


Ana Maria Soares · Beatriz Casais
Editors


Uniting Marketing Efforts for the Common Good—A Challenge for the Fourth Sector

Selected Papers from XXI International
Congress on Public and Nonprofit Marketing
(IAPNM 2022), Braga, Portugal

 Springer

Editors

Ana Maria Soares 
School of Economics and Management
and CICS.NOVA.UMinho
University of Minho
Braga, Portugal

Beatriz Casais 
School of Economics and Management
and CICS.NOVA.UMinho
University of Minho
Braga, Portugal

ISSN 2198-7246

ISSN 2198-7254 (electronic)

Springer Proceedings in Business and Economics

ISBN 978-3-031-29019-0

ISBN 978-3-031-29020-6 (eBook)

<https://doi.org/10.1007/978-3-031-29020-6>

© The Editor(s) (if applicable) and The Author(s), under exclusive license to Springer Nature Switzerland AG 2023

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors, and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, expressed or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

This Springer imprint is published by the registered company Springer Nature Switzerland AG
The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

Contents

Social Change for the Common Good

Meaningfulness, Social Impact, and Legitimacy: A Critical Literature Review of Definitions of the Concept “Purpose-Driven Branding”	3
--	---

Marc Lunkenheimer and Alexander H. Kracklauer

LGBT Brand Activism: A Research Agenda on How to Be Committed to the LGBT Conversation	19
---	----

Ricardo Grilo, Vera Teixeira Vale, and Susana Marques

“To Adopt or Not to Adopt, That is the Question”: Are Social Marketing Strategies Effective to Stimulate Animal Adoption?	35
--	----

Marta Videira, Mafalda Nogueira, and Sandra Gomes

The Role of Non-Profit Organisations

Scientific Contribution in the Field of Nonprofit Governance: A Bibliometric Analysis	57
--	----

João Domingues, Amélia Carvalho, Cecília Carmo, Vanda Lima, and Jaime Teixeira

Crisis Management and Planning in Portuguese Nonprofit Organizations During the COVID-19 Pandemic	79
--	----

Lara Santos, Luisa Lopes, and Salette Esteves

Territorial Marketing Perspectives

Double Visual Identity of the Place Brand: Coat of Arms and Logo. The Case of Poland	103
---	-----

Anna Adamus-Matuszyńska and Piotr Dzik

Crisis Management and Planning in Portuguese Nonprofit Organizations During COVID-19

Santos, Lara

Universidade Lusófona do Porto, Rua Augusto Rosa, n.º 24, 4000-098, Porto, Portugal.

<https://orcid.org/0000-0001-6927-8906>

Centro de Investigação Transdisciplinar para o Empreendedorismo & Inovação Ecosistémica - TRIE

Lopes, Luisa

Instituto Politécnico de Bragança, Campus de Santa Apolónia, 5300-253 Bragança, Portugal.

<https://orcid.org/0000-0003-2039-0125>

Centro de Investigação, Desenvolvimento e Inovação em Turismo - CiTUR

Esteves, Salete

Instituto Politécnico de Bragança, Campus de Santa Apolónia, 5300-253 Bragança, Portugal.

<https://orcid.org/0000-0002-1353-8462>

Centro de Investigação, Desenvolvimento e Inovação em Turismo - CiTUR

Abstract

The COVID-19 pandemic has created several challenges for all organizations. However, Nonprofit Organizations (NPOs), due to their unique specificities, when compared to other types of organizations, face unique challenges. These are extremely vulnerable during crisis, although the literature suggests that it is not known to what extent these organizations are prepared to deal with crises and have proper crisis management and planning strategies. Given this literature gap, this research aims to better understand the crisis in Portuguese NPOs, through the research question: What is the impact of a crisis like COVID-19 on NPOs' perceptions of crisis management and planning? A mixed method is used, including document analysis, qualitative interviews, and a quantitative methodology through a questionnaire survey. Study 1 provides an explanation on why Portuguese NPOs had no planning and were unprepared to cope with COVID-19. Study 2, in a larger sample, diagnoses and suggests an insufficient level of planning and preparedness, as main finding, substantiated by the lack of planning activities, teams, infrastructures, and communication practices. The findings of each study, implications, and avenues for future research are addressed.

Keywords Crisis Management, COVID-19, Nonprofit Organizations (NPOs), Crisis Planning, Portugal

Introduction

The coronavirus outbreak (SARS-CoV-2) and the COVID-19 disease have affected all aspects of people's and organizations' lives, not just because organizations are the image of the society in which they operate, as result of the interactions they develop in their surroundings, but also because of the adjustment they have to make to it (Mendes & Pereira, 2006). It is recognized that individuals and communities choose to associate and meet their needs in services through organizations. With the rapid development of the nonprofit sector that has taken place over the past 30 years, NPOs have increased in number and complexity. Far from being marginal in the life of most countries, NPOs are rooted in almost every aspect of life in society, from birth to death, and are one of the major players in the economy (Courtney, 2002). Like in other countries, the diversity of NPOs in Portugal is enormous. In fact, while revealing similar principles and practices, NPOs show a great variety in terms of legal forms, sector, size, and outreach (OECD, 2020). In Portugal, the nonprofit sector employs approximately 237 thousand people (full-time equivalents), representing 5,3% of the total workforce and 3,0% of the gross value added to the Portuguese economy (INE, 2019). There are almost 72 thousand social economy entities considered in Portugal, with: cooperatives (2343), mutual associations (97), holy houses of mercy (387), foundations (619), subsectors and self-management (1678), and associations with altruistic purposes (66761) (INE, 2019). Regarding the universe of entities that own social facilities and have the status of Private Institution of Social Solidarity (IPSS), in 2020, there were 6806, of which 71% corresponded to non-profit entities (GEP/MTSSS, 2021).

The terminology for classifying organizations belonging to the non-profit sector varies from country to country, such as the areas of activity in which the sector is relevant (Courtney, 2002; Wrigley et al., 2003). Non-profit organizations are designated by Salamon and Anheier (1992, p. 126) as organizations that act in a “distinctive social space outside the Market and the State”, integrating heterogeneous social realities. These organizations are created by non-state initiative, must be conceptualized as a dimension in the public space of civil society (Evers, 1995; Salamon & Anheier, 1992), in the production and distribution of products and provision of services, contributing to the promotion of well-being, and income, by encouraging social change and/or restoring needs (Dees, 1998; Spillan, 2003; Mair & Marti, 2006; Peredo & McLean, 2006). According to O'Neill and Young (1988, as cited in Sisco, 2012), legal restrictions, sources of revenue, type of employees, and the nature of their government, combined, make NPOs unique. A profitable organization is traditionally guided by revenue and return on investment, but NPOs often use the values and norms of the community to guide their behavior and actions (Sisco, 2012).

