

# Crises Communication vs. United Nation Sustainable Development Goals: The 7S Paradigm as Feasible Solution Facilitator

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**Abstract:** This research's overarching topic is the analysis of present and future crises and/or challenges traced back to the gap between the United Nation (UN) Sustainable Development Goals (SDGs) and sectors, which are predicted to growth in contradictory unsustainable ways. Its aim is the development of common, globally applicable guidelines based on seven stakeholder analyses tools. These tools are condensed to the so-called "7S(-stakeholder) Paradigm" – referring to *Public Stakeholder Analysis (i.e., Policy Field Analysis and Crises Communication/Management), Stakeholder Identification, Stakeholder Prioritisation, Stakeholder Interest Analysis, Stakeholder Response Strategies, Stakeholder Performance Gaps, and Stakeholder Communication Strategies*. Private, public as well as the third sector, related environmental, political, socio-economic, and educational challenges might manifest by their clash with the UN SDGs and the public sector's implementation responsibility. The result are example guidelines (i.e., 7S Paradigm) that might act as "decision-trees" – adaptable to different conflictual situations. Thus, potential initial points, appropriate stakeholder communication strategies, etc., might be an advantage. In addition, the herein presented paradigm might be suitable to cover, accompany, and underpin important points, which raise as soon as the public sector must become decisive. The World Economic Forum 2019's hottest-discussed issues (regarding crises related to e.g., politics, polity, policies) were a clear-cut proof of the claim.

**Keywords:** Crises Communication & Management, Governance Deficits, Stakeholder Analysis, Network Analysis, Framework.

## 1. INTRODUCTION

Many countries adopted the "2030 UN Agenda for Sustainable Development" [1] and its 17 Sustainable Development Goals (SDGs). In 2016, the Paris agreement on climate change entered into force, due to sensitise future business leaders, governments, the private sector, civil society as well as universities, scholars, and scientists to related values, virtues, etc. [1]. Most importantly, involved stakeholders are encouraged to develop strategies specific to their sectors' potential rising and/or manifesting crises. Hence, this research's overarching topic is to analyse the present and future crises related challenges (e.g., by SDGs) with the aim to develop common, internationally applicable guidelines, which are deployable to bridge the gap between various (current or future) issues arising between private and/or public stakeholders, related market and/or political decision-making processes, particularly traced back to SDGs' claims. Firstly, one of the main aspects, thus, is to identify the primary audience to reach.

However, in the absence of an adequate prior preparation, permanently actual situation and scenario exercises and/or plans, to have in mind some basic

rules (e.g., the herein developed framework) for not being disoriented in the case of crisis. On the contrary, by doing so, any issue could be identified, classified, resulting in appropriate communication strategies.

These guidelines are the nexus of seven stakeholder tools – chosen from many options suitable to cover the specific aspect – condensed to the so-called "7S Paradigm". "7S" is referring to different aspects of stakeholder theory, management, communication, about processes, their sequence, and execution, so to manifest a self- and frame-analyses in order to come up with the most effective crisis communication, worst, common and/or best-case management strategies. Thus, due to the aggregation, or to be precise, condensation of these instruments it might have the power, legitimacy to help emerge future pathways for many sectors' improvement regarding sustainability.

In the following, Section 2 is dedicated: 1) to theories regarding current crises typology systems; 2) crisis communication, and their management. Further, 3) it presents an overview over potential stakeholder theories/instruments, their sequence, and execution that might be appropriate to meet this research's target. The result, particularly, the selection of suitable tools and their melt-down to the 7S Paradigm is presented in Section 4 following the applied methodology (Section

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3). Section 5 discusses the results by different implications, different actors' vantage points, in order to have a condensed decision-tree, and lastly, a conclusion.

To point out – the clash of stakeholders' interests is as various as interests exist, hence, the following section is the result of wide-ranging theoretical aspects as this paper's aspiration is not specificity it should rather show multifunctionality.

## 2. THEORETICAL FRAMEWORK

The above introduced "7S Paradigm" must be volatile, nevertheless, based on highly approved, accredited, and generally acknowledged basic theories regarding crises in general (e.g., their typology, etc.) as well as appropriate stakeholder instruments (e.g., according to interests, priorities, networks, communication, etc.).

### 2.1. Crises-Related Theoretical Aspect

Crisis has not been defined in a uniform way, yet, thus, an increasing number of definitions/interpretations, due to intensifying competition, global, political, (socio-)economic, environmental, technological, entrepreneurial, etc. chaotic/turbulent world's discontinuous development exists [2]. In general, crises are unwanted (i.e., unplanned), limited in duration and influenceability, ambivalent regarding their starting points often ending in the failure regarding set goals or companies themselves.

Much attention regarding the topics of typologies of crises, their communication and management have been devoted to accidental events that perturb on going activities and puts a company's brand or organisation at risk [3,4]. For instance, Corporate Social Responsibility (CSR) has been (mis-)used during such instances to explain or diffuse their effects.

