;
- Crisis Command Centre (CCC) design and location(s): The CCC's placement, architecture, and layout can have a big impact on how well the CMT performs and how well decisions are made. Where are the relevant operational studies?
- Crisis situations are defined by the lack of obvious solutions, the dearth of timely, accurate information, and the inability to adequately consider and discuss alternate courses of action. It is crucial that the CMT members make the most of the short amount of time they have to create effective crisis solutions. The chief executive of a corporation must deal with a problem personally;
- Senior management must actively participate and sponsor projects. Why then are such people generally unprepared? What levers can be used to make them see the importance of such preparation? Why do many top managers devote so little time to crisis management planning and training when the return on the small investment may be huge, and even commercially life-saving.

Taha explains that talking about strategic agility and the issues of the Fourth Industrial Revolution was a kind of luxury for some leaders and organizations, but with the start of this year 2020 and the outbreak of the Corona pandemic, the transition to the path of managing the crisis efficiently was easy and insignificant for institutions that thought about this approach, and institutions that planned crises and dedicated strategies for modernization, innovation and response to customers where they were able to easily cross to safety and overcome the risks of the crisis, and may even benefit from it remarkably. When it comes to the COVID-19 crisis, we find that the agile strategy that relied on reading the future and predicting the surprises it carries, especially from the risks, where experts suggest 96 percent of the reasons for the failure of organizations in times of crisis to not enjoy strategic agility (Taha, 2020).

According to various top academics and practitioners, "Strategic Agility" is one of the many ways that corporate organizations and governmental institutions can use to preserve their growth and excellence amid challenging environmental situations, Also is the most promising attributable to its ability to sublimate shocks experienced in market and business environment into opportunities that plug into vicissitudes in customer desires – in turn, achieving competitive preeminence. Thus, it should be no surprise that the continued talk about Strategic Agility in the specialized literature as "the key to success", and that we are living today in the "age of agile", and that only smart and strategically agile organizations can survive, prosper, and rapidly transform digitally achieving competitive advantage and developed their own operations and established a new natural situation, and used the unprecedented turmoil created by the Corona crisis as an opportunity to learn, transform, and rearrange priorities, in a technologically advanced but volatile and uncertain work environment. Although a dismal year (2020)¹ for most companies, governments, and most people and communities dominated by the Corona pandemic, out of the disruption of supply chains and consumption patterns, agile corporate organizations are (Elali, 2021, p. 6)

5. Analyze and Results

An organizational crisis is the “perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes” (Jin Y, Liu B. F, & Austin L.L, 2014, p. 75).

Strategic agility therefore signifies the ability of an organization to foresee, act and respond proactively strategy-wise to internal weaknesses or external opportunities and threats which affect the organization (Nkuda, 2017, p. 4).

Following from the inspected literature and deep analysis of the issue, it can be concluded that crisis management deal with the future just like strategic agility, and acknowledge it through analyzing the internal and external environment. However, it remains within the context of traditional strategic management: it only attempts to develop strategies to contain or avoid crisis but without developing a real proactive system to predict crises and benefit from them. Strategic agility, thus, is an approach that is capable of transforming such crisis into a massive beneficial developmental for organizations from predicting abrupt crisis to creating new opportunities and solutions. Forecasting practices are limited to crisis management. According to (Mitroff I I, Shrivastva P, & Udwadia F E, 1987, p. 289):

One shot (short-term)

- Chain of command installation;
- Installation of crisis management units;

Frequent (long-term)

- Design of specialized monitoring systems, Networks;
- Recruitment of external experts;

Immediate Environment (Limited Individual Parts)

- Ensure emotional preparation;
- Install social support groups;

Extended Environment (Systemic)

- Develop profiles of psychopaths, terrorists, copycats, etc...
- Re-examine organizational culture;
- Establish programs on business ethics;

There is an example of companies which used SA for reducing crisis and transfer it to opportunity and thrive while the other floundered (Wade, Joshi, & Teracin, 2021):

