



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Effectiveness of Crisis Management: During the Corona Virus Pandemic

The case of “The Industrial parks development corporation, Bole Lemi Industrial Park, Addis Ababa”

A project proposal submitted to AAU School of Commerce in Partial Fulfilment of The Requirements for Master of Arts Degree in Business Leadership.

By

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**EFFECTIVENESS OF CRISIS MANAGEMENT: DURING THE CORONA VIRUS
PANDEMIC**

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BOLE LEMI INDUSTRIAL PARK**

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Advisor: Bahran Asrat (PhD)

A project proposal submitted to AAU School of Commerce in Partial Fulfilment of The
Requirements for Master of Arts Degree in Business Leadership.

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Addis Ababa, Ethiopia

Statement of Declaration

I, Bethelhem Aboye, have carried out independently the project work on the topic titled “Effectiveness of Crisis Management: During the Corona Virus Pandemic The case of “The Industrial parks development corporation, Bole Lemi Industrial Park” in partial fulfillment of the requirement for the Degree of Master of Art in Business Leadership with the guidance and support of my project advisor Bahran Asrat (PHD).

This Project work is my own work that has not been submitted for any degree or Master program in this or any other institutions.

Bethelhem Aboye

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Date _____

Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Bethelhem Aboye has carried out this research work on the topic titled “Effectiveness of Crisis Management: During the Corona Virus Pandemic: The case of “The Industrial parks development corporation, Bole Lemi Industrial Park” under my supervision.

This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Master of Art in Business Leadership

Dr. Bahran Asrat (PHD)

Signature _____

Date _____



**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
GRADUATE PROGRAM**

Thesis for MA in Business Leadership

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ABBREVIATIONS

ILO	International Labor Organization
EIC	Ethiopia Investment Commission
IP	Industrial Park
PPE	Personal Protective Equipment
SMEs	Small and Medium Enterprises
IPDC	The Industrial Parks Development Corporation
WHO	World Health Organization
OECD	Organization for Economic Co-operation and Development

Abstract

Currently the world is being overwhelmingly affected by the global pandemic that is “The corona virus disease (COVID-19)”, it is an ongoing outbreak of pneumonia associated with, severe acute respiratory syndrome (SARS). The Pandemic has a long history, but the term itself is yet to be defined by many medical texts. There have been a number of significant pandemics recorded in human history where pandemic related crises have caused enormous negative impacts on health, economies, and even national security globally.

In this kind of unpredictable turn of events it's necessary to prepare for a crisis management strategy to respond to crises. This study has investigated effectiveness of the strategic decision-making process during a crisis, specifically, strategy formation and selection during the crisis, this was done by integrating theoretical concepts from both strategic crisis management and crisis communication literature. The research is designed as descriptive, this study used qualitative research methods, and the target population of the study is top management of The Ethiopian Industrial Parks Development Corporation (IPDC) at BOLE Lemi Industrial park management, a questioner survey was conducted for collection of Data. This study has recommended a set of best practices managers within the industry will be able to implement, plus to better prepare for a crisis and how to better manage impacts during crisis., other implications and future areas for research are suggested.

Keywords: *Crisis, Effective Crisis management and Leadership*

CHAPTER 1: INTRODUCTION

The world is being highly affected by the global pandemic “The Corona Virus Disease (COVID-19)”, The World Health Organization (WHO) declared the COVID-19 outbreak as a global pandemic on 11 March 2020 (World health Organization 2020), the virus has brought the world to the “UNEXPECTED PAUSE “and has gripped the attention of the world unlike another issue in the era, COVID-19 is an infectious virus which has brought unanticipated threats to public health, economic and social affairs, the greatest threat yet remains the well-being and livings of millions of workers and their families in almost every field of work. All the negative impact of the pandemic has vibrated to Ethiopia shocking the public health and economy, even though textile industry is not the primary concern in the country it has brought a great shock to workers and also the country's investment.

1.1 Background of the study

Organizations are in more volatile and risk prone era than ever before, the corona virus disease (COVID-19) crisis has uncovered the vulnerabilities of companies starting from fortune five hundred companies down to the small enterprises, not only the situation has called for a reconsideration of the normal business and economic process, but it has also affected the social activities, therefore it is necessary to prepare for a crisis management plan within a short time in a crisis that brings about social change, (Dess et al., 2014). A strong crisis response based on strategy and co-operation is required in reshaping the business models, this key role is driven by leaders of an organization and it is a huge responsibility to make sure that everything goes smoothly.

This study is designed to discover how effective crisis management can be: by grasping the most recent economic issue of the COVID 19 pandemic in the case of IPDC, Bole Lemi Industrial Park. One of the essential principles of a crisis management plan lies in the hands of the management in handling crisis and what leaders regard as their top priority during an emergency.

The Ethiopian Industrial Parks Development Corporation (IPDC) was established in 2014, as one of the public enterprises. Inspired by the full support of the government, IPDC is becoming an engine of rapid industrialization that nurtures manufacturing industries, accelerates economic transformation, promote, and attract both domestic and foreign investors. (IPDC 2021)

Bole Lemi Phase 1 (172 hectares) located in Addis Ababa. It is Close to Bole International Airport. It has started operations in 2014, with 20 factory sheds already rented out to different Investors from India, China, and South Korea. It specializes in Apparel & Textile; 100% exportable products and sheds are fully occupied, Bole Lemi Phase 2 (181 hectares), is currently being developed in collaboration with the World Bank Group. It includes both serviced land and pre-erected 2 sample factory sheds, which also specializes in Apparel & Textile and 100% exportable products. It is an ideal location for Investment. (IPDC 2021)

As per the publication ILO made on Siraye's newsletter June 2020 called "*Covid-19 and the garment and textile sector in Ethiopia: workers' perspectives on covid-19 response*", it states that Global collapse in demand for garments has been witnessed since the first quarter of 2020, restrictions on movement and economic activity has produced widespread retail closures and effects throughout supply chains, including prompting factory production suspensions and workforce layoffs. Cancellation of orders has left some garment manufacturers unable to pay workers as required, and unable plan with confidence for the future. A survey among Ethiopian manufacturers in April revealed the average capacity utilization rate had decreased by 30 per cent in Q1 2020 relative to the same period in 2019 (ILO, Siraye 2020)

In addition, following measures by governments, the Macroeconomy Subcommittee of the Ministerial Committee has put in place some monetary and fiscal measures to safeguard the negative impact of the pandemic on the economy. 15 billion Ethiopian Birr (over USD 455 million) made available by the National Bank of Ethiopia for private banks to address debt relief and liquidity challenges; and the minimum price set for flower exports has been removed. (Ethiopian Prime Minister's Office: 2020)

Throughout the years the concept of crisis carries has been defined by many scholars and several authors have already extensively explored the term “crisis” as per their specific scopes of activity and it carries many meanings which makes it difficult to leaders in deciding what to do in a crisis situation, therefore managing a crisis when it /, occurs is very difficult since every crisis is unique. Despite the differences in the definition the most commonly determinant of crisis in terms of management and business administration context, one of the popular definitions of crisis that many scholars use is the (Pearson and Clair: 1998) definition of crisis and Effective crisis management in the organisational context which states:

“Crisis is a low probability, high impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effects and means of resolution, as well as by a belief that decisions must be made swiftly”

“Effective crisis management involves minimizing potential risk before a triggering event. In response to a triggering event, effective crisis management involves improvising and interacting by key stakeholders so that individual and collective sense making, shared meaning, and roles are reconstructed. Following a triggering event, effective crisis management entails individual and organizational readjustment of basic assumptions, as well as behavioral and emotional responses aimed at recovery and readjustment. “

Leaders must be extra careful with their actions since they play a crucial role during crisis, the day-to-day leadership routines and business order completely differs from crisis leadership. Leaders are faced with contending assortment of challenges during crises, every aspect of business are going to need a highted response. In a crisis, factors such as information gathering, preparation, and experience play a substantial part in the actions taken by leadership (Schoenberg, 2005)

The biggest challenge for leaders during a crisis is going to be “Communication” for organization executive managers what kind of information will be proceed and how it will be communicated to employees and stakeholders. Situational Crisis Communication Theories provides crisis communication managers within an organization an understanding of the different crisis situations and recommends post-crisis communication response strategies based on the level of crisis responsibility, crisis history, and reputation (Coombs, 2007).