The following short overview regarding crisis typologies, their communication/management is general and represents, to a limited extent, related discussions. It does not ask for thoroughness regarding many other issues. Its specific focus on crisis communication regarding future issues arising (already currently apparent) by the public sector, its (non-) involvement and/or future UN SDG implementation strategies, their assessment, effects, etc. is the encouraging research reason. The following sections come up with "specification of crises" (Section 2.1.1) and their potential "communication" as well as related management (Section 2.1.2).

#### 2.1.1. Overview: Crisis Typologies

In the following, well-honed technique that competent public relations offices can master and apply in the event of accidents or untimely revelations (i.e., information leaks) are presented. On deeper and more ethical grounds, protecting the environment, managing human resources, health and security in the workplace, relations with local communities and relations with suppliers are complex issues that CSR, Responsible Leadership and/or Management as well as the UN SDGs can and do address. But these frameworks do not tell us much about the type of crisis.

#### 2.1.2. Crisis Communication and Management

Adequate communication to the broad variety of crisis (see Table 1) – in many cases under the spotlight of (inter-)national media – is probably one of the most difficult caveats involved stakeholders can face.

It is particularly important to point at crisis communication strategies that might lead to a failure. Although, this paper is not dedicated to media as primary audience of communication strategies, on contrary, it should help companies, the public and third sectors, as individuals, practitioners, scholars, scientists, and society. Nevertheless, the media (e.g., social, national, international press, news, broadcasts, etc.) often acts as pipeline, thus, some media-related caveats should be mentioned (adapted from [12]):

- "In crisis, you always have to say **sorry**";
- Always anticipate the questions that may be asked, even if extreme, and never flee.
- It should never get personal with the media.
- When you are in trouble, get it right, get it fast, get it out, get it over.
- Don not say "No comment" if you are hiding something.
- Do not play the blame game with reporters.
- Do not verbally assault the media/others.
- You need to have someone who takes care of social media and "rumours" and you must reply promptly.

The next sections highlight seven sections as potential parts of the 7S Paradigm toolkit, so to be prepared (i.e., affecting as and/or affected by public or

**Table 1: Examples of Typology-Systems Regarding Crises**

Principles	Differentiators/Metaphors	Attributes, exemplification, etc.
1) Reactivity [3]	Reactive	denial of their responsibilities
	defensive	recognition without acceptance
	resigned	acknowledge their accountability and address the concerns of their stakeholders
	proactive	accept their responsibilities but forecast them, thus going beyond stakeholders' expectations
2) Speed of Development [5]	Fast	consequence of a technical / technological breakdown, human error, natural disaster, strikes, scandals, sabotage, terrorism, etc.
		Sudden occurrence, property losses, damage to human health, lives, etc.
	Slow	Procedural, lasted for many years before surfacing At time of public notice damages / (personal) consequences are inevitable
3) Origin [6]	Technical	e.g., boycotts, industrial accidents, etc.
	Economic	e.g., by the service sector
	Social	e.g., terrorist actions, gentrification, inequality and its effects
	Human	e.g., social conflicts, health, malnutrition
4) Origin [7, 8]	Internal / endogenous	often (only) affecting, e.g., employees, members of an institution, etc.
	External / exogenous	Harming, having an effect on society, states, etc.
5) Character [7, 8]	objective	independent, a priori crisis evaluation
	subjective	evaluation dependent on companies', individual, institutional crisis depiction
6) Companies' adopting strategies [8]	inform stakeholders	e.g., about performance improvement planned by the organisation to manage the event
	modify stakeholders' perception	e.g., on the facts themselves
	distract stakeholders	e.g., from the issue at hand
	change external expectations	e.g., compared to performance of the organisation
7) Nature [7, 8]	technical	e.g., leak of toxic substances, fire (see also 3)
	political	e.g., scandals, fraud, die of democracy, asymmetric information, state monopolies
8) Formality [9]	informal	covered within institutions
	formal	public, media presence
9) Decision processes [9]	determined by organisational development	characterized by strengthening organizational coping strategies
		need to train & sensitise leaders' (role) in all stages of crisis
		need to develop a culture of security
	determined by crisis management	characterized by the perception of crises' nature enhancement regarding crisis detection, warning, planning, actions' efficiency and effectiveness
10) Ethical grounds [10]	legality	e.g., frauds, white collar crimes, etc.
	asymmetric information	e.g., confidential leaks
11) Predictability vs. Influenceability [11]	conventional crisis	predictable and influenceable
	unexpected crisis	unpredictable but influenceable
	intractable crisis	predictable but uncontrollable
	fundamental crisis	unpredictable and uncontrollable

**Table 2: Consensus vs. Majority Rule Principles [15]**

Principles	Polity	Politics
Principle of majority rule	Central government Single-party System (Uni-camorrism's) Majors Voting System Proportional adaption by proportional majority, under the condition the "Legislative" provide the proof of accordance to constitution	Principle of majority rule involving different united parties Government as deciding-maker Two Party System Pluralistic by competing involved parties
Principle of consensus	Federalist decentralisation Two-party System wo Party System Proportional Voting System Hight (national/international) reputation Legislative provides the proof of accordance to constitution	Principle of majority rule involving different united parties Multi-party constellation Outcome targeted attitudes Neoliberalism as guidelines

private stakeholders), if crises might be identified to rise and/or manifest. After this overview, a qualitative research sheds light on mentioned instruments, so to select the ones fitting to the threats (however, as well opportunities) evolving and manifesting from SDG addicted gaps.