- Airbnb took action to protect its business as soon as it became evident that Covid-19 travel limitations would be unavoidable. In order to give itself more time for cleaning, it imposed a required free night in between guests and adopted strict disinfection standards for its properties. Additionally, it loosened restrictions on visitor cancellations and implemented programs to make up for lost income for hosts. The pandemic's impacts were unavoidable, therefore the company sought funds to improve its capacity to deal with the effects of fewer reservations and cancellations. Before the business had even reached a stable state, the corporation started to quickly expand into less vulnerable markets, like domestic travel and stays in remote areas. Additionally, it began to encourage extended "quarantine" and stays at rural locations. It also started to promote longer "quarantine" stays and added details such as internet speed to its listings.
- Faced with a massive drop in revenue during the pandemic, Qantas abandoned its five-year strategic plan and dusted off an old idea from the 1980s to offer "flights to nowhere." These excursions included fly-bys of some of Australia's main tourist destinations, such as the Great Barrier Reef and Uluru. The entire stock of seats sold out in 10 minutes, making it the fastest-selling promotion in Qantas' history. Qantas was not only quick off the mark, it was flexible in how it operated. The airline recognized the public's latent desire to travel, even if they couldn't leave the country, and it quickly adapted its services to meet this need. It then built upon its initial success, next offering viewing flights to Antarctica.

6- Discussion

According to what we talked above; integrating strategic agility capabilities of strategic sensitivity, resource fluidity, and collective commitment will make the organization more

strategically vigilant, more flexible and responsive. Meanwhile crisis management reflects traditional strategic thinking by achieving the survival goal of the organization, strategic agility seeks to survive as well as achieve growth and excellence even in mysterious and unexpected circumstances.

Crisis management tends to be strategically rigorous. Even though it provides a long-term strategy improvement, increases continuous environmental analysis, it, however, monitors without a fundamental change in resource flexibility, does not revive high-quality dialogue, lacks participation and delegation, has traditional senior team management, and lacks sensitivity based on insight and disruption leadership as well as expectation and precaution.

On the side of the equation, strategic agility operates in an agile manner. Crisis in this newly adopted approach (strategic agility) are predicted and inevitable. Thus, organizations, under the principle of strategic agility, can evidently fix what crisis management could not in an opposite manner, but as a complementary and modern way.

Through all that we have discussed from theoretical presentation and models can be determined the Role of Strategic Agility in Crisis Management could be as following:

- **Rapid Detection and Response:** Crises often catch organizations off guard, necessitating immediate action. Strategic agility allows organizations to swiftly detect signals of impending crises, enabling timely responses. By continuously monitoring and analyzing the environment, organizations can identify potential threats and take pre-emptive measures to minimize their impact. For instance, an organization with strategic agility might quickly recognize the potential disruptions caused by a global pandemic and proactively implement remote work policies or diversify its supply chain to mitigate risks.
- **Flexibility and Adaptability:** Crises demand flexibility and adaptability to navigate through uncharted territory. Organizations with strategic agility possess the ability to modify their strategies, business models, and operations to address emerging challenges. They can quickly reallocate resources, pivot their product or service offerings, or explore new market opportunities. Strategic agility allows organizations to embrace change, experiment with innovative approaches, and adjust their course of action accordingly, thereby increasing their chances of survival and success during crises.
- **Anticipation and Scenario Planning:** Strategic agility emphasizes forward thinking and proactive preparation. Organizations that prioritize strategic agility invest in scenario planning and risk assessment to anticipate potential crises and develop contingency plans. By considering various scenarios and assessing their potential impact, organizations can better understand the risks they face, identify vulnerabilities, and develop strategies to address them. This anticipatory approach allows organizations to act swiftly when crises occur, mitigating their effects and enhancing their resilience.
- **Stakeholder Engagement:** Effective crisis management necessitates open communication and collaboration with various stakeholders. Strategic agility encourages organizations to maintain transparent and constructive relationships with customers, employees, suppliers, and the wider community. During a crisis, organizations with strategic agility can leverage these relationships to gather insights,