Successful communication contains transparency, disclosing all available information as quickly as possible (Smith, 2009). Transparency details safety, timelines, and remedies. If respondents do not hear this from leadership, outside parties deliver it (Smith, 2009).

Crisis communication researchers and practitioners within the ‘form’ framework routinely recommend being quick, consistent, and open. Crisis creates a demand for immediate and reliable information, and quick responses help to fill the gaps created by the crisis (Fearn-Bank, 1996; Hearit, 1994; Heath, 1994).

The objective of the study was to see the effect of leadership in crisis management and examine the influence of decision making in crisis management. The researcher has taken account of the “PwC Global Crisis Survey 2019” survey in a wake of crisis, they have put 5 points below which we tried to assess during the study.

- 1) Allocate budget to crisis management — before it hits.
- 2) Have a plan — and test it.
- 3) Adopt a fact-based approach and don’t neglect key stakeholders.
- 4) 4 Perform a root-cause analysis — and follow up.
- 5) Act as a team and hold to your values.

1.2 Problem Statement

The COVID-19 crisis is highly heterogeneous, with significant implications for crisis management and policy responses. Global garment trade virtually collapsed in the first half of 2020. In some cases, imports from Asia’s garment-producing countries to major buying countries dropped by as much as 70 per cent. Cancellations of buyers’ orders were common at the onset of the crisis. Garment manufacturers also experienced disruptions of up to 60 per cent of their imported input supply. (OECD: 2021)

Many organisations have been under pressure to respond to the crisis, which was totally unrepresented even for those with established business continuity and capabilities, this has brought great effect across industries, our continent and beyond. It is observed that some organisations have moved immediately to response mode, without adequately activating crisis management capabilities through a formalised crisis response plan. The greatest damage to an organisation often lies in unsuccessful management of the situation, rather than in the effect of the incident or crisis itself.

1.3 Research Questions

- 1) How do organizations implement effective crisis management?
- 2) How does proper planning and execution of crisis management contribute to mitigating risks?

1.4 Objectives of the Study

1.4.1 General Objective

The study is conducted to assess the effectiveness of crisis management and response executed during covid-19 pandemic: In the case of IPDC, Bole Lemi Industrial Park, ADDIS ABABA, and aims to inspect how the organization work with crisis management in practice, with a focus on higher and middle level management.

1.4.2 Specific Objective

- 1) To investigate the effect of leadership in crisis management
- 2) To examine the influence of decision making in crisis management

1.5 Significance of the Study

This study helps to explain the process of strategy formulation and selection in organizations during a crisis. Previous research in this area (Allen & Caillouet, 1994; Benoit & Brinson, 1994; Hearit, 1996; Coombs, 1998; Coombs, 2002; Vlad, Sallot, & Reber, 2006) suggests that strategy is a given and organizations need to select strategies based on the type of crisis.

This study will try to identify the aspects that stimulus organizational decision-making during a crisis. Overall, Ethiopian industrial park firms have been significantly impacted by the COVID-19 pandemic the study will try to see what has been done to mitigate the effects, significance of this study lies in its identification of important factors that affect strategy

formation and selection process during a crisis, rationality in the decision-making, politicization, formalization of the decision-making processes and organization performance and how leadership can influence the whole process as it requires many skills and expertise. Additionally, it will give an overview of how effective crisis management influences sustain business.

1.6 Scope of the study

The study was conducted in The Industrial Parks Development Corporation of Ethiopia and Bole Lemi Industrial Park, Addis Ababa. Specifically focusing on the textile industry and It will assess the impact the COVID-19 Pandemic has on it and how effectively it was managed to mitigate risks. This study is going to be delimited to the crisis directly related a specific company in the textile industry in Addis Ababa, Ethiopia.

Even though crisis management has different dimensions, in this study we will be looking into the preparedness and response of the industrial parks, to tells

us how leadership of senior executives involvement and decision making impacted the business.

1.7 Potential Limitation of the Study

One of the Potential Limitations of this study is sampling, Purposive/ Subjective sampling is used, most notably, the small number of participant's meant that one has to be cautious in generalising from the findings. When conducting any type of research, it is beneficial to carry out the research on a larger and more in-depth scale in order to allow a more comprehensive analysis of the study. However, the use of semi-structured interviews proved very useful in gaining in-depth and meaningful data from the participants. While the method of interviewing is a time-consuming process it proved to be an extremely efficient means of extracting information from individuals in an open and honest way and thus allowed the researcher to gain an invaluable insight into the participants experience during the pandemic.

1.8 Definition of key terms

Crisis: The term crisis is often used as a catchall concept that encompasses all types of “unless” events (cf. Hewitt, 1983). In this perspective, the term crisis applies to all situations that are unwanted, unexpected, unprecedented, and almost unmanageable, causing widespread disbelief and uncertainty (Rosenthal, Boin, & Comfort, 2001; Stern & Sundelius, 2002).

Effective Crisis Management: Organizational crisis management effectiveness is evidenced when potential crises are averted or when key stakeholders believe that the success outcomes of short- and long-range impacts of crises outweigh the failure outcomes (Christine M. Pearson 1998)

Leadership: “Leadership is showing up and stepping up at a time when people need you and doing the right thing, no matter how hard it is. I remember my former boss said to me that there’s a right thing to do and there’s an easy thing to do, and very rarely is the right thing to do the easy thing to do.” — Keith Barr, CEO, InterContinental Hotels Group.

1.9 Organization of the study

The study has been organized into five major chapters. The 1st chapter is an introductory part which includes, background of the study, research problem, research questions, research objective and significance of the study. The 2nd chapter contains, literature reviews, conceptual framework and hypothesis development. The 3rd chapter contains the research methodology used, research design and sampling techniques. The 4th chapter has addressed findings and analysis. The 5th chapter presents the summary of major findings, conclusion, recommendations, and the limitation of the study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter has defined, compared, and observed critiques of different theories and studies that different scholars have worked on the topic “Crisis Management” and “Effective Crisis Management” and see the role of leadership in the process. In this rapidly changing world we live in, Crisis management has become a common content for the managers of organisations especially in the current business environment, which is influenced by globalisation and high market dynamics.

The literature can be classified into three broad categories: Effective crisis management in organizations and Leadership during a crisis.