**2.2. Overview: Potential Crises-Related Stakeholder Instruments**

**2.2.1. Policy Field Analysis**

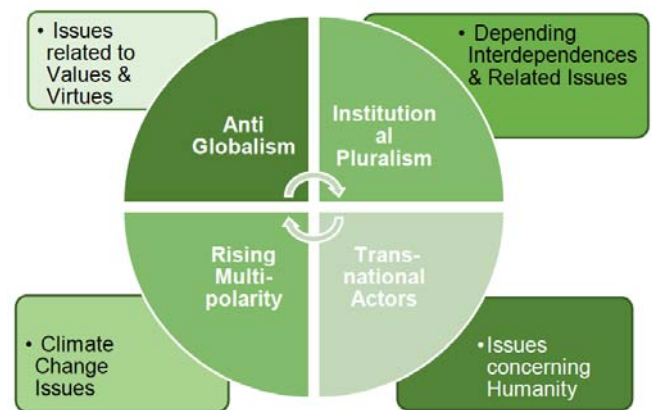
Theories of state intervention, state control, possible instruments and interests to represent their formation are manifold (i.e., [13], etc.). These constellations (i.e., principles of majority or consensus) should represent, take reference to, and be able to take on the wide variation of stakeholder interests [14].

Governance programs are not primarily intended to influence social action or other actors, but the state itself fulfils many political goals by providing important (mostly public) goods and services [16]. It also indicates where and how the communication and coordination of promotion should begin by following these requirements. Main assignments are to guarantee safety, health, and public equivalence – topics often related to potential or current crises. In general, related programs as well as their resulting tension areas can be distinguished as follows:

- asymmetric information strategy arises in any interventionist economic policy [17];
- it is generally difficult for public authorities to identify high market barriers sectors in a dimension that permanent oligopolistic profits can be expected [18];

- Financial state subsidy is very likely to distort competition [17], which might have far-reaching, precisely, long-term consequences: a fact to be considered by choosing the concrete SDG steering instrument.

Figure 1 illustrates eight top stories (i.e. issues of World Economic Forum 2019 [18]) that exactly mirror the above-mentioned tension areas (marked by the authors). They need a framework specifically tailored to SDG implementation as well as related (crises) communication – the 7S Paradigm represents a valuable facilitator here.



**Figure 1: "Top Stories from WEF, Davos" [18].**

As mentioned in the introduction, it must be able to compare expectations of stakeholders, as identified and supported by, e.g., their current, political, socioeconomic, and/or legal position, and by this reveal potentially related gaps to their actual set-up. While the former might be the result of a subjective self-analysis (i.e., facts mentioned in Section 2.2.2) – especially the stakeholders' self-levelling of power and legitimacy, the

**Table 3: Politics Cycle Analysis (adapted from [16])**

Political Elements	
<b>Problem:</b> Description of Content Societal Attitude Public Agenda-Setting Governmental Agenda-Setting	<b>Control of success:</b> Evaluation Criteria to identify a success
<b>Program:</b> Target Type of Program Process  <b>Implementation:</b> Public process patterns Public Programs/Actions/Alternatives Measures to be taken	<b>Stakeholder and the pursuit for wished attitudes:</b> Institutions (naming) Institutional actors Stakeholder Benefits Disadvantages  <b>Affected Individuals:</b> Avoidance of resistance as well as full adaption Verifiable Definition Problem solving, general, stable, sustainable revision

latter might be in SDG-cases not a neutral and/or objective evaluation (due to individual issues' urgency).

To foster the direct contact to research institutions with strong ties and SDG relevant praxis-oriented projects should be intensified to be informed about current trends and state-of-the-art SDG manifestations "in reality", for daily business, in science, for practitioners. There are many examples of frameworks dealing with crises communication/management (cp. Section 2.1).

Generally seen, the strategy fits any sectors (in different interpretations and adaptations) to get on the one hand a self-image as well as a forecast, or feasible idea, regarding others' plans, actions, networks, potential affiliations, and/or concrete collaborators. The aim of gathering daily business examples is to get a clear-cut overview about taken measures, their immediate effects, short-term outputs, long-term consequences, coercive adaptations etc. This might induce an overarching change process, regarding attitudes, behaviour, relations, processes and practices on individual, institutional as well as on economic, political, and societal levels.