NPOs should continually guarantee that their customers are protected. NPOs, in times of crisis, are particularly exposed organizations (Sisco, 2012). Nevertheless, little is known about the degree to which these organizations are strategically able to cope with crises (ECLAC, 2020; Santos & Lopes, 2021; Schwarz & Pforr, 2011). On the one hand, the literature on crisis management is abundant, on the other hand, and with NPOs, few studies have explored the subject (Spillan, 2003). Given this gap of the literature, the present investigation aims to better understand crises in Portuguese NPOs, through the following research question: What is the impact of a crisis like COVID-19 on NPOs' perceptions about crisis management and planning? Specifically, it intends to:

- know the level of crisis preparedness;
- explore the reasons for the level of planning;

- investigate what practices and activities can enhance crisis management prevention and planning.

The study is divided into four main sections. In the first section, and with the literature review in mind, it deepens the knowledge about crisis management and allows its adaptation to this specific context, NPOs. It, then, in the second section, presents the methods used and clarifies the data collection process. In the third section, it examines and discusses data and results obtained. Finally, the last section, presents the conclusions and implications for future investigations.

1 Research background

Due to the day-to-day operations, organizations need to put in place crisis management plans to achieve business continuity (Spillan, 2003). The talent to perceive crises at an initial stage, as well as the level of crisis preparedness, are crucial (Schwarz & Pforr, 2011). The capability to deal a crisis can point the organization's disaster and/or survival (Spillan & Crandall, 2002). Though, there are organizations that don't believe planning and crisis management critical, others do (Spillan, 2003). Fink (2002), one of the main authors in the area, states that a crisis is anything that is important or even vital, which positively and negatively impacts an organization. Regarding crisis types, it would be observed that the organizations are endowed with sensitivity to an infinite number of crises, and crises can come in different shapes, sizes, complexity, intensity, and magnitude (Eriksson & McConnell, 2011). Given the panoply of crisis types, and by way of example, the Institute for Crisis Management (2021) outlines 17 types: personal accidents, class actions, cybercrime, product defects/cancellations, catastrophes, executive dismissal, discrimination, environmental damage, "white-collar" crime, financial damage, hostile takeover bids, employment issues, sexual harassment, mismanagement, whistleblowing, and on-site violence of work.

Several authors have proposed three phases of the crisis "Pre-crisis; Crisis; Post-crisis" as is the case of Coombs (2006), Coombs & Laufer (2018), and Devlin (2007). However, other authors present four and/or more crisis phases (Table 1.1).

Table 1.1 Phases of the crisis

Study	Phases of the crisis
Smith (1990)	Management crisis; Operational crisis; Legitimation crisis.
Pearson and Mitroff (1993)	Signal detection; Preparation/prevention; Containment and limitation of damages; Recovery; Learning.
Myers (1993, as cited in Crandall et al., 2014)	Normal operations; Emergency response, interim processing; Restoration.
Richardson (1994)	Pre-crisis/disaster; Crisis impact/rescue; Recovery/death.
Coombs (2012)	Pre-crisis (signal detection, prevention, and preparedness); Crisis (Recognition, Containment, Response); Post-crisis (Recovery, Assessment, Learning, Memory, Post-crisis).
Crandall et al. (2014)	Contextual diagnosis; Strategic planning; Organizational crisis management.
Coombs and Laufer (2018)	Pre-crisis (Prevention and Preparation); Crisis (Response); Post-crisis (Learning and Review).

Source: Own elaboration.

A key aspect of organizational crisis management, and most important to the public, is communication (Ozanne et al., 2020). According to Coombs (2006), a crisis can generate three related threats: financial loss, public safety, and loss of reputation. Dilenschneider (2000, as cited in Coombs, 2006) adds that any type of crisis threatens to damage an organization's reputation. To reduce and contain reputational damage, reduce negative perceptions, and protect stakeholders, the organization needs to communicate strategically

with its public (Allen & Caillouet, 1994). Coombs (1995) reported that very thin attention has been paid to the adequacy of crisis response strategies and crisis types. Allen and Caillouet (1994) argued that crisis response strategies seek to protect an organization by reducing/eliminating reputational damage, and “the selection of the crisis response strategy must be related to the crisis situation” (Coombs & Holladay, 1996, p. 280).

Nearly all the research on crisis management approaches the for-profit sector. Nevertheless, NPOs should also have a plan for manage the unpredictable (Spillan & Crandall, 2002). Crisis management planning is one way that NPOs have to protect themselves, reduce or minimize the impact of a sudden and catastrophic disaster, whether internal to the organization or a pandemic in society, such as COVID-19 (Corvo et al., 2022; Ferreira et al., 2022; Meira et al., 2022; Shearer et al., 2020). These organizations act as a crucial catalyst for new approaches to social problems and needs (Leadbeater, 1997; Salamon & Anheier, 1992), as they can respond more effectively than public and private sector organizations, and with a wider range of services and goods (Barrett et al., 2005; Ben-Ner, 2002). In other words, NPOs have been developing activities that aim to fill needs that are not satisfied either by the State or the Market, and have also been performing functions of relational, affective, and geographical proximity “between those who provide the service and those who resorts to it” (Amaro, 1997, p. 91). The competitive environment in which NPOs operate, that is, the growing competition for subsidies and donations, the recognition of their contribution to job creation and economic growth, as well as changes in the characteristics of their target groups, makes the role of these organizations in the economy and society unquestionable (Ferreira et al., 2022; Klafke et al., 2021; Shoham et al., 2006; Sullivan & Weerawardena, 2006). In the same way, NPOs are under the conventional constraints of the private sector, as well as the challenges they face today, that is, challenges in terms of effective solutions and sustainability for social problems (ECLAC, 2020; Meira et al., 2022). In addition to conventional constraints and the challenges faced, the turbulent and competitive environment, in which these organizations act, forces them to adopt a more competitive posture in their interventions, as well as to focus on results orientation, and to exercise new strategic, adaptable and innovative ways in the creation of superior social value to their clients/users (Davis et al., 1991; Mair & Marti, 2006; Sullivan Mort et al., 2003; Weerawardena & Mort, 2006). In this sense, NPOs must decide to improve their performance, and these decisions involve the interpretation of the environment, the development and implementation of programs and services, the creation of processes and structures, to control resources and equally, in order to have an impact on performance (Alvord et al., 2003; Brown & Chao Guo, 2010; Ferreira et al., 2022; Meira et al., 2022). For Barton (1994), in the context of threats, companies are vulnerable to different types of crises and need professionals capable of analyzing, deciding, and implementing actions, despite pressures. Likewise, Mitroff et al. (1987) refer that every organization must attend not only to crises that are well known but to the many disasters that can now happen to any organization and all sectors.