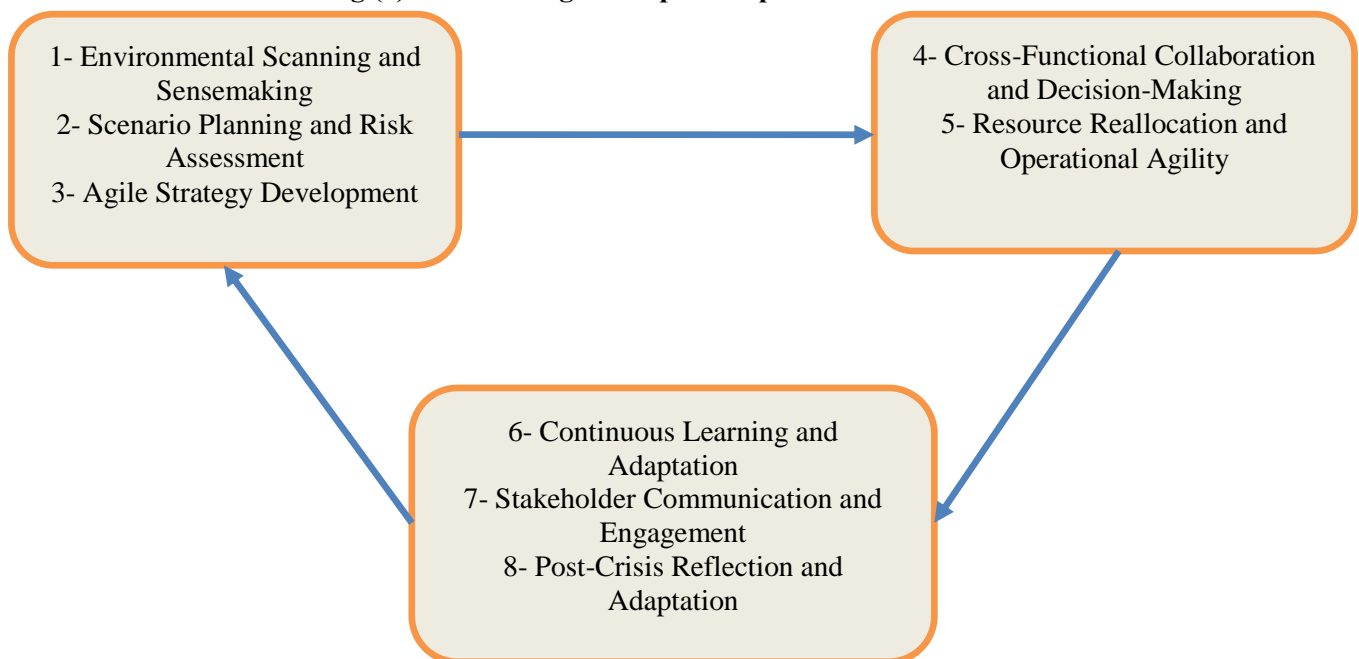
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pool resources, and create collaborative solutions. By actively engaging with stakeholders, organizations can foster trust and support, enhancing their ability to weather the storm.

- **Learning and Continuous Improvement:** Crises provide invaluable lessons that can shape an organization's future. Strategic agility promotes a culture of learning and continuous improvement, where organizations reflect on their crisis response efforts and incorporate new knowledge into their strategies and operations. By analyzing the causes and effects of the crisis, organizations can identify areas for improvement, develop contingency plans, and enhance their overall resilience. This reflective process allows organizations to emerge stronger, better equipped to handle future crises.

To effectively harness the power of strategic agility in overcoming crises, organizations can adopt a structured framework that guides their actions and decision-making. This framework enables organizations to proactively respond to crises while minimizing disruptions and maximizing their chances of recovery. Here is a step-by-step framework that achieves a role for strategic agility in addressing crises:

Fig (2): Methodological steps to implement the framework



Source: Prepared by the researcher based on the study results

We explain the components of the framework that came in Fig (2) as follows:

- **Environmental Scanning and Sense making:**
The first step in the framework involves continuous environmental scanning to detect early signals of potential crises. Organizations need to monitor both internal and external factors that may impact their operations, such as market trends, regulatory changes, technological advancements, or geopolitical developments. This information is then analyzed to make sense of the emerging landscape and anticipate potential crises.