2.2 Theoretical Review

A lot of theories and definitions has been developed regarding crisis and crisis management it would be good to have as much practical and on ground analysis of crisis management so as to develop a more realistic crisis management framework ,examples of success-failure outcomes from specific crises are available in the literature, but no one has, as yet, suggested a systematic, multidisciplinary perspective of the psychological, social-political, and technological-structural examples of success and failure outcomes.

2.2.1 Defining Crisis Key Concepts, Theories and Studies

The origin of the term crisis comes from Greek “krisis” and means decision, a time of intense difficulty, danger, disagreement, confusion, or suffering when problems must be solved or important choices and judgments must be made (Oxford University Press, 2015; Cambridge University Press, 2015).

Verchick (2010) brings a different perspective that discounted armed conflict from disaster defining it as “A serious disruption of the functioning of society, which poses a significant, widespread threat to human life, health, property or the environment, whether arising from accident, nature or human activity, whether developing suddenly or as a result of long-term processes”.

The International Institute for Crisis and Disaster and Risk Management argues that crisis is “a crucial point or situation in the course of anything; a turning point; an unstable condition in which an abrupt or decisive change is imminent” (ICDRM, 2010). As a result, it is possible to conclude that there is no agreement or to say one solid definition of the term crisis.

Effective crisis management involves minimizing potential risk before a triggering event. In response to a triggering event, effective crisis management involves improvising and interacting by key stakeholders so that individual and collective sense making, shared meaning, and roles are reconstructed. Following a triggering event, effective crisis management entails individual and organizational readjustment of basic assumptions, as well as behavioral and emotional responses aimed at recovery and readjustment.

- **Leadership:** Day to day leadership differs greatly from crisis leadership. Leaders contend with an assortment of challenges during crises. Time, scope, and budget all require attention. In a crisis, factors such as information gathering, preparation, and experience play a substantial part in the actions taken by leadership (Schoenberg, 2005).

King (2007) notes how a leader’s attitude towards organizational personnel affects success. Therefore, leaders are the key determinants of the outcome of a certain crisis and

organizational readjustment of basic assumptions, as well as behavioural and emotional responses aimed at recovery and readjustment.

- **Communication:** Communication is among the key element, information sharing is key element in any situation, especially in a crisis. Analysis and actions are based on proper information that is transmitted across the different stakeholders within (and sometimes also outside) the institution. Furthermore, the information transmitted is usually sensitive and highly confidential. (© EIOPA 2013)
- **Decision Making:** In the light of what is considered as crisis, decision-making in crisis is very vital. The crisis management process requires making wise and sound decisions, as they contribute to a successful exit of the crisis and alleviate its effects. (Center AH, Jackson 2002)
- **Effective Crisis Management:** As per **Pearson and Clair (1998)** Effective crisis management involves minimizing potential risk before a triggering event. In response to a triggering event, effective crisis management involves improvising and interacting by key stakeholders so that individual and collective sense making, shared meaning, and roles are reconstructed. Following a triggering event, effective crisis management entails individual

Figure 1: Crisis Management Process

CRISIS MANAGEMENT		PRE-CRISIS MANAGEMENT		
		Evaluation, Modification	Planning Process	
	Post-crisis Issue impact	<i>Post-crisis mgmt.</i>	<i>Crisis Preparedness</i>	Systems, Manuals
Recovery, Business Resumption	<i>Post – crisis mgmt.</i>	EFFECTIVE CRISIS MANAGEMENT		<i>Crisis Preparedness</i>
Crisis Management	<i>Crisis event mgmt.</i>			<i>Crisis Prevention</i>
	System Activation / Response	<i>Crisis event mgmt.</i>	<i>crisis Prevention</i>	Issue and Risk Management
		Crisis Recognition	Emergency Response	
				Training, Simulation
				Early Warning

Source: Modified by **Veronika Vašíčková**, according to Jaques (2010).

2.3 Importance of crisis management

Inside the mild of what is considered a crisis, decision-making is very essential. In this crucial state making a wise and informed decision is vital, as it will be the making or breaking point of an organization, hence the timing of the decision is also a key piece to success and efficiency.

Sound leadership goes a long way in a time of difficulties as leaders are expected to have it figured out which is a very tough thing in a time of crisis almost impossible. Relationships between leaders, employees, stakeholders, and external persons directly affect the work

environment. King (2007) states how a leader's attitude towards organizational personnel affects success.

Leadership in crisis has become important especially after the 9/11 and the threat of terrorism. This new reality demands for leaders who have communication skills, caring and vision of the crisis situation. In addition to these qualities, empathy and expertise and providing experiences with an ability to lead are the requirements from leaders who have to deal with crisis situations. (Powley EH, Taylor SN. 2006)

Given the multi-faceted nature and unprecedented scale of the COVID-19 crisis, comparisons with past crises, including the 2008-2009 financial crisis, have significant limitations. COVID-19 is proving unique in its generation of both a supply side and a demand side shock, and its impact on all sectors and regions of the world. The uncertainty is also much higher. Governments face a difficult trade off: managing the economic recovery and mitigating the impact of a second wave of the virus. (OECD, 2020), which implies greater need for effective crisis management in order to mitigate what every multi-dimensional risks it has brought all over the world.

2.4 Review of Empirical Studies

The concept of crisis management has aged as 20 years, much research has been done regarding crisis including early phases of this evolution (Littlejohn's 1983) six step crisis model (structure design, crisis team selection, team training, crisis situation audit, contingency plan, manage the crisis). After the emerge of the pandemic the world has shook to its core, this rising risk has led organizations to consider their risk preparedness even those not yet directly impacted to consider their measures. It is vital that organizations are proactive and prepared, focusing on risk assessments development of practical and effective crisis solutions when planning for the (possible) impact of COVID-19.

The pandemic could jeopardize Ethiopia's industrialization agenda and illustrate the need for targeted and sustained support to firms and workers over the coming months. While labor-related issues such as low productivity and retention were frequently reported as challenges in the early days of Ethiopia's industrialization efforts, evidence suggests significant improvements across industrial parks (Hilton, 2019). The pandemic poses a new and

unprecedented challenge to industrial park firms. In the initial phase that is covered by our data, a combined supply and demand shock hit firms.

As the pandemic evolves, firms appear to be entering a new, uncertain phase: The rapidly increasing number of confirmed cases of COVID-19 in Ethiopia, including in industrial parks, may cause a further shock to the domestic labor supply. The second wave of cases in key export markets may add yet another demand shock. It is critical that manufacturers, buyers, the Government of Ethiopia, and development partners work together to ensure that firms and jobs are supported through the uncertain months ahead to preserve the significant public investments made into this strategic industry. (World Bank Group, 2020)

ILO has helped to broker COVID-19: Action in the Global Garment Industry in an effort to help leverage collective international will and resources to provide health and economic support to garment exporting countries globally. The Call to Action was negotiated in April 2020 between the International Organization of Employers (IOE), the International Trade Union Confederation (ITUC) and Industrial Global Union. Specifically, signatories to the Call to Action have committed to “engaging with financial institutions, governments and donors, to support rapid and innovative fund-mobilization through emergency relief funds, credit and short-term loans to provide quick income-support to workers and individuals” (ILO, 2020m). The group has identified an initial group of eight priority countries--Bangladesh, Cambodia, Ethiopia, Haiti, India, Indonesia, Myanmar and Pakistan—most in need of recovery funds (ILO, 2020).