2 Methodology

This study uses a double data collection process. Qualitative and quantitative data are united through a mixed method approach (Creswell, 2009). Based on the literature review, the Study 1 begins with an

qualitative and exploratory data collection, where analysis and results inform the Study 2 (quantitative phase developed afterwards).

Carried out in May 2020, Study 1 includes six in-depth semi-structured virtual interviews, with six executive directors of Northern Portuguese NPOs, representing 36 different social institutions. The interviews were recorded, transcribed, examined, and categorized. Two of the authors participated in all interviews. As for the method of conducting the interviews, due to the pandemic of COVID-19, were carried out online, through the Zoom platform. Study 2 uses quantitative methodology through a questionnaire survey. Table 2.1 encapsulates the major methodological features used in the data collection.

Table 2.1 Methodological synthesis of Study 1 and Study 2

	Study 1	Study 2
Temporal basis	Cross-Section	Cross-Section
Unit of analysis	Executive directors - 36 social facilities	Technical directors and executive directors
Sampling	Convenience	Convenience
Sample	236 minutes; 6 interviews	174
Data collection	Semi-structured interview	Online survey
Date	May 2020	June to September 2021
Data analysis	Qualitative: exploratory and explanatory	Quantitative: confirmatory, multivariate

Source: Own elaboration.

A convenience sample for this interview process was conducted, corresponding to the stratification described on Table 2.2. Considering their amount of experience, the respondents are familiar with the context. These NPOs represent a range of social activities such as support for children and young people, and family support and protection for the most vulnerable groups.

Table 2.2 Sample stratification for the interview process

Interviewee	Age	Northern Portugal City	N. of social facilities
JR	49	Melgaço	7
JB	49	Porto	3
CR	54	Vila Real	5
AG	66	Mirandela	13
AC	65	Bragança	5
PA	40	Braga	3

Source: Own elaboration.

In Study 1, it was conceivable to design an investigation grid (Table 2.3), inspired on the work of Coombs and Laufer (2018), used in the data organization, transcribing the positions taken by the six interviewees concerning the categories and subcategories considered. For the time (May 2020) it was only possible to study pre-crisis and crisis phases.

Table 2.3 Categorization structure of the interview process

Categories	Sub-categories
Pre-crisis (prevention and preparation)	<ul style="list-style-type: none"> ● Definition ● Types ● Critical themes ● Preparedness ● Lack of preparation and planning
Crisis phase (response)	<ul style="list-style-type: none"> ● Type of actions ● Contingency planning practices ● Procedures and activities

Source: Based on Santos & Lopes (2021).

The population of Study 2 is composed of 1124 Portuguese NPOs, from a database (GEP/MTSSS, 2021) of social economy organizations in mainland Portugal, resulting in a convenience sample of 174 (15.5% rate response) executive directors and NPO technical directors. For each institution and respondent, social and demographic profiles were assessed. Data collection started in June and ended in September 2021 and was carried out through an original questionnaire developed and distributed via the internet, through institutional emails, and on social networks (five NPO Facebook groups). It was made available electronically through the Lime Survey platform. The data collection instrument was developed according to the literature review and considering what could be applied to an NPO scenario. To adapt the research to the specific characteristics of the third sector, in addition to ensuring great harmonization, the words “institution” and “beneficiary” were used. A pre-test of the questionnaire was carried out with six experts in the field, each with more than six years of experience, who suggested minor changes. The total instrument (of Study 2) is composed of four parts: sociodemographic characterization, pre-crisis, crisis, and post-crisis. Sociodemographic data included a brief characterization of the individual respondent (gender, age, education, role, and experience) and the institution (number of employees and volunteers, before and during COVID-19, area of intervention, social facilities, district, and legal form).

Representatives of NPOs, in middle-level (technical management or similar) and top-level (executive management or top management) positions, participated voluntarily by answering the questionnaire on behalf of the institution. Similar studies have similar valid responses (e.g., Martins & Pinto, 2021, n=329; Adro et al., 2022, n=135). The social-demographic characteristics of the sample (Table 2.4) contain the dominant female gender (75.3%). Respondents were, on average, 43 years old, 55.7% had higher education (Bachelor/Graduate), and 40.2% Pos-Graduate/MBA/Master/Ph.D. Regarding the position held in the NPO, 25.3% of respondents are in top management as executive directors (president, provider, general manager, administrator...) and 70.7% as technical directors. The average number of years of the respondent in the NPO is 13 years and the average number of years of experience in the current position is 11 years. The average number of employees at the NPO where he works was 59 before COVID-19, rising to 62 during COVID-19. Regarding the district where the institution is located, responses were obtained from all districts of mainland Portugal.

The obtained answers about the intervention area (target population) of the responding NPOs revealed that 64.4% (112) of these NPOs work with the elderly, 52.3% (91) work with children and young people,

and 23.6% (41) work with family and community in general. Other areas of intervention are targeted by NPOs, but with a lower frequency in the sample (see Table 2.4).

Table 2.4 Sample characterization

Variable	Frequency	%
Sex		
Female	131	75.3
Male	41	23.6
Prefer not to say	2	1.1
Age		
Mean±Standard deviation		43±9.36
Function		
Executive direction	44	25.3
Technical direction or coordination	123	70.7
Other	7	4.0
Education		
9th grade completed	1	0.6
Secondary school completed	6	3.4
Higher education (Bachelor/Graduate degree)	97	55.7
Postgraduate/MBA/Masters/Ph.D	70	40.2
Number of years in the NPO		
Mean±Standard deviation		13.1±8.7
Number of years of experience in the current position		
Mean±Standard deviation		10.9±8.3
The average number of total employees (before COVID-19)		
Mean±Standard deviation		58.9±69.3
The average number of total employees (during COVID-19)		
Mean±Standard deviation		61.7±75.9
Legal Form		
Association	80	46.0
Parish and Social Center	33	19.0
Foundation	15	8.6
Religious Institute	12	6.9
Holy House of Mercy	34	19.5
Intervention area		
Children and youth ^a	91	52.3
Children and youth with disabilities ^a	27	15.5
Children and youth in danger ^a	32	18.4
Old people ^a	112	64.4
Adults with disabilities ^a	37	21.3
People in dependency situation ^a	21	12.1
Homeless people ^a	8	4.6
Family and community in general ^a	41	23.6
People with HIV/AIDS and their families ^a	6	3.4
Drug dependent person ^a	9	5.2
Victims of domestic abuses ^a	8	4.6

Source: Research data Legend: a- Dichotomic variable – the results represent the answer “Yes”

3 Data analysis and results

The impact of a crisis like COVID-19 seems transversal and independent of the type of NPO. In this research, regarding the degree of severity of the impact of the COVID-19 pandemic on the institution (Fig. 3.1), measured on a scale of 1 (none) to 5 (high), most respondents (56.9%) answered with a minimum of 4 assuming that the COVID-19 pandemic had a strong impact on NPOs (mean=3.64; SD=1). To look for associations between the variables of education, years of experience in the current position, seniority in the institution, the average number of total employees (fixed + casual) (before COVID-19), and the degree of

severity, Spearman's correlation was used. The NPO dimension was associated with the degree of severity: the greater the number of employees, the greater the degree of severity ($r_s = 0.173$; $p\text{-value} = 0.022$). Education also showed a correlation with this item: the higher the education level, the greater the perception of the impact of COVID-19 on the institution ($r_s = 0.163$, $p\text{-value} = 0.031$). These correlations, although low, were statistically significant for these two variables concerning the degree of severity of the COVID-19 pandemic impact on the institution. The remaining variables were not statistically significant. As the literature mentions, all organizations are impacted by crises, which can occur in any organization and all sectors (Mitroff et al., 1987).