### 2.2.2. Stakeholder Identification

One option to identify stakeholders is strategic [19], mainly focusing on large companies' stakeholders and their power and interests. [19] importantly shaped the stakeholder theory, defines stakeholders "as groups and individuals who can affect, or are affected by, the achievement of an organisation's mission" and argues

that "stakeholders of a firm have thus a strong interest in its operations and results and may decide over its success or failure".

Stakeholders' salience and legitimacy impact board-decisions to react on stakeholder claims and agenda as well [20]. Likewise, this research undertakes a holistic approach to SDGs that integrates not only shareholder interests but also wider stakeholder concerns by identifying stakeholder groups that seek recognition for their attempts to fill SDGs.

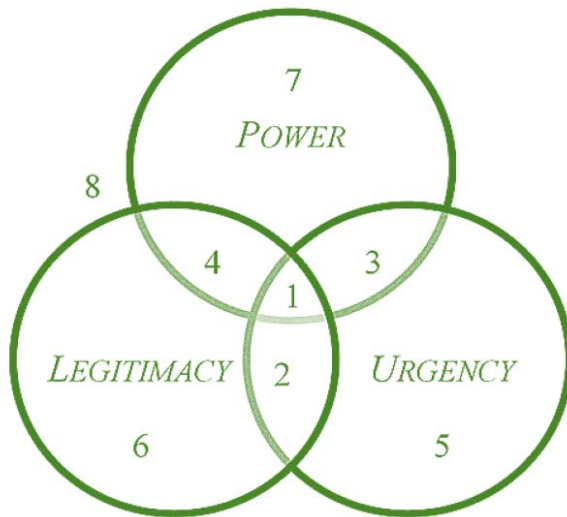
The St. Galler Management Model [21] merges this strategic stakeholder view with an ethical dimension targeting every actor, independent from its power or interest, as well as normative and long-term conditions. Hence, it resembles a holistic, cybernetic, and organic framework that tries to master complexity by a careful and contextual analysis of communicative, relational, and social clusters [22]. Since reality (or social order) is seen to be founded upon constructing and interpretative social processes, the St. Galler model [21, 22] fits this research's attempt to include the voices of multiple SDG stakeholders and their complex web of mutual, social relations.

The next section demonstrates the potential usefulness of considering: *Power, Legitimacy, and Urgency* (i.e., [23]) of stakeholder issues, so to get an impression about the ranking of interests. This framework is best suited to governmental, politics/polity/policy-driven decisions – i.e., often related with binding rulings, restrictions, laws, etc. –, long-term

deciding, and/or far-seeing arbitrary so to study or weight the pros and cons carefully. Thus, this step might have significant, beneficial, as well as adverse effects. However, the danger of far-reaching consequences, which might be impracticable, unobservable, indefensible or at least unworkable, should not be denied regarding the next step.

**2.2.3. Stakeholder Prioritisation following the Salience Model**

Thus, as the 7S Paradigm should be holistic and at the same time aggregative, it is coercive to prioritises the stakeholders.



**Figure 2:** Salience-Model (adapted from [23]).

The resulting overarching tool should be a combination as well as efficient and effective regarding self or trend analysis (e.g., for crises in general, crises related to destination evolution, marketing, communication, etc.). Hence, the analysed stakeholder must undergo a certain assessment scheme: a potentially crucial step regarding SDGs as it leads to eight strategic/ethical stakeholder groups (notably 12 sub-groups). The latter might be: 1) companies (large national companies, MNEs, and SMEs); 2) consumers, trade unions, Non-Profit-Organisations (NPOs) (cooperating and not cooperating), support providers

(certifiers and consultants), capital providers, media, and government. The identification of these groups is highly suitable concerning relevant SDG-actors.

The next step in the 7S paradigm should, somehow, merges inter-stakeholder relations and mutual interests in order to resolve stakeholder concerns is crucial.

**2.2.4. Stakeholder Interests, potential Overlaps, and related Expectations**

Stakeholder-issues and interrelationship-approach [24] are methods to visualise relationships between stakeholders by indicating their common interests (i.e., issues/stakes/concerns, all of which are interchangeably used here) with a tie, arrow, or line between the involved actors, preferably by different labelling (e.g., Figure 3).

By applying this diagram, a structuring of issue clusters that need different crisis communication approaches as well as actual or potential areas for cooperation or conflict become apparent [24].

The interest-network map might be a potential next sequential step regarding the evaluation of fitting tools.

**2.2.5. Network-Interest Analysis: Software and Parameters**

The aggregation of information about policy, stakeholders, their prioritisation, and common/diverging interests gained by the tentative former steps is useful in order to verify and visualize the potential results. Further, this aggregation – i.e., an interest-network analysis – delivers worthwhile additional information regarding centrality and salience of stakeholders/interests, lastly, leading to a possibly appropriate crisis communication.