Looking into the global aspect of the pandemic and the crisis it has caused in the garment industry according to ILO’s publication (ILO What next for Asian garment production after COVID-19? The perspectives of industry stakeholders). The study indicates the pandemic will likely accelerate the uptake and adoption of technology in the sector, especially of digital and analytical tools, thus enabling faster and more efficient production among already more professionalized manufacturers. After an initial deterioration in social and environmental standards due to enterprise level financial constraints, some of the experts predict a new and more forceful phase of industry collaboration to improve longer term industry sustainability. And that COVID-19 may precipitate a growing divide between Asian garment manufacturers. On the one hand, larger and more professionalized manufacturers will sustain or scale up

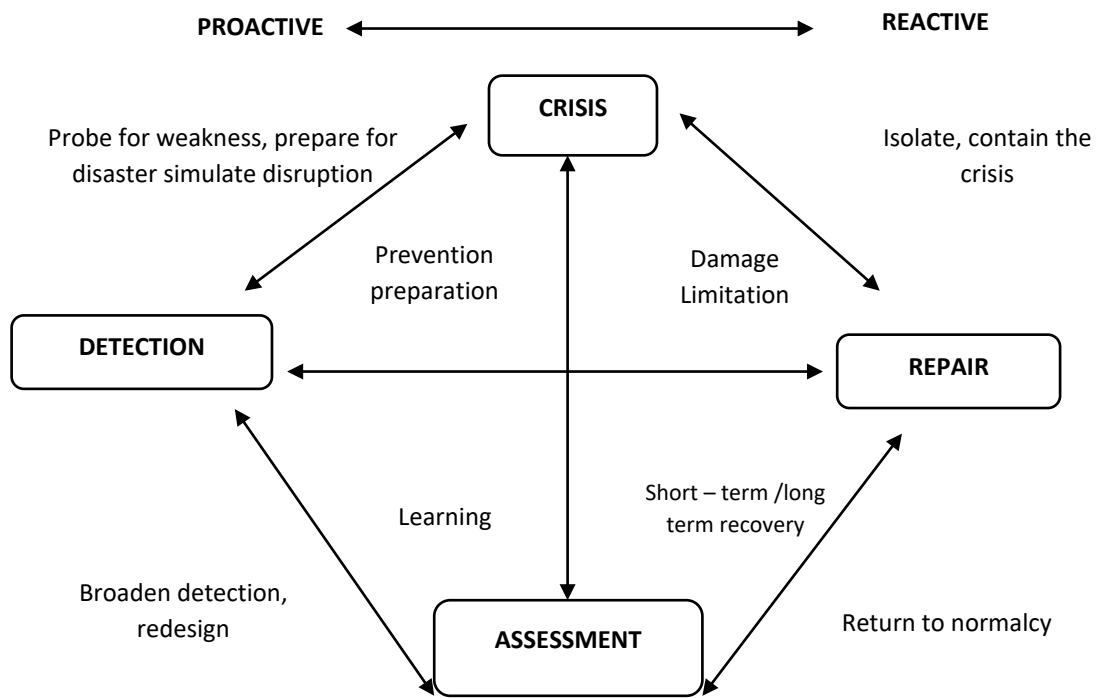
factory upgrading and technological investments, allowing them to be more selective when picking customers.

2.5 Conceptual Framework of the study.

The main objective of this study is to examine the effect of leadership in crisis management. To attain these objectives four dimensions i.e., Leadership, effective crisis management, communication and decision making were taken to account, to capture the effect it has on crisis management outcome. Based on the above theoretical and empirical literatures the researcher will develop a **framework**. The researcher believes that this framework will clarify the relationship of variables in the project implementation success. Finally, the purpose of this framework is to guide the researcher in answering the research questions.

Mitroff, Pauchant and Shrivastava (1988) have developed a basic process model of crisis management describing the phases that mainly affect effective crisis management. The beginning of the process of this model is “DETECTING” which is identifying potential crisis. Making it clear that no organization can prevent a possible crisis despite substantial planning and precautionary procedures. The 2nd process is “ASSESSMENT” detection and prevention must be considered as an ever-continual evaluation of crisis plan, if an organization has and can maintain this procedure despite having a crisis or not it can better guide the organization how to deal with the adverse situation in the most effective way. The 3rd one in the process is “REPAIR” aimed at implementing the strategies the organizations have set up to recover after a crisis in the short and long-term aiming at restoring the business to its normal state or at least to get closer to it. The assessment is the significant part of the process, as the organization will be evaluating the crisis management process and reconsider the steps taken when updating the defense mechanism based on learning.

Figure 2: Crisis management process by Mitroff, Pauchant and Shrivastava



Source: Modified according to Mitroff, Pauchant and Shrivastava (1988).

CHAPTER 3

RESEARCH DESIGN AND METHODS

3.1 Introduction

The aim of this chapter is to give explanation on the methods and procedures that has been used to answer the research questions projected in the first chapter of this study. The chapter infolds the research design and approach, data collection procedure, population, sample size and sampling techniques, data sources and collection techniques, method of data analysis, and the ethical consideration.

3.2 Research design

This chapter describes the research methodology used for analysis. The studies' general objective was to examine the effects leadership has on executing an effective crisis management. Three industrial park shares will be used for the purpose of this study and the sample population was the higher level and middle level management of the industrial park.

This study may be viewed as qualitative research. A qualitative study is appropriate when the goal of research is to explain a phenomenon by relying on the perception of a person's experience in a given situation (Stake, 2010). As outlined by Creswell (2003), a quantitative approach is appropriate when a researcher seeks to understand relationships between variables. Because the purpose of this study was to examine the execution of strategies during the pandemic, a qualitative approach was the most appropriate choice

This study was conducted using grounded theory with a constructivist approach. Interpretive grounded theory, which the constructivist tradition is a part of, aims to: "conceptualize the studied phenomenon in order to understand and articulate theoretical claims" (Charmaz, 2006,). This research study sought to conceptualize the phenomenon of each participant's experience, to understand in abstract terms built through coding the data from interviews and the interpretation of their shared experiences.

3.3 Population, Sample size and Sampling techniques

The target population of this study are higher and middle level management of the selected industrial park shades (Arvind lifestyle apparel manufacturing, Addis venture limited (JJ textiles) and Atraco Industrial Enterprises (Ashton)). Since they are part of the decision making and leadership circle, they have direct involvement the decision making and strategy formulation. From the two sampling techniques (probability and non-probability) sampling techniques, both techniques will be used in this study. The probability sampling technique is used to select the shades from their respective category. The shades are selected by using simple random sampling method using the lottery method.

The sample size was taken from the targeted population, the researcher collected the data from the higher-level management in the park. The people in managerial level are very few in number, 30 employees (all the three shades)

This sampling technique was used to collect data, in this research purposive sampling was used. Purposive/subjective sampling was selected because of the nature of the study, which examines decision-making by senior management during a crisis within IPDC and Bole Lemi Industrial Park administration. The decision to use purposive sampling was driven by the fact we wanted to specifically approach individuals in the management or decision-making power. The sampling frame also includes individual factory owners at the park.

The reason that the Individual organization at the park were included in the sampling frame is because, it seemed reasonable and appropriate as they were the ones who were and still are closely involved with the decision-making during a crisis and they are the ones who have the ground data on the business operation.

3.4 Data sources and Collection Techniques

3.4.1 Data sources

A data can be collected as either primary or secondary. For this study the researcher used the primary source of data in order to collect the primary data from the park employees the researcher conducted a semi structured interview.