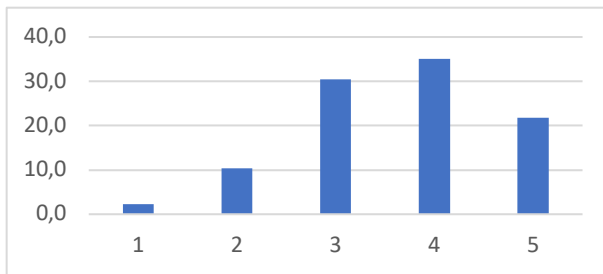


Fig. 3.1 Severity degree of impact of the COVID-19 pandemic

Source: Research data. Scale ranging from 1 (none) to 5 (high)

In what emergency preparedness concerns, crisis management implies four interrelated factors: preparation, prevention, response, and revision (Coombs, 2015, as cited in Coombs and Laufer, 2018). This work congregates these factors into the more unanimous proposal of three phases: pre-crisis, crisis, and post-crisis.

3.1 Pre-crisis phase

In Study 2, on one hand, most respondents (75.9%) recognize that there was no crisis management plan in place before COVID-19 and, on the other hand, 24.1% (42) respondents indicated that their institution had a plan. It is noted that 13.3% (4) reported that the frequency of the plans' updating was less than one year, 46.7% (14) between one and two years, 3.4% (6) between three and four years, and the same number 3.4% (6) say they review the plan after four years. Furthermore, 67.2% (117/174) assumed that they had no contingency plan in place before the Portuguese Social Security Institute rules and guidelines, and 74.1% indicated that there was no previous crisis response team.

Study 1, had already suggested this finding when some respondents mention that this crisis was unpredictable, as follows: "A crisis is always something that constrains, so it's always in the negative aspect... the crisis always changes the course of events, changes the organizational models, changes practices, therefore changes the regular functioning of the institutions, forces us to, in a very short period, reformulate everything and get out of the box, so we cannot be in a functionalist structure, we have to rethink all the strategies, all the organizational models, the practices, the intervention models and adapt them to the moment of crisis." (JB)

All interviewees said that they were not prepared at all, as no one could plan a pandemic crisis like COVID-19, given its size and importance. Respondents, of Study 1, expressed plainly:

“Predict a situation like this, with this magnitude? Nobody is prepared for a hurricane. (...) What is normally required, we try to comply and try to have minimally legal things.” (PA)

“Nowhere was predicted a situation like this (...) it never crossed my mind, going through the situation I did (...) in March I had very bad days! (...). Before Covid-19 we had no plans.” (AG)

“We were neither prepared nor mentalized.” (AC)

Crossing variables (“the existence of a crisis management plan before COVID-19”) with the NPO’s area of intervention, it was possible to verify significant differences (p-value<0.05), such as institutions with children and young people in situations of danger, homeless people, and drug addicts had a higher level of planning for a crisis. It should be noted that the NPOs with intervention in the elderly public had a lower level of planning than all the others (p-value<0.01).

Descriptive analysis of the degree of implementation of the preparation and planning activities presents average values below 3, showing insufficient implementation of these activities is (Table 3.1).

Table 3.1 Degree of implementation of planning activities in the pre-crisis phase

Variables	%			Statistics	
	<3	3	>3	Mean	SD
Risk and vulnerability audits carried out by multidisciplinary teams	54.6	21.8	23.5	2.4	1.24
Impact studies of potential crises	75.9	17.8	6.3	1.83	0.98
Surveillance and detection systems with the definition of indicators and warning signs	46	36.6	22.4	2.56	1.18
Contingency plans (technical and communication procedures)	51.7	23.6	24.7	2.56	1.29
Preparation of teams, people and procedures	36.8	30.5	32.7	2.87	1.14
Classroom simulations and real scenarios (training and exercises)	50	29.3	20.6	2.51	1.13

Source: Research data; SD- standard deviation; Likert scale: 1= none to 5= high

Recent literature also defends the importance of scenario planning and response activities could focus not only on strategic responses such as support operations (i.e., reduction, such as what to cut), but also on those that help maintain core services and stakeholder relationships, as well as collaborate with other organizations, seek additional resources, and engineer new ways to accomplish the organization's mission (i.e., innovate) (Fuller & Rice, 2022; Mendes & Pereira, 2006).

In the descriptive analysis of the degree of agreement related to preparation and planning (Table 3.2), only three items have means above 3. Thus, most respondents agree that the leadership team created a plan to respond to crises, that the institution's infrastructure facilitated crisis resolution, and that the institution had systems and policies that could trigger crises. It is also important to note that the majority (63.2% of respondents) assumed that they do not have an area (department, section, or division) for communication, public relations, or something similar. Literature is, then, confirmed as it seems that many managers of these organizations disregard the risks and vulnerabilities that exist in their organizations or are not aware of it (Spillan & Crandall, 2002).

Table 3.2 Degree of agreement on the existence of pre-crisis preparation and planning activities

Variables	%			Statistics	
	<3	3	>3	Mean	SD
The institution had areas vulnerable to crises	41.4	31.6	27	2.79	1.21
The institution had situations and practices that, when ignored, could lead to crises	55.2	28.2	16.7	2.40	1.15
The institution was aware of uncomfortable situations that it did not face	73	19.5	7.4	1.96	0.99
The institution had systems and policies that could provoke crises	78.7	15.5	5.7	1.81	0.94
The leadership team created a plan to respond to crises	28.7	17.8	53.5	3.30	1.31
The institution allocated appropriate resources for crisis prevention	40.2	31.6	28.2	2.76	1.20
The institution's infrastructure facilitated crisis resolution	27	20.7	52.3	3.28	1.20
The organizational culture favored a prompt response to crises	21.3	27	51.7	3.36	1.12

Source: Research data; SD- standard deviation; Likert scale: 1= totally disagree to 5= totally agree

3.2 Crisis phase

There are two ways to perceive a crisis: prepare to prevent and manage a crisis or ignore the signals and react (Spillan & Crandall, 2002; Spillan, 2003). In Study 1, it can be said that the NPOs of the sample, tend to react and respond to the moments of crisis, simply following the guidelines of official bodies, and creating contingency plans oriented by these entities. As can be demonstrated by the following transcripts:

“It was reactive in the sense that we were reacting, we started adapting what were the guidelines that were left by the official and public organisms.” (JR)

“We are going to react a little to situations.” (CR)

“The structures are reactive and not proactive.” (JB)

In Study 2, regarding the descriptive analysis of the implementation of damage containment strategies during the crisis, all items present averages equal to or greater than 4.03, that is, on average the respondents agree with the statements. Furthermore, most respondents strongly agree that the institution implemented damage containment/limitation strategies during the crisis (Table 3.3).