- **Scenario Planning and Risk Assessment:**
Based on the information gathered, organizations can develop various scenarios depicting possible crisis situations. These scenarios help organizations visualize potential threats and challenges and assess their potential impact on the organization's strategy, operations, and stakeholders. Risk assessments allow organizations to prioritize and allocate resources effectively to mitigate the identified risks.
- **Agile Strategy Development:**
Once potential crises are identified, organizations should develop agile strategies that can be quickly adapted and executed. These strategies should include flexible goals, contingency plans, and alternative courses of action. Agile strategies provide a roadmap for navigating through uncertainties and offer the ability to pivot swiftly as the crisis unfolds. By aligning strategy with the organization's purpose and capabilities, organizations can maintain a clear direction while remaining responsive to changing circumstances.
- **Cross-Functional Collaboration and Decision-Making:**
In times of crisis, it is crucial to establish cross-functional teams that bring together diverse perspectives and expertise. Collaborative decision-making processes enable organizations to leverage collective intelligence and make well-informed and timely decisions. These teams should have the authority and autonomy to adapt and execute strategies, ensuring effective coordination and implementation across the organization.
- **Resource Reallocation and Operational Agility:**
Strategic agility involves the ability to reallocate resources rapidly and effectively to address emerging challenges. During a crisis, organizations need to identify critical resources, reassess their allocation, and reprioritize their use. This may involve reallocating budgets, redirecting personnel, or renegotiating contracts. Operational agility refer to Agile Structures and Processes it also plays a vital role, allowing organizations to adjust processes, supply chains, and production capabilities to ensure continuity and resilience.
- **Continuous Learning and Adaptation:**
Organizations should promote a culture of ongoing learning and adaptation throughout the crises. This involves regularly evaluating the effectiveness of strategies and actions, capturing lessons learned, and incorporating feedback into ongoing decision-making. By embracing a growth mindset and embracing experimentation, organizations can refine their approach and improve their ability to respond to future crises.
- **Stakeholder Communication and Engagement:**
Transparent and effective communication with stakeholders is critical during times of crisis. Organizations should proactively engage with customers, employees, suppliers, and the broader community to address concerns, provide updates, and gather valuable insights. By involving stakeholders in decision-making and problem-solving, organizations can build trust, maintain support, and collectively navigate through the crisis.

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- **Post-Crisis Reflection and Adaptation:**
Once the crisis subsides, organizations should reflect on their response efforts and evaluate their performance. This reflection allows organizations to identify strengths and areas for improvement, updating their strategies, processes, and capabilities for future resilience. By capturing and institutionalizing the knowledge gained from the crisis, organizations can enhance their overall strategic agility and preparedness.

Conclusion

We can conclude that in an era marked by constant change and uncertainty, strategic agility has become an indispensable attribute for organizations striving to thrive in the face of crises. By facilitating rapid detection and response, flexibility and adaptability, stakeholder engagement, and learning, strategic agility enables organizations to weather storms effectively and seize opportunities even in the most challenging times. Embracing strategic agility as a core competency equips organizations with the resilience and foresight necessary to navigate the complex and evolving business landscape, ensuring their long-term success and sustainability. Furthermore, Strategic agility dimensions can help in crises through:

- Knowledge and possession of inner and outer open-relationships help anticipate crises and create innovations.
- Units empowerment, crises containment, and transforming them into opportunities instead of touching the whole organization.
- Ease of reallocation, use of resources, and diversification of results.

By following the suggested framework, organizations can leverage strategic agility as a guiding principle for crisis management. The framework enables organizations to proactively detect and respond to crises, adapt their strategies and operations, engage stakeholders, and foster a culture of learning and adaptation. Through the systematic application of strategic agility, organizations can navigate through crises with resilience, emerge stronger, and position themselves for long-term success.

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