3.4.2 Data collection Techniques

The data was collected through interviews prepared with open ended questions. The questions are prepared based on research questions as a base. The researcher designed the questions from the literature and some questions from other research questions and journals. The questionnaire consists of 21 questions:

Data was collected using a smart phone recorder, it was used to record the interviews and all interviews were fully transcribed precisely. All participants were communicated through email containing details of the research and by telephone with the interview particulars. A Semi-structured interview is typically conducted with a series of questions in the general form of an interview schedule however the sequence of questions can be varied. The interviewer also has some freedom to probe and explore additional questions in response to what are seen as significant replies (Bryman, 2004), while at the same time allowing rapport and empathy to develop between the researcher and the participant. An interview schedule was prepared in advance to aid the researcher with the structure and flow of the interview. Each participant was presented with a similar set of questions, the questions were mainly open-ended questions with a small number of closed questions relating to information such as number of years worked in the company and Gender. The researcher sought to use language that was comprehensible and relevant to each of the participants being interviewed (Bryman, 2001).

3.5 Data Analysis Method

The method that will be used for the gathering of empirical data in this paper is going to be a deductive research approach. The area of crisis management and risk mitigation measures will be the two areas they will be looked into in detailed manner. A deductive study will be used to allow us to go from the theoretical framework to the empirical data rather than the opposite. A qualitative approach will be used for the collection of primary data. It will be in a form of interview.

Once the data was transcribed, it was then coded, analyzed, interpreted and verified. The process of transcribing the interviews can help the researcher to gain more understanding of the subject from repeatedly listening to and reading the transcribed interviews. Coding the data began once all the data was fully transcribed. The codes applied are keywords which are used to categories or organize text and are considered an essential part of qualitative research (Sarantakos, 1998). The data was then analyzed, categorized and organized into themes and further sub-themes which emerged through the coding process. The themes which emerged were assigned a specific code accordingly. The next stage involved interpreting the data by identifying any reoccurring themes throughout and highlighting any similarities and differences in the data.

3.6 Reliability and Validity Analysis

According to Shenton (2004), credibility is equivalent to what positivist refers to as internal validity, meaning that one must guarantee the study or test measures what it is supposed to test and nothing else. For qualitative research this leads to the question that, how consistent are the findings with reality?

In order to ensure credibility one important thing to consider is Triangulation. Triangulation can be done in two ways, one of which is to use several different methods for data collection and the other is to make sure you have a wide range of informants.

The other step put out by Shenton (2004) is that increasing credibility is to ensure honesty by making sure the respondents are participation voluntarily and they should be informed that they have the right to withdraw at any point, which will give the researcher data only from people willing to share and give useful information.

3.7 Dependability

Dependability or reliability, refers to the fact that if the same investigation was conducted again, using the same methods and context the results should be very similar, if not the same. There are arguments stating that this cannot be a problem in a qualitative study due to the changing nature of phenomena addressed. nevertheless, there are a few steps to follow in order to address this issue. 1st of stating all the procedures within the entire research process you will enable other researchers to conduct the same investigation regardless if they find the same result.

CHAPTER FOUR

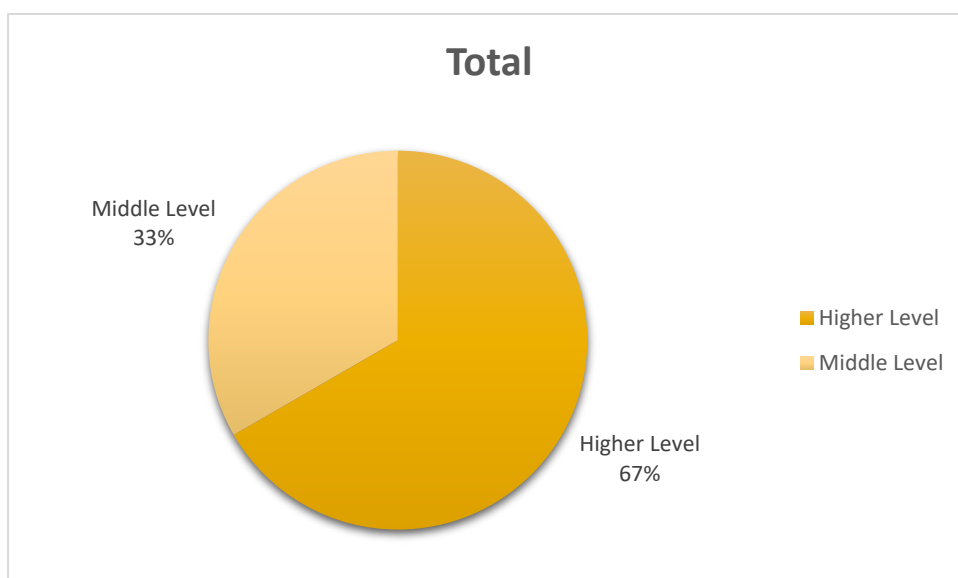
RESULTS AND ANALYSIS

4.1 Introduction

This chapter includes discussion and how the analysis conducted was consistent with grounded theory methodology and how the analysis ties back to the research questions. Additionally, this chapter includes sample demographics, using tables to complement the summary. The process used to analyze transcripts from the 30 individual interviews conducted to uncover codes and themes is described in detail in this chapter. There were three levels of analysis: (a) open coding and (b) selective coding and (c) theoretical coding. At each level of analysis, constant comparison was used to distill the data further, until themes emerged from the data. Included in the chapter are tables and graphics used to present detailed code and theme data, as well as graphics and vignettes from the individual interviews used to emphasize key themes and the resultant theory. The questioner is designed to answer the research questions and composed of two parts, decision making and Communication.

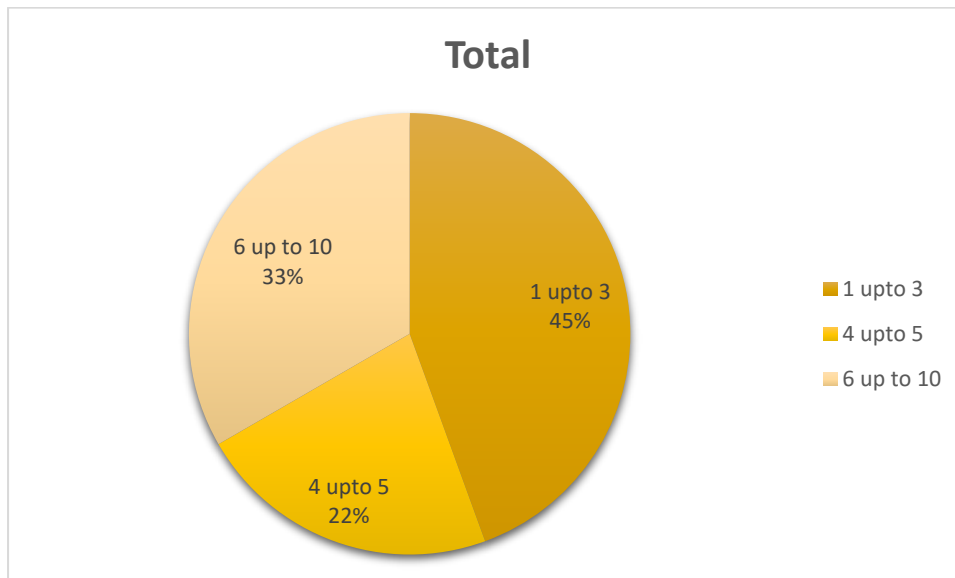
4.2 RESPONDENTS INFORMATION

Figure 3: Respondents Managerial Level



Source: Owen Survey, 2021

Figure 4: Number of Years with the current working company



Source: Owen Survey, 2021

From the collected data as presented in the figures above, the respondents for the survey, **67%** were higher level managers and **33%** were middle level managers, **45 %** of the respondents has been working in their company for 1 up to 3 years, **33 %** of them has worked 6 up to 10 years and **22%** has worked 4 up to 5 years. Since the higher-level managers are the ones that makes the strategic decision when this kind of issues having their responses will give us a more accurate information on what went on in the companies during the pandemic.