Table 3.3 Degree of agreement on the actions taken in the crisis phase

Variables	%			Statistics	
	<3	3	>3	Mean	SD
The institution implemented damage containment strategies during the crisis	2.9	9.8	87.4	4.34	0.79
The institution was able to control information relating to the crisis	5.7	10.3	83.9	4.20	0.89
The institution took care of and satisfied the interests of all stakeholders	5.7	18.4	75.9	4.03	0.94
The messages communicated to the different stakeholders were adequate	5.7	18.4	75.9	4.04	0.95
The communication channels used were appropriate	5.1	15.5	79.3	4.13	0.90

Source: Research data; SD- standard deviation; Likert scale: 1= totally disagree to 5= totally agree

About the communication channels used to communicate with different audiences during the crisis, it was found that 86.8% of respondents (151) referred to the telephone, 86.2% (150) to email, 74.7% (130) to social media, and 68.4% (119) communicated via videoconference (Skype, Zoom, Teams, among others). Mann-Whitney test was used to compare answers and the existence of area (department, section, or division) for communication positively influences the actions taken (p -value<0.05), meaning that: the institution took care of and satisfied the interests of all stakeholders; the messages communicated to the different stakeholders were adequate, and the communication channels used were appropriate. In a different

way, not asked here, similar studies, about communication on COVID-19, and that social economy organizations struggled with digital illiteracy from their beneficiaries (Martins & Pinto, 2021).

In Study 1, concerning the procedures and activities of crisis management prevention and planning, as for the crisis phase, the interviewees referred that there is a need to create exit and entry systems; reintroduce hygienic-sanitary practices; operationalize shifts or mirror teams; create circuits; reception, and transport protocols segmented; concept and implement communication teams and offices (internal and external); identify and prepare a list of several volunteer entities and platforms (of health, care, and support staff) beside recruitment mechanisms and partnerships to provide reserve human force. Some citations of interviewees were:

“Regardless of the contact with the family and communication with the population in general, it must be well defined who does this, how they do it, what information should be conveyed and how often, in each type of crisis.” (JR)

“Updated phone book”; “signage”; “routines”; “mirror teams.” (PA)

“Complaints management”; “A specific plan for each social facility.” (CR)

In agreement with Study 1, in Study 2 the NPOs have organizationally adapted to the COVID-19 pandemic reacting to the moment of exception never experienced before. It was found that 86.8% (151) of the respondents indicated the creation of new rules and procedures, 75.3% (131) the organization of mirror teams, 32.8% (57) opted for closure, 23.6% (41) for the reduction of working hours and 20.1% (35) for the creation of crisis offices/teams. Regarding the existence of attacks (by users' families and the media, among others) it should be noted that 78.7% (137 out of 174) of NPOs say they have not suffered any type of attack.

Descriptive analysis of the degree of implementation of crisis management activities shows average values close to 4 are found, showing that the implementation of these activities is reasonable (Table 3.4). It seems that, during the crisis, NPOs were more concerned with recognizing the phenomenon and activating response systems and tactics, than with the assessment of reputational and operational impacts, suggesting a contingency management action, more reactive than proactive.

Table 3.4 Degree of implementation of crisis management activities

Variables	%			Statistics	
	<3	3	>3	Mean	SD
Identification and recognition of the phenomenon	3.4	17.2	79.4	4.14	0.87
Operational impact assessment	8.0	26.4	65.6	3.83	0.98
Assessment of reputational impact with different stakeholders	16.1	31.6	52.3	3.49	1.07
Identification and characterization of stakeholders and audiences	12.6	29.9	57.5	3.60	1.01
Definition of crisis response strategies and tactics	4.0	19.0	77.0	4.07	0.87
Activation of the response system (principles, people and procedures)	3.4	23.6	73.0	4.03	0.86

Source: Research data; SD- standard deviation; Likert scale: 1= totally disagree to 5= totally agree

The preparation and prevention stages include the development of crisis exercises for training and simulation as well as a crisis team (Pearson & Mitroff, 1993). In Study 1, respondents point out as reasons for the absence of preparation and planning: non-professional management, insufficient training in management and planning, issues of leadership, insufficient human resources, historical reasons, and other reasons.

“Have I delegated in the technical staff responsible for each valence (...) to specify it in detail? What are the steps? It doesn't pass me by.” (PA)

“We have “big ships” coping with non-professional management for years. (...) We had contingency plans, we followed the guidelines that came from different public institutions. (...) We had some human resources that allowed us to organize, creating offices/teams.” (JR)

“We are talking about structures that have an administrative and bureaucratic system that is often very slow, which obeys very strict criteria that are framed in specific legislation. (...) There is also a devaluation of planning, on one hand, and on the other, there is little training and awareness in the areas of planning. (...)NPOs do not think like market companies (...) are dependent on subsidies and state funding. (...) They are controlled by the State that gives NPO guidance. Not receiving guidelines, these structures consider that there are no reasons to do so, they are not obliged to do so, and therefore they do not do it. (...) Structures that work a lot from volunteering and with people's solidarity. (...) People have no training in management and planning.” (JB).

Regarding the existence of a shortage of crisis planning, in Study 2, about 44.8% (78) answered yes and 24.7% preferred not to answer, not recognizing this gap. The reasons for this situation, mentioned by the 78 respondents, are found in Table 3.5, highlighting the lack of human resources with management training.

Table 3.5 Degree of implementation of crisis management activities

Reason	Frequency	%
Historical reasons	22	28,2%
A slow and rigorous bureaucratic and administrative system	39	50,0%
Intervention area	21	26,9%
State dependency	29	37,2%
Devaluation of planning	34	43,6%
Lack of human resources with training in management	61	78,2%
Subsistence with a high degree of volunteering and solidarity	20	25,6%
Lack of leadership	9	11,5%

Source: Research data

3.3 Post-crisis phase

Regarding the degree of importance of learning from the crisis experience, around 96.3% (159 respondents) consider it important or very important to learn from this crisis to produce changes in the future in terms of structure, people, procedures, etc. Most respondents (78.2%) say that changes have already been implemented as a result of the pandemic.