The visual and quantitative analysis could be run by network analysis software, e.g., “VennMaker” [25]. As a network analysis software tool, VennMaker (see Figure 6 regarding its basic configuration) can calculate network parameters. These parameters give additional hints as to actors’ importance (i.e., popularity, prestige,

**Table 4: Priority as a Combination of Power, Legitimacy, and Urgency [23]**

Category	Priority as a combination of power, legitimacy, and urgency	Category	Priority as a combination of power, legitimacy, and urgency
Definitive	1	Demanding	5
Dependent	2	Discretionary	6
Dangerous	3	Dormant	7
Dominant	4	Non-stakeholder	8

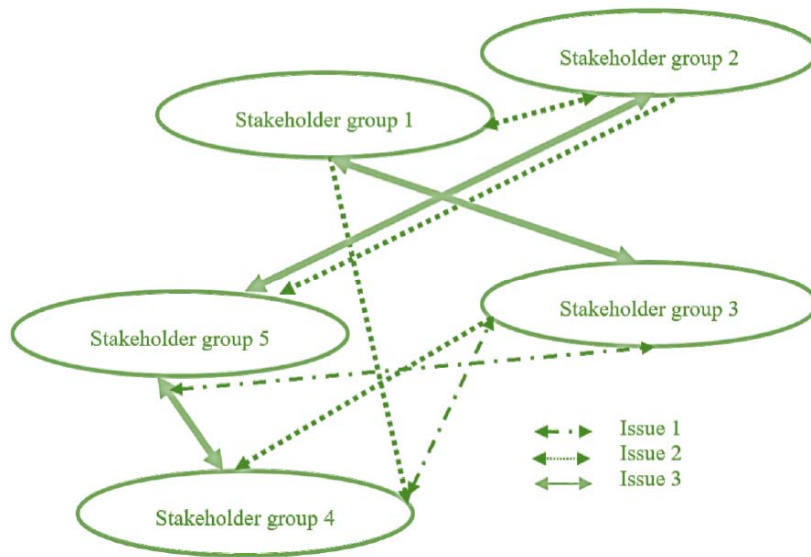


Figure 3: Stakeholder-issue interrelationship-approach (adapted from [24]).

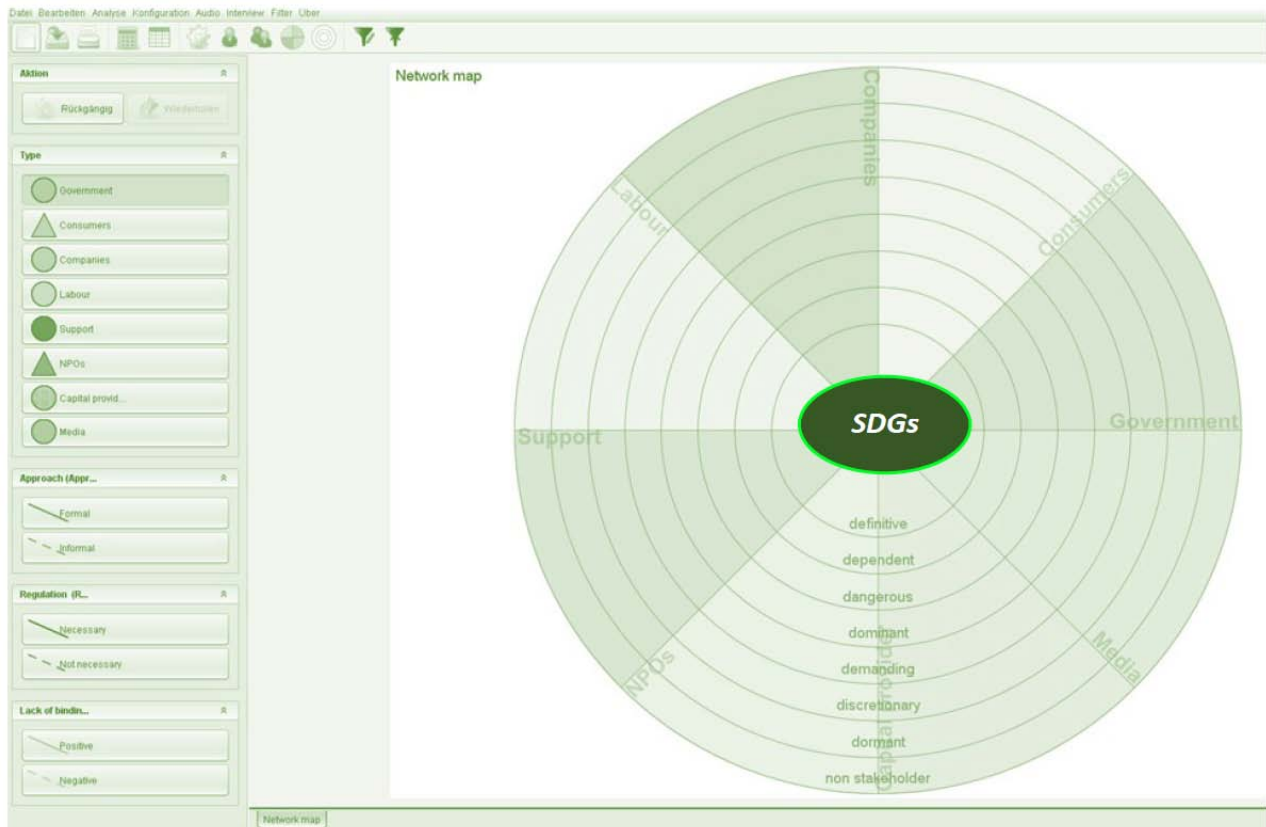


Figure 4: Basic configuration of VennMaker [25].

proximity) and embeddedness (i.e., close relations to, social support from/provided to others).