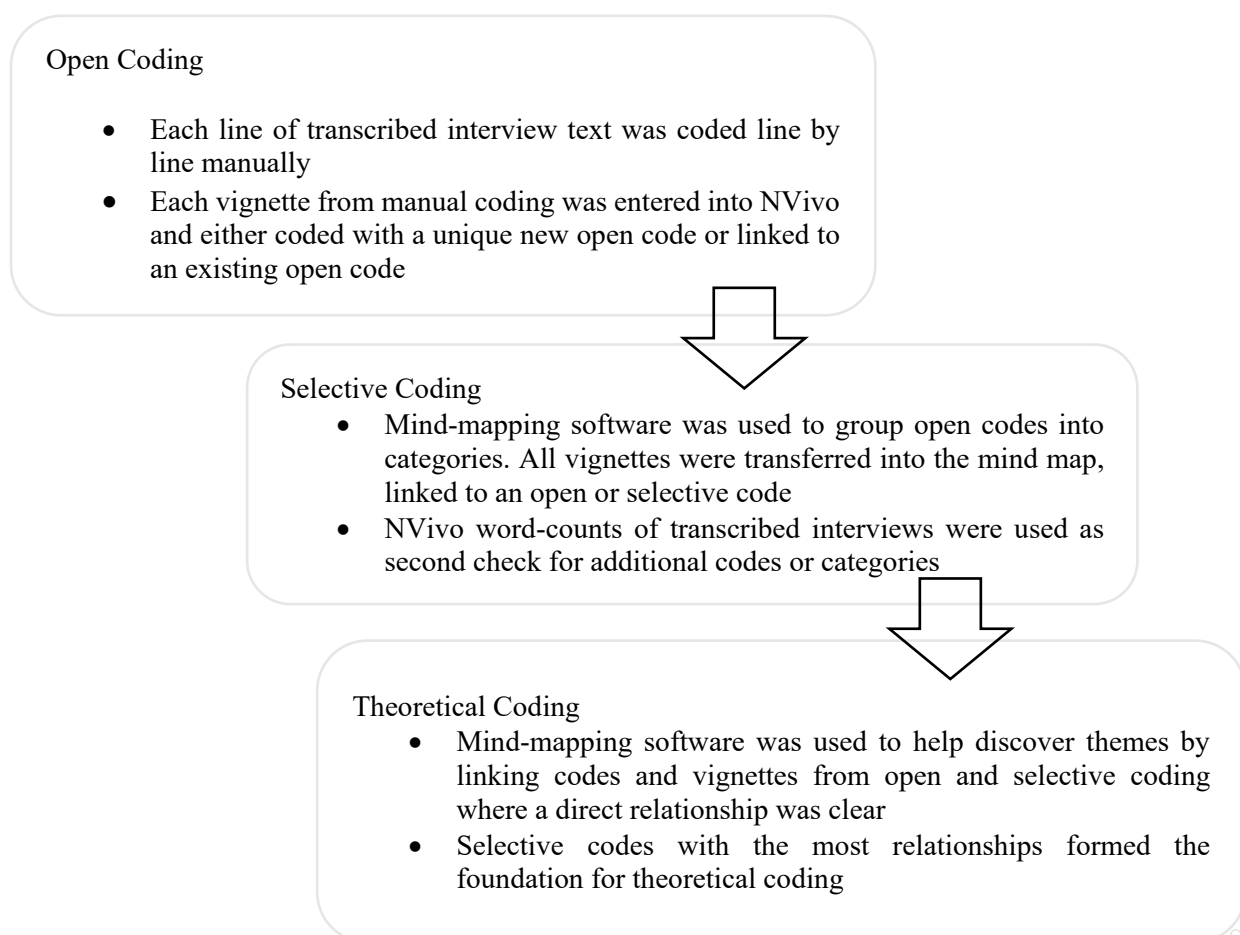
4.3 RESULTS AND ANALYSIS ON EFFECTIVENESS OF CRISIS MANAGEMENT

All interviews were coded manually during open coding. Each batch was analysed for categories or themes. Questions or clarifying questions were added to the interview method following the completion of the interviews.

Transcripts were uploaded into computer software, NVivo 10, for further analysis. Each interview was coded again manually using the software and then compared to the manual coding initially completed during the interview collection. Coding the interviews again, having all 30 interviews to compare, aided constant comparative analysis techniques critical to grounded theory methodology. This process helped to remain consistent in emphasizing key points during coding.

In the next analysis phase, selective coding, the researcher searched to find categories emerging from the similarities in the open codes. Using mind-mapping software, the researcher took all the pieces and the open codes and mapped them into a mind-map. Figure 1 includes the summary of the data and analysis process for open, selective, and theoretical coding.

Figure 5: Data and Analysis Process



Using NVivo 10 software, word-count queries and source code data were used as another tool in discovering selective codes from the data. In analyzing the codes, or the quantity of pieces assigned to a group of code, or grouping of open codes, selective codes emerged from the data. For the purposes of this study, the researcher defined depth as having 10 or more pieces assigned to a code.

Theoretical coding resulted from the relationships both within and across the open codes and selective codes. The researcher used mind-mapping software to aid this analysis. Relationships across the selective codes were analyzed across the mind-map. When building the mind-map, each time a piece linked directly to a code, the researcher reviewed that vignette for relationships with other codes. If there was a relationship, the researcher connected the codes with an arrow. The selective codes with the most relationships formed the start of theoretical coding.

4.3.1 Leadership-Centric Codes

Crisis Management: crisis management is an umbrella term used in this research to assess the set of procedures and principles that was set out to help bring the affected business out of the crisis and stabilise it during the COVID 19 pandemic. All open codes were assigned to the umbrella term of crisis management. One hundred percent of participants mentioned at least three of these descriptors for the umbrella term of crisis management.