For the importance of implementing the post-crisis activities, most respondents consider it important or very important to carry out post-crisis audits (assessing effects, the effectiveness of systems, structures), operational and reputational recovery, and the creation of organizational memory and learning (balance, learning from mistakes) (Table 3.6).

Table 3.6 Degree of importance/agreement on the actions taken in the post-crisis phase

Variables	%			Statistics	
	<3	3	>3	Mean	SD
Post-crisis audit (assessing effects, effectiveness of systems, structures)	12.7	25.5	61.8	3.81	0.94
Operational and reputational recovery	4.2	14.5	81.2	3.69	1.05
Organizational memory creation and learning (balance, learn from mistakes)	7.3	22.4	70.3	4.20	0.89

Source: Research data; SD- standard deviation; Likert scale: 1= not important to 5= extremely important

In the final assessment about the importance of the level of planning and preparation for COVID-19, most respondents (70.3%, 116/174), on a scale ranging from 1 (none) to 5 (high), rate a minimum of 4, demonstrating the high relevance and concern that this topic assumes.

Within the scope of the type(s) of crisis that may jeopardize the performance of NPOs, it is observed that the most mentioned category is disasters (natural disasters, fires, floods, epidemics...) with 73% (127) of respondents; then, mismanagement was identified with 66.1% (115) of the respondents; financial damage with 59.2% (103) of respondents; work problems with 41.4% (72); personal accidents with 35.6% (62), cybercrime with 24.1%, among other types mentioned less frequently.

Regarding the question “In the future, which will be the critical issues of crisis prevention in NPOs?”, with multiple options, it appears that the five most selected responses were human and physical resources (84.5%, with 147 responses), balance/financial capacity (65.5%, 114 responses), sustainability (64.4%, 112 responses), management skills (49.4%, 86 responses) and population aging (29.9%, 52 responses).

4 Discussion and conclusions

The third sector has contributed significantly to the development of the Portuguese economy. It is a constantly growing sector, and it has helped to reduce the unemployment rate, offering more jobs, whether full-time or part-time. A crisis management plan is not just for for-profit organizations, but also for NPOs. Most organizations do not dedicate time to operations and crisis relevant to their risk profiles (Ulmer, 2012; Fuller & Rice, 2022). A maioria das organizações não dedica tempo ao planeamento de operações e crises

The new coronavirus pandemic (SARS-CoV-2) and its disease (COVID-19) had an important impact on Portuguese NPOs. Regarding the degree of severity of the impact of the COVID-19 pandemic on the institution, most respondents of the present work indicated that the COVID-19 pandemic had a strong impact on NPOs. Several impacts were informed in coherence with other studies (e.g., Martins & Pinto, 2021; Fuller & Rice, 2022) like a decrease in the number of volunteers, donations, and revenues. In this way, this research pandemic has reinforced the idea that a plan to contain crises is extremely important in organizations, as literature (Coombs & Laufer, 2018) suggests. In the present study, most respondents assumed that there was no crisis and contingency management plan in place at their institution, before the COVID-19 crisis, and stated that one of the most important reasons for this situation is the lack of human resources with management training. Literature is, then, confirmed as it seems that many managers of these organizations ignore the risks and vulnerabilities that exist in their organizations or are not aware of it (e.g., Spillan & Crandall, 2002).

Regarding the degree of severity of the impact of the COVID-19 pandemic on the institution, most respondents stated that it had a strong impact on NPOs, confirming that although NPOs dealt with the

COVID-19 crisis in different ways, the pandemic had moderate to severe negative impacts on them (Fuller & Rice, 2022). It's also important to note that the NPO dimension was associated with the degree of severity: the higher the number of employees, the greater the degree of severity. Education also showed a correlation with this item: the higher the education level, the greater the perception of the impact of COVID-19 on the institution. These correlations, although low, were statistically significant for these two variables concerning the degree of severity of the COVID-19 pandemic impact on the institution. Additionally, crossing the existence of a crisis plan with the NPO's area of intervention, it was possible to conclude that institutions with children and young people in situations of danger, homeless people, and drug addicts had a higher level of planning for a crisis. It should be noted that the NPOs with intervention in the elderly public had a lower level of planning than all the others. The impact of COVID-19 on elders does not appear to have been adequately explored to date (D'cruz & Banerjee, 2020). Local, regional and national governments actions taken to attenuate the spread of the pandemic disease have thus shield older people from the virus and these ones have been particularly hard hit, dying in an unevenly higher numbers, especially in long-term care facilities (Miller, 2020).

Managing a crisis requires a lot of effort on the part of these organizations, considering that managing a crisis requires not only a plan but also a crisis management team, with highly trained leaders, as well as a crisis communication plan so that it can communicate effectively with its stakeholders (Coombs & Laufer, 2018; Young & Searing, 2022). Most respondents agree that, during the crisis, the leadership team created a plan to respond to crises, that the institution's infrastructure facilitated crisis resolution, and that the institution had systems and policies that could trigger crises. The reactive response to crisis occurred confirming that the social economy has been mitigating impacts of COVID-19 crisis and complementing government responses (OECD, 2020). Doing so, an increase of Portuguese NPOs' flexibility and speed of adaptation happened (Martins & Pinto, 2021). In the present research, it is also important to note that the majority of institutions assumed that they do not have an area (department, section, or division) for communication, public relations, or something similar. About the communication channels used to communicate with different audiences during the crisis, it was found that most respondents referred to the telephone, email, and social media. Communication is a fundamental capability for NPOs and engaging in external communication activities contributes to their skill to persevere and innovate (Fuller & Rice, 2022).

Within the scope of the type(s) of crisis that may jeopardize the performance of NPOs in the future, the most mentioned category is disasters (natural disasters, fires, floods, epidemics...), mismanagement, and financial damage. Regarding the critical issues of crisis prevention in NPOs, the respondents indicate human and physical resources, balance/financial capacity, sustainability, and management skills. Other similar results announce that the main needs of Portuguese IPSS are the economic-financial support (focus on personal protection equipment), reinforcement of communication and networking with public organizations, and an increase in the number of qualified operational workers (Martins & Pinto, 2021). Despite the constant growth of NPOs in Portugal, it was noticeable that these organizations have received very little attention, in terms of volunteering, given that this had a large reduction at the time of the pandemic disease, accordingly with other studies (Martins & Pinto, 2021; Meira et al., 2022; Young & Searing, 2022).

This study suffers from certain limitations with the key issue having considered only crisis management. In fact, additional dimensions of NPO literature would consolidate its contribution considerably. Data collection took place during the pandemic situation and is only based on the Portuguese case of NPOs and, specifically, those with the status of IPSS. Other limitation of this study concerns the fact that the surveyed and convenience sample includes a small sample size due to the insufficient available contacts on Carta Social data base (GEP/MTSSS, 2021), impeding representativeness. In summary, the present research, echoes a partial reality.