Further, proximity/prestige are connected to power (e.g., to the privilege not to reciprocate relations to direct and immediate choices) and is therefore one factor of urgency. Closeness, on the other hand,

provides information about authorities or, in other words, about legitimacy of involved actors [26].

To summarize, centrality is a factor combining prestige, popularity, and social support, whereas salience answers the questions of how powerful, urgent, and/or legitimate SDGs issues are among

stakeholders. Regarding the issues 7S should help to solve, these additional points seem to be crucial and considered.

The next stakeholder tool should add a reliable, as well as internally valid picture of potential reactions of stakeholders – be it in the case of a self-analysis or to develop scenarios about others involved.

**2.2.6. Response Strategies: Category’s Self-Perception & Levels’ Performance Gaps**

As mentioned, to combine different levels of power, legitimacy, as well as urgency (i.e., adapted the salience model [23]), generic strategies to react (e.g., by communication management) on performance gaps (e.g. in sectors predicted to manifest crises, etc.) are important regarding the topics SDGs might raise [27-29].

Particularly as performance is the experience of everybody’s daily life, demonstrating often both, almost insurmountable gulfs, however, also ways to bridge these gaps.

The enhancement of the paradigm’s objectivity, as well as an option to validate the result in order to fill the promised and lead to suitable communitarian strategies must be the goal of the following.

**2.2.7. Norm and Appropriate Communication Strategies**

Regarding norm- vs. appropriate communication strategy, the communicative success dramaturgy in

dealing with the stakeholders must be fluent. In the articulation phase, the agenda setting must take place within the interdisciplinary discourse and with the involvement of “co”-members. In this context, high-profile information events can be used as event management porting a related party, their decision-taking leader, important individuals, institutions, chambers (of commerce, etc.), associations, etc., as true shapers of society (e.g., [30]).

Politically related communication strategies and measures – adapted from theory, however, sense-making regarding the construction of 7S – are considered by [17]:

In addition, in terms of issue management and media relations, the press is reinforced and bi-directional in the positioning of the demands, the slogan and the logo as a metaphor for social, environmental, and economic change and a body able to shape cities, workplaces, policies etc., according the rules of SDGs or already issues related laws – in terms of security integration.

Therefore, the communicative success dramaturgy in dealing with stakeholders should be designed as follows. In the articulation phase, the agenda setting must take place within the interdisciplinary discourse and with the involvement of the “co-members” (i.e. like-minded actors in the field of interest) (e.g., [31]). This ask for some basic research on politics and their cycle’s analysis, that Section 2 covers based on newest insight. However, issue-related targets, general

**Table 5: Response Strategies: Potentially Beneficial or Maleficent Cooperation of Stakeholder Interactions [27-29]**

Category (see Table 4)	1) Level: <i>Dependent on Power, Legitimacy, Urgency</i> 2) <i>Self-Perception to deal with Performance Gaps</i>
1) <i>Definitive</i>	1) Stakeholder has power, urgency and legitimacy 2) Aware of salience and centrality: “from expecting to arrogating”
2) <i>Dependent</i>	1) Stakeholder has urgent and legitimate claims but lacks power 2) Often underestimating “power-lack”
3) <i>Dangerous</i>	1) Stakeholder holds urgency and power but insufficient legitimacy to cause problems 2) The importance of “legitimacy” as deciding factor is to some extent neglected
4) <i>Dominant</i>	1) Stakeholder possesses power and legitimacy but no urgent pressure 2) Has high expectation of support, receives significant attention
5) <i>Demanding</i>	1) Stakeholder’s claims are urgent without power and legitimacy 2) Believes having a claim
6) <i>Discretionary</i>	1) Stakeholder possesses legitimacy, but no power and claims are not urgent 2) is seen as legitimate but does not afford attention
7) <i>Dormant</i>	1) Stakeholder has some power but no interaction with others 2) Has no awareness of an issue or is unwilling to become involved
8) <i>Non-stakeholder</i>	1) Stakeholder has no power, legitimacy, or immediacy 2) Irrelevant within this topic