One of the participants described the organization crisis management plan and shared the multi-faceted aspects of what the others shared crisis management layout during a crisis as:

“We establish habits/rules for the new work situation and guide our team members with the objective to optimize communication and collaboration and avoid decrease of productivity, communicate the measures we have taken, incorporate the “collaboration” approach. Identify and team up with relevant organizations to offer current and new potential services/products, keep our partners and/or customers engaged through intensified community engagement, reach out to our customers to offer services/products to be used in the near midterm, initiate cultural change in our organization – promoting virtual collaboration, flat hierarchies and

re-think/re-calibrate our organization towards, towards a resilient and sustainable business model and value proposition” (Participant 8)

Another participant:

“Our organization has a crisis management plan laid out, but the COVID-19 was a different experience for us. In other crises, such as political unrests and fire we were prepared but in the case of the COVID-19, the danger surrounded all and no one was safe”. (Participant 28)

When asked whose responsibilities for determining the cause of the problem and if deterring would be assigned to an existing committee or more people, one participant explained as:

“We formed a crisis management group for sharing our experiences and ideas. Online conferences in different management levels are a very useful experience for the crisis management. Managerial meditators need to be strengthened. First-level managers need to gain the trust of interface managers because people are in touch with interfaces, and they can have more influence on people’s compliance with protocols. “(Participant 16)

One participant discussed the financial aspect of the crisis management, it was asked if there is a specific functional area to determine allocation of budget during the crisis? the participant explained how it was managed including all the teams as below:

Set up a “cash control tower,” with representation from both the procurement and sales teams, to examine spend and identify potential reductions in cash outflow. Work closely with authorities to find ways to alleviate cash strains via public measures, potentially on a state-by-state basis. (Participant 2)

Another participant has an interesting point of view about the experience and discussed the financial aspect of the crisis management, as well as mitigating plan that was executed:

“Professionally, the coronavirus crisis has been both constructive and destructive. The entire garment market collapsed at the same time as new consumption for personal protective equipment increased, which has meant that the entire business has become significantly more important. This in turn has led to my organization suddenly becoming much more interested

in producing the emerging need. Since it has also become the company's survival issue in a way that is completely different than before, the workload has been enormous in order to sustain in business and keeping employees while working in a very tight budget” (Participant 9)

Another participant has explained like below when asked about the significant financial impact, and how can you adapt your business model to reduce costs, both in the short and medium term?

“From economic point of view, we have identified and cut all non-essential costs and expenses and calculated cashflow assets and requirements and consider how long you can operate with current economic resources. From the government side we applied for economic support measures from national, regional and/or local authorities (temporary staff reduction, tax delays/breaks, etc.) and we re-planned our finances and activities that could provide short-term income” (Participant 25)

4.3.2 Workplace-Centric Code

Direct managers: were specifically cited as being great coaches to those participants that struggled with worry and anxiety in the early stages of the crisis.

This participant emphasized the point that individual have to communicate their needs to their managers so that the managers could work with them to shape their positions

“Balancing the desire for help with the confusion that comes from having “too many cooks in the kitchen” is a critical element of crisis planning and response. In the end, it doesn’ t matter who owns crisis –as long as someone clearly does, and the roles are clearly defined.” (Participant 11)

Direct managers were specifically cited as being great coaches to those participants that struggled with worry and anxiety in the early stages of the crisis.

“Trust has never been more important. It’s the link that connects our organization, our people, our customers, our stakeholders m We know that trust isn’t something you can buy off the shelf. It’s something you earn through every interaction, every experience, every relationship and every outcome delivered.” (participant 3)

“We also uncovered while executives are generally confident in their communication dynamics, we got from line managers is that, just because employees attended the meeting doesn’t mean they know what happened, “The more senior people assume that the more junior people understood the meeting because they were there.” Which was very wrong and that having a responsible to make sure that what has been set as strategy by higher level managers actually has been implemented on ground is key” (Participant 6)

4.4 NVivo Analysis Results

A word frequency query was also conducted in NVivo 10, following the manual coding to check for any additional themes. Word frequency queries were performed at different ranges to see if any differences existed regarding queries that search for the exact same word, queries that searched for similar word groups, and a search frequency in between these two extremes. Table 1 indicates the results of the word frequency query. With the exception of the words: difficult, work, and change, the word query search resulted in modifiers. The word change was the second most frequently referenced word type in the query search for similar word groups, behind the word. A total of nine Selective Codes emerged from the manual and NVivo analysis as shown in Table 2.

Table 1*NVivo Word Query*

Exact Query	Between Exact and Similar	Similar Query
Know	Know	Really
Like	Work	Change
Just	Like	Work
Really	Think	Number
Think	Just	Think

Table 2*Selective Coding Results*

Leadership Centric Code	Workplace Centric Code
Crisis Management	Direct managers

4.5 Theoretical Coding Summary of Results

Two themes emerged from the mind-mapping and NVivo analysis. The themes resulted from the theoretical coding. The researcher used mind-mapping software to further understand relationships both within the open codes and across the selective codes and aid theoretical code discovery. Relationships across the selective codes were analyzed across the mind-map. The selective codes with the most relationships formed the start of theoretical coding. The themes that resulted from theoretical coding included:

- A. Communication and transparency during crisis are essential
- B. Teamwork is critical to implement any strategy as a massive coordination and effort needs to unfold to manage a crisis

The themes are a result of reviewing the relationships in open and selective coding. The primary difference between the selective code and the themes is the dimension of time and the emphasis on individual needs. The themes are developed in order to look at relationships that impacted strategy implementation process. More discussion follows on each theme on the next pages.

4.5.1 Communication and Transparency During Crisis are Essential

Communication was the only code that had a 100% response rate, indicating that for all participants in managing the crisis transparent communication was the key to keeping things on track and motivating their employees to stay. Participants included having a challenge. during this uncertain time, people are anxious about their health, future or about changes in the workplace. People are more stressed or upset than normal, and it is easy for misinformation to circulate. Poor internal communication can therefore negatively impact your business by leading to inefficiency, tension, and anxiety

Communication during crisis has 7 pieces and is therefore a key to consider in theoretical coding. The code most closely links to clear communication during drastic time and leader's responsibility in Understanding your workers' concerns and suggestions early on will have a big impact One participant discussed that what motivated her throughout her career was different at every stage. She emphasized her responsibilities at home changing as she grew in her career.

*“We had to make sure our communication involves communicating in a manner that is well suited to the receiver, which was very difficult, for bigger announcements, such as a temporary reduction of factory operations, and also Considering how information might impact each subgroup differently (women, pregnant women, migrants, and persons with disabilities).”
(Participant 5)*

“There were a lot of new information that needed communication in our factory due to changes arising from the COVID-19 crisis like hygiene measures (e.g., handwashing, wearing masks, etc.) and social-distancing practices in the workplace, procedures for what to do when workers or their family members get sick and how workers can avail these benefits. Informing workers how the factory is being disinfected and Informing workers of new customers, orders, and deadlines” (Participant 30)

Having a trusting relationship with one’s direct manager, so that one feels understood and heard, was emphasized by a few participants. This point is mentioned here, as it is just as important for the individual to understand their needs and wants and have the confidence to voice them to their manager, as it is for the manager to listen and help support those needs. Below Participants best illustrated this point.

“The first step taken was improving our internal communication, in order to avoid rumour and uncertainty considering who needs to communicate with in the factory, Common stakeholders in garment factories include different types of worker groups (helpers, sewers, cleaners, cooks, managers) as well as workplace committees like safety committees, workers’ representatives and unions” (Participant 21)

“What helped us the most is that we were able to hear concerns through different channels of communication. This includes workers existing grievance mechanism systems, reviewing comment boxes, and meeting regularly with workers’ representatives.” (Participant 3)

“In our factory we have set up notice boards, posters, line meetings, workplace committees, announcements, and also we use the workers unions to pass the information’s to the employees in order to reaffirm our commitment to support workers during this crisis, which helped us retain turnovers to some extent” (Participant 12)

4.5.2 Teamwork is critical to implement any strategy as a massive coordination and effort needs to unfold to manage a crisis

The data suggested teamwork have both a present day and a future growth component to their relationship with employees. Participants cited direct managers repeatedly, as essential to helping them implement the crisis strategy and help them communicate decisions to help other employees reach an understanding.