Future research, resulting from this project and literature review, should focus on four fundamental areas: risk and vulnerabilities assessment, planning competences, active leadership, and organizational communication as primary tools for crisis management. Also, Study 1 pointed an increased effort of different NPOs on working together and developing partnerships with local authorities in order to cope with unexpected and undesirable events in COVID-19. Similarly, recent research (Fuller & Rice, 2022; Martins & Pinto, 2021) also observed as an opportunity the inter-cooperation with similar organizations, municipalities, and local health entities. This confirms that, during periods of crises, historically, there is a rise in the value placed on co-operation and solidarity (OECD, 2020). So, it seems interesting to deep knowledge about how external stakeholders, partnerships and competition are managed to work solutions through co-operation in order to help mitigate the direct impact of the crisis, especially for the most vulnerable groups, and provide services. Future studies might replicate this one in the highly diverse universe of organizations of the social economy, and a broader range of countries around the world.

References

- Adro, F., Fernandes, C. I., & Veiga, P. M. (2022). The impact of innovation management on the performance of NPOs : Applying the Tidd and Bessant model (2009). *Nonprofit Management and Leadership*. <https://doi.org/10.1002/nml.21501>
- Allen, M. W., & Caillouet, R. H. (1994). Legitimation endeavors: Impression management strategies used by an organization in crisis. *Communication Monographs*, *61*(1), 44–62. <https://doi.org/10.1080/03637759409376322>
- Alvord, S., Brown, D., & Letts, C. (2003). *Social entrepreneurship – Leadership that facilitates societal transformation –an exploratory study* (No. 5).
- Amaro, R. (1997). O desenvolvimento local — Um caminho para a sociedade providência? *III Conferência Dos Economistas de Língua Portuguesa*.
- Barrett, H., Balloun, J. L., & Weinstein, A. (2005). The impact of creativity on performance in non-profits. *International Journal of Nonprofit and Voluntary Sector Marketing*, *10*(4), 213–223. <https://doi.org/10.1002/nvsm.25>
- Barton, L. (1994). Crisis management: Preparing for and managing disasters. *The Cornell Hotel and Restaurant Administration Quarterly*, *35*(2), 59–65. [https://doi.org/10.1016/0010-8804\(94\)90020-5](https://doi.org/10.1016/0010-8804(94)90020-5)
- Ben-Ner, A. (2002). The shifting boundaries of the mixed economy and the future of the nonprofit sector. *Annals of Public and Cooperative Economics*, *73*(1), 5–40.
- Brown, W. A., & Chao Guo. (2010). Exploring the key roles for nonprofit boards. *Nonprofit and Voluntary Sector Quarterly*, *39*(3), 536–546. <https://doi.org/10.1177/0899764009334588>
- Coombs, W. T. (1995). Choosing the right words. *Management Communication Quarterly*, *8*(4), 447–476. <https://doi.org/10.1177/0893318995008004003>
- Coombs, W. T. (2006). Code red in the boardroom: Crisis management as organizational DNA. In *Choice Reviews Online* (Vol. 44, Issue 01). American Library Association. <https://doi.org/10.5860/choice.44-0405>
- Coombs, W. T. (2012). *Ongoing crisis communication: Planning, managing, and responding* (3rd ed). SAGE.
- Coombs, W. T., & Holladay, S. (1996). Communication and attributions in a crisis: An experimental study in crisis communication. *Journal of Public Relations Research*, *8*, 279–295.
- Coombs, W. T., & Laufer, D. (2018). *Global crisis management – Current research and future directions*.

- Journal of International Management*, 24(3), 199–203.
<https://doi.org/10.1016/j.intman.2017.12.003>
- Corvo, L., Pastore, L., Mastrodascio, M., & Tricarico, L. (2022). The impact of COVID-19 on public/third-sector collaboration in the Italian context. *Sustainability*, 14(4), 2228.
<https://doi.org/10.3390/su14042228>
- Courtney, R. (2002). *Strategic management for voluntary nonprofit organizations*. Routledge.
- Crandall, W., Parnell, J., & Spillan, J. (2014). *Crisis management - Leading in the new strategy landscape* (2nd ed.). Sage Publications, Inc.
- Creswell, J. (2009). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage.
- D'cruz, M., & Banerjee, D. (2020). 'An invisible human rights crisis': The marginalization of older adults during the COVID-19 pandemic – An advocacy review. *Psychiatry Research*, 292, 113369.
<https://doi.org/10.1016/j.psychres.2020.113369>
- Davis, D., Morris, M., & Allen, J. (1991). Perceived environmental turbulence and its effect on selected entrepreneurship, marketing, and organizational characteristics in industrial firms. *Journal of the Academy of Marketing Science*, 19(1), 43–51. <https://doi.org/10.1007/BF02723423>
- Dees, G. (1998). The meaning of social entrepreneurship. *Duke Fuqua School of Business*.
- Devlin, E. (2007). *Crisis management planning and execution* (A. Publications (ed.)). Taylor & Francis Group.
- ECLAC. (2020). *The social challenge in times of COVID-19*. United Nations Economic Commission for Latin America and the Caribbean.
- Eriksson, K., & McConnell, A. (2011). Contingency planning for crisis management: Recipe for success or political fantasy? *Policy and Society*, 30(2), 89–99. <https://doi.org/10.1016/j.polsoc.2011.03.004>
- Evers, A. (1995). Part of the welfare mix: The third sector as an intermediate area. *Voluntas*, 6(2), 159–182. <https://doi.org/10.1007/BF02353995>
- Ferreira, A., Santos, C., Inácio, H., Costa, A. J., Bandeira, A. M., Tomé, B., Joaquim, C., Góis, C., Curi, D., Meira, D., Azevedo, G., Jesus, M., Teixeira, M. G., Monteiro, P., Duarte, R., & Marques, R. P. (2022). Accountability in the social economy: The case of private social solidarity institutions. *Sustainability*, 14(3), 1147. <https://doi.org/10.3390/su14031147>
- Fuller, R. P., & Rice, R. E. (2022). Nonprofit organization communication, crisis planning, and strategic responses to the COVID-19 pandemic. *Journal of Philanthropy and Marketing*, e1750.
<https://doi.org/10.1002/nvsm.1750>
- GEP/MTSSS. (2021). *Carta social - Rede de serviços e equipamentos - Relatório 2020*.
- INE. (2019). *Conta satélite da economia social*.
- Institute for Crisis Management. (2021). *Crisis toolbox: The ICM crisis database*. ICM - Institute for Crisis Management. <https://crisisconsultant.com/crisis-toolbox/>
- Klafke, R., Picinin, C. T., & Chevarria, D. G. (2021). Considerations regarding donation and value co-creation in times of covid-19 pandemic. *Global Journal of Flexible Systems Management*, 22(4), 357–376. <https://doi.org/10.1007/s40171-021-00282-w>
- Leadbeater, C. (1997). *The rise of the social entrepreneur*. Demos.
- Mair, J., & Marti, I. (2006). Social entrepreneurship research: A source of explanation, prediction, and delight. *Journal of World Business*, 41(1), 36–44.
- Martins, F. & Pinto, F. (2021). O impacto da pandemia de COVID-19 nas IPSS, Universidade Católica Portuguesa. https://www.ucp.pt/sites/default/files/files/CRP/docs/2021-03_ATESUCP_RelatorioCOVID-19nasIPSS.pdf
- Meira, D., Azevedo, A., Castro, C., Tomé, B., Rodrigues, A. C., Bernardino, S., Martinho, A. L., Curado Malta, M., Sousa Pinto, A., Coutinho, B., Vasconcelos, P., Pimenta Fernandes, T., Bandeira, A. M., Rocha, A. P., Silva, M., & Gomes, M. (2022). Portuguese social solidarity cooperatives between recovery and resilience in the context of covid-19: preliminary results of the COOPVID Project. *CIRIEC-España, Revista de Economía Pública, Social y Cooperativa*, 104, 233.
<https://doi.org/10.7203/CIRIEC-E.104.21486>
- Mendes, A. M., & Pereira, F. C. (2006). *Crises: de ameaças a oportunidades - Gestão Estratégica de Comunicação de Crises* (1ª Ed). Edições Sílabo.
- Miller, E. A. (2020). Protecting and improving the lives of older adults in the covid-19 era. *Journal of Aging & Social Policy*, 32(4–5), 297–309. <https://doi.org/10.1080/08959420.2020.1780104>
- Mitroff, I. I., Shrivastava, P., & Udvardia, F. E. (1987). Effective crisis management. *Academy of Management Perspectives*, 1(4), 283–292. <https://doi.org/10.5465/ame.1987.4275639>
- OCDE (2020): Social economy and the COVID-19 crisis: Current and future roles, <https://www.oecd.org/coronavirus/policy-responses/social-economy-and-the-covid-19-crisis-current-and-future-roles-f904b89f/>
- Ozanne, L. K., Ballantine, P. W., & Mitchell, T. (2020). Investigating the methods and effectiveness of