**Table 6: Template (Politically Related Communication Strategies, Measures, Stakeholders, Adapted from [17])**

<b>public sector</b> <b>Private /</b> <b>Civic sector</b>	<b>Pre-parliamentary Stage</b>	<b>Parliamentary Stage</b>	<b>(Direct) democratic Stage</b>	<b>Administrative Stage</b>	<b>Theoretical Target-Stakeholders</b>
1) Strategy 2) Measures	1) Issue Management 2) Supporting Lobbying	1) Agenda Setting 2) Newsletters, Website	1) Issue-Management 2) Lobbying	1) Reputation-Management 2) Online Communication	- <b>Lobbying partners</b> - <b>Members of the executive party</b>
1) Strategy 2) Measures	1) Issue Management 2) Direct Grassroot-Lobbying (DGL)	1) Agenda Setting 2) Bilateral meetings	1) Campaigning 2) Media conferences (e.g., presenting slogan, logo, etc.)	1) Reputation Management 2) Elaboration (e.g., alternative packages)	- <b>Political parties</b> - <b>Citizens</b>
1) Strategy 2) Measures	1) Reputation Management 2) Non-DGL	1) Agenda Setting 2) Detailed Online Communication	1) Issue Management 2) Media conferences (e.g., presenting detailed strategy)	1) Event Management 2) Information (e.g. about different solutions)	- <b>Public/private competitors</b> - <b>NPOs/NGOs</b> (e.g., to manipulate for own issues)

strategies, and/or behaviour/attitudes regarding other stakeholders, taken measures, lack SDG specifications (i.e., the target of this research).

The following shows the applied methodology: not a standard process since the authors acted as some sort of futurologist, so not to be driven by wished or best-case scenarios regarding environmental, economic, and social equity/responsibility.

### 3. METHODOLOGY

The differentiators of the 7S Paradigm to other stakeholder tools are various. Firstly, its development was not theory-steered. On contrary, the methodology is primarily qualitative and exploratory and follows grounded theory rules to refine and keep track of ideas in order to generate hypothesis and comparative power retrospectively (Patton, 2002). It is epistemologically linked to social constructivism since it assumes that reality is constructed by human beings interacting in a cultural setting [32] – e.g. during fundamental/superficial, regional/global, (non)- predictable, and/or easily/hardly influenceable crises (see Section 2). These latent social patterns should be revealed by conceptualising codes from collected data.

#### 3.1. Crisis Related Desktop Research

A desktop research focusing on the analysis of many crises, the identification of involved actors (especially hidden ones), their reaction, and most importantly, the related crisis communication and management (i.e., focusing particularly on the outcome) was the first methodological step by

identifying concrete stakeholder tools accurately fitting to the kit (i.e., named the 7S Paradigm). Obviously, the needed steering instruments, potential instructions, the involved policy areas and arenas could vary depending on cultural, regional, economic, capitalist etc. systems. However, they should be able to react on the volatility of political, economic etc., circumstances. As outlined above, the in-depth exploration strived for in this research requires a research framework that is as complex as the topic it tries to grasp. Nevertheless, the targeted resulting paradigm must be feasible and easy to handle – for students, start-up founders, scientists, practitioners, politicians, etc. Therefore, publicly available documents, data from reference cases (e.g., [33], [34], [35], etc., as well as big data (e.g., from private/public Statistics' Administration Offices), sociological/psychological, education, security perception related as well as meta research projects, case studies, concrete crises situation reports, conference proceedings, etc. were explored.

In addition, several fast/slow, internal/external, regional/global, economic/environmental/social (i.e., topics becoming more and more crucial due to their SDG adherence), etc. types of crisis as well as related crisis communication/management strategies – specifically regarding their outcome depending on stakeholder tools mentioned (comparing Sections 2.2.1 to 2.2.7, i.e., potential 7S-instruments).

#### 3.2. Analyses of Different Past Crisis: Potentially Sensible to SDGs

The target of this short summary of past crises (communication/management) could deliver further

insights into best-practise 7S-processes/-sequences. In order to cover as much as topics regarding the latter, the following table seems to be most suitable.

The selection of the crises was randomized, in other words, 100 cards describing the 100 biggest disasters (to some extent SDG relevant) (e.g., [3-11]) were