“At first we didn’t know what types of interactions needed to succeed during this kind of tough time in order to understand the building blocks for teamwork, we made sure that line managers allocated time better and selected the right communication in order to know whether teams are dispersed or together” (Participant 13)

Consistent with grounded theory methodology, there were two levels of analysis, open coding, and theoretical coding. constant comparison analysis was exercised using mind-mapping and NVivo 10 software to discover nine selective codes, emerging into categories from the open codes. Additional constant comparison analysis was used to discover the relationships between and within the open and selective codes, leading to five themes. The two themes resulting from this study summarize the contributing factors of managing the pandemic crisis. Chapter V includes the summary for the critical analysis and discussion on the two themes.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter reviews and concludes the findings of the study with probable recommendations. The chapter will discuss the limitations of the study project and recommends further areas for future research. The chapter contains the results of the grounded theory methodology study conducted to answer the research questions:

1. **RQ1:** How do organizations implement effective crisis management?
2. **RQ2:** How do organizations implement effective crisis management?

5.1 SUMMARY OF THE MAJOR FINDINGS

This project study assesses the effectiveness of crisis management During COVID-19 Pandemic: The case of IPDC, Bole Lemi Industrial Park, Addis Ababa, the study tried to see how organizations implemented effective crisis management and how the planning and execution was carried out to contribute to mitigating risks to sustain business.

The objective of the study was to see the effect of leadership in crisis management and examine the influence of decision making in crisis management.

From the study we were able to see that in the Planning and revising of crisis plan, budget allocation showed a good indication, all of the organization had that going for them, communication during the crisis was also moderately good, still needs improvement. The crisis outcome and recovery procedures are also in the right track, which shows a good management and leadership system was implemented.

Finally, in the study we observed the factor that needs improvement is the documentation of all the steps taken during the crisis this will be a great deal of help for future endeavours to see what went right and what could be improved.

5.2 CONCLUSION

Based on the findings and data analysis of the research, the following conclusions are drawn:

The research findings have proven that the Managements/Leaders had effectively integrated with the crisis management process and had helped their organization sustain business during this challenging time which shows the viability of the crisis management process followed.

The factors that needs enhancement are mainly having a comprehensive crisis management plan keeping the crisis plan up to date and implementing the lessons learned, there needs to be a central person responsible for a clear mandate and authority to develop a crisis management program which governs all aspects in regards to preparation , response and communication, there's a strong connection between great teamwork and great outcomes, the absence of internal congruence can make managing crisis more challenging.

5.3 RECOMMENDATION

In the case of Bole Lemi industrial park, it is recommended that for future occurrences crisis management plan need to be updated form time to time needs revision with a certain time frame decided by the management as fit for their organization whether crisis exists or not, which will help for preparedness, in Addition there needs to be a proper documentation of ongoing crisis management plans and executed actions this will help a great deal for future of the company by being a great reference in order to see what went well and what could be done better.

The occurrence of COVID-19, and its second wave in various countries, has revealed the importance of multi-level governance stressing the need for a well-established crisis management and recovery, uncovering the need for effective leadership balanced with effective coordination and a collaborative approach among government and non-government factors and the power of effective communication with stakeholders.

Emphasis should be given mainly on the crisis preparedness as one of the key performance indicators in any organization, since the future is going to need a crisis fit organizational structure crisis preparedness should even be a strategic role in general business priorities.

5.4 LIMITATION OF THE STUDY

While undertaking this study, the researcher encountered some limitations. Most notably, the small number of participant's meant that one must be cautious in generalising from the findings. When conducting any type of research, it is beneficial to carry out the research on a larger and more in-depth scale to allow a more comprehensive analysis of the study. However, the use of semi-structured interviews proved very useful in gaining in-depth and meaningful data from the participants. While the method of interviewing is a time-consuming process it proved to be an extremely efficient means of extracting information from individuals in an open and honest way and thus allowed the researcher to gain an invaluable insight. Another limitation relates to researcher bias which is always a risk in any type of research study, more so, the less structured the data collection is. This researcher tried to be aware of and to be vigilant of researcher bias. Although it is impossible to eliminate research bias, the researcher is confident to have achieved valid findings, which can be used for larger populations.

5.5 Further Implication for future Research

- 1) Further researchers can explore the impact of the crisis management process in business performance.
- 2) Further studies could be done to formulate a workable crisis management guideline suitable for our country context.

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APPENDICES

Addis Ababa University
School of Commerce
Business Leadership Program

Dear Participants:

I am a graduate student at Addis Ababa University, School of Commerce. The study tries to see the effectiveness of crisis management and leadership during the pandemic. This study will try to gather data on how the park has implemented new strategies, in order to see how organizations implement effective crisis management, and how proper planning and execution of crisis management contribute to mitigating risks. Pandemic as a partial fulfillment required for Master of Arts program in Business Leadership. Thank you for taking your time to be part of the study.

All the answers you provide in this survey will be kept confidential. No identifying information will be provided to public. The survey data will be reported in a summary fashion only and will not identify any individual person, all the information gathered will be used for academic purpose only.

Thank you for your time and cooperation!

Bethelhem Aboye

Participant Consent Letter

The purpose of this research study is assessing the effectiveness of crisis management and leadership during the pandemic. I understand that the research is being carried out as a partial fulfilment required for Master of Arts program in Business Leadership.

I _____ agree to be interviewed and take part in this study about my experience. I understand that my participation is on a voluntary basis and I am free to withdraw from the study at any time. I also understand that all the information I provide will be confidential and my name will be anonymous throughout.

I agree to have the interview recorded.

Signed: _____

Date: _____

Structure of the interview is divided into three sections

- I. Providing Background information
- II. The second section deals with Decision making and crisis management
- III. The fourth section deals with Communication and Crisis management

➤ **SECTION ONE: BACKGROUND INFORMATION.**

Your position/rank in the organization

Number of years with your present/current organization

The subsequent lists of questions are going to be used to obtain relevant information for the accomplishment of the research objectives.

➤ **SECTION TWO: DECISION MAKING AND CRISIS MANAGEMENT**

1. Can you explain your organization's crisis management plan?
2. How will your organization ensure the well-being of your people and the safety of your productive assets in the event of a crisis?
3. Does your organization have a chart of crisis management layout and levels of command and obedience, substitutes, and duties of individuals been formulated?
4. During the pandemic did you organization alter or adjust the budget or implemented a contingency fund to address the issue?
5. Have you defined supply chain and production risks that crises might pose and what you could do to mitigate those risks?
6. During a crisis who was responsible in deciding the budget within the department heads or the functional area heads?
7. How will demand disruption impact you and how will you recover from its aftermath?

8. How likely is it that a specific functional area (for instance the finance department) will determine the allocation of the budget?
9. In your organization how likely is it that the primary responsibility for determining the cause of the problem would be assigned to one specific individual
10. In your organization how likely is it that the primary responsibility for determining the cause of the problem would be assigned to an existing committee of two or more people
11. What model do you have in place to assess potential risks and define responses in the event of a crisis?

➤ **SECTION THREE: COMMUNICATION AND CRISIS MANAGEMENT**

12. How does your organization involve the public relations team in reaching decisions about communicating about the crisis?
13. Does your company have a designated communication channels and protocols in communicating during crisis?
14. Does your organization consider its social responsibility when making strategic decisions about crisis?