- crisis communication. *Journal of Nonprofit & Public Sector Marketing*, 32(4), 379–405.
<https://doi.org/10.1080/10495142.2020.1798856>
- Pearson, C. M., & Mitroff, I. I. (1993). From crisis prone to crisis prepared: A framework for crisis management. In *The Executive* (Vol. 7, pp. 48–59). Academy of Management.
<https://doi.org/10.2307/4165107>
- Peredo, A. M., & McLean, M. (2006). Social entrepreneurship: A critical review of the concept. *Journal of World Business*, 41(1), 56–65. <https://doi.org/10.1016/J.JWB.2005.10.007>
- Richardson, B. (1994). Socio-technical disasters: Profile and prevalence. *Disaster Prevention and Management: An International Journal*, 3(4), 41–69. <https://doi.org/10.1108/09653569410076766>
- Salamon, L. M., & Anheier, H. K. (1992). In search of the non-profit sector I: The question of definitions. *Voluntas*, 3(2), 125–151. <https://doi.org/10.1007/BF01397770>
- Santos, L., & Lopes, L. (2021). The level of preparedness and response of nonprofit organizations in a pandemic crisis: An exploratory qualitative research. *Journal of Administrative Sciences and Technology*, 1–11. <https://doi.org/10.5171/2021.472658>
- Schwarz, A., & Pforr, F. (2011). The crisis communication preparedness of nonprofit organizations: The case of German interest groups. *Public Relations Review*, 37(1), 68–70.
<https://doi.org/10.1016/j.pubrev.2010.10.002>
- Shearer, F. M., Moss, R., McVernon, J., Ross, J. V., & McCaw, J. M. (2020). Infectious disease pandemic planning and response: Incorporating decision analysis. *PLoS Medicine*, 17(1), 1–12.
<https://doi.org/10.1371/JOURNAL.PMED.1003018>
- Shoham, A., Ruvio, A., Vigoda-Gadot, E., & Schwabsky, N. (2006). Market orientations in the nonprofit and voluntary sector: A meta-analysis of their relationships with organizational performance. *Nonprofit and Voluntary Sector Quarterly*, 35(3), 453–476.
<https://doi.org/10.1177/0899764006287671>
- Sisco, H. F. (2012). Nonprofit in crisis: An examination of the applicability of situational crisis communication theory. *Journal of Public Relations Research*, 24(1), 1–17.
<https://doi.org/10.1080/1062726X.2011.582207>
- Smith, D. (1990). Beyond contingency planning: towards a model of crisis management. *Industrial Crisis Quarterly*, 4(4), 263–275. <https://doi.org/10.1177/108602669000400402>
- Spillan, J. E. (2003). An exploratory model for evaluating crisis events and managers' concerns in nonprofit organisations. *Journal of Contingencies and Crisis Management*, 11(4), 160–169.
<https://doi.org/10.1111/j.0966-0879.2003.01104002.x>
- Spillan, J. E., & Crandall, W. (2002). Crisis planning in the nonprofit sector: Should we plan for something bad if it may not occur? *Southern Business Review*.
- Sullivan, G. M., & Weerawardena, J. (2006). Networking capability and international entrepreneurship. *International Marketing Review*, 23(5), 549–572. <https://doi.org/10.1108/02651330610703445>
- Sullivan Mort, G., Weerawardena, J., & Carnegie, K. (2003). Social entrepreneurship: Towards conceptualisation. *International Journal of Nonprofit and Voluntary Sector Marketing*, 8(1), 76–88.
<https://doi.org/10.1002/nvsm.202>
- Ulmer, R. R. (2012). Increasing the impact of thought leadership in crisis communication. *Management Communication Quarterly*, 26(4), 523–542. <https://doi.org/10.1177/0893318912461907>
- Weerawardena, J., & Mort, G. S. (2006). Investigating social entrepreneurship: A multidimensional model. *Journal of World Business*, 41(1), 21–35. <https://doi.org/10.1016/j.jwb.2005.09.001>
- Wrigley, B. J., Salmon, C. T., & Park, H. S. (2003). Crisis management planning and the threat of bioterrorism. *Public Relations Review*, 29(3), 281–290. [https://doi.org/10.1016/S0363-8111\(03\)00044-4](https://doi.org/10.1016/S0363-8111(03)00044-4)
- Young, D., & Searing, E. (2022). Introduction to resilience and the management of nonprofit organizations. In *Resilience and the Management of Nonprofit Organizations* (pp. 1–14). Edward Elgar Publishing. <https://doi.org/10.4337/9781800889736.00010>