**Table 7: Analysis of different crisis, their nature, and measure regarding Sections 2.2.1 to 2.2.7**

<p>First conclusions based on the qualitative analysis of crisis' facts</p> <p>Crisis: Short Description</p>	<p><b>1. Political level:</b> 1) Involved; 2) Not involved; 3) Ignoring, not willing; 4) Involvement would have been beneficial; 5) no information</p> <p><b>2. Stakeholder Identification:</b> 1) Done on a superficial level; 2) Deep analysis (e.g., by experts); 3) Including any stakeholder group</p> <p><b>3. Prioritisation:</b> 1) Based on Interest/Influence; 2) Based on Power, Urgency, Legitimacy</p> <p><b>4. Interest Analysis, overlaps:</b> 1) Superficial analysis of obvious partners; 2) Deep analysis of thinkable future collaboration;</p> <p><b>5. Network-Interest Analysis:</b> 1) Done? 2) Qualitative analysis; 3) Quantitative analysis; 4) Formalised process; 5) Informal, (internal) process; 6) Ignored, never thought about</p> <p><b>6. Response strategies:</b> 1) Prepared plans; 2) Staff trained by e.g., workshops; 3) Experts analysing the steps done so far, during the crisis; 4) Analysis after disaster; 5) Handbook "Lessons learned"</p> <p><b>7. Communication:</b> 1) Prepared best-, worst-, possible case plans; 2) Scenario analyses by staff workshop training; 3) Media communication experts; 4) Analysis after disaster; 5) Handbook "Lessons learned"; 6) Improvement</p>
<p><b>"Perrier crisis"</b> in 1990, Mio 160 bottles of water poisoned by benzene were distributed</p>	<p>1. Political level has not been involved or willing so far known; 2. issue-sensible stakeholder groups (e.g., NPOs) were; 3. not seen as an important; further 4. without any powerful, legitimate collaborators; 5. bad, too slow interaction; 6. communication has been hiding true facts.</p>
<p><b>"Cassini Spacecraft"</b> carrying a plutonium reactor by NASA (in the nineties)</p>	<p>1. Political level was responsible; 2. Issue-sensible stakeholder groups (e.g., employees, family members, society) were; 3. not seen as that important to be informed correctly and beforehand; further 4. without any powerful, legitimate collaborators; 5. bad, too slow interaction; 6. communication has been hiding true facts (finally, revelation by NGOs).</p>
<p><b>"Rumours in general"</b> (different cases)</p>	<p>1. Political level either involved/not involved (dependent on institution); 2. Issue-sensible stakeholder groups (e.g., private sector: employees, etc. / public sector: society, civics, employees, etc.) were; 3. not seen as important enough to inform in beforehand; further 4. without any powerful, legitimate collaborators; 5. bad, too slow interaction; 6. Communication is hiding facts until they are revealed by the media etc.</p>
<p><b>Financial crisis 2008; State crisis</b> in the aftermath of "financial crisis 2008"</p>	<p>1. Considering the lack of regulations concerning the financial sector, the saving of banks (by the argument of "too big to fail"), and the financial state crisis, e.g., in Greece, Spain, Portugal, etc., politics, polity, and policy were highly involved; 2. Instead of protecting issue-sensible stakeholder groups (e.g., house owners in the United States (US), Greece scholars, etc.); 3. the most was made out of them without any support of society, state, etc. and; 4. their lack of power, legitimacy. 5. The interaction between involved actors was poor/inexistent; 6) as was facts/crisis communication from official parties (banks, government).</p>
<p><b>"9/11"</b></p>	<p>1. Political conflict that hit US society; 2. Society (i.e., employees in and around World Trade Center New York) were not identified to be under threat; 3. not seen as an important; further 4. without any powerful, legitimate actors, protecting/warning them; 5. Further, in the aftermath, specifically the US government showed poor response strategies (i.e., beginning a war, based on not yet genuinely proved facts, false information and/or rumours); 6. Thus, also crisis communication/management were suspect.</p>
<p>Different <b>technological crises:</b> e.g., explosion of the "Hindenburg, 1937; sinking of the Titanic, 1912; Fukushima, 2011</p>	<p>1. The involvement of politics and its analysis depend on the sector (whether the state was a part of). 2. Involved stakeholder groups were often neglected if the crisis hit a "showpiece-project"; 3. So they were not of importance; further 4. without any powerful, legitimate collaborators; 5. often bad, too slow interaction; 6. communication has been hiding true facts.</p>
<p><b>"Enron"</b> scandal, consequently Arthur Anderson's breakdown, Sarbanes Oxley Act, true and fair financial statements</p>	<p>1. Political level has been involved by delegation of power business to a private company; 2. Issue-sensible stakeholder groups (e.g., Californian inhabitants, etc.) were; 3. not seen as important, on the contrary they were chated; further 4. without any powerful, legitimate collaborators; 5. bad, too slow interaction; 6. communication has been hiding true facts.</p>
<p><b>Germanwings Flight 4U 9525</b></p>	<p>1. Political level was partially involved resulting in the grounding of Germanwings and many unemployed; 2. Issue-sensible stakeholder groups (e.g., family members of employees, inhabitants near the crash, fire workers, policemen) were; 3. seen as highly important; further 4. with powerful, legitimate collaborators (e.g., lobbies, the church, etc.); 5. Very fast, sensible reaction (e.g., commemoration, searching of the deaths, identification of each as possible; 6. communication has revealed some facts about the pilot, however, blamed him as solely responsible.</p>

distributed among the authors, each has chosen tree cards.

After this step, the beforehand desktop research, and the heightening regarding objectivity, specifically internal and external validity by Section 3.3, the triangulation of all gathered data in combination of a Delphi process among experts

The concluding section just analyses the outcome of crisis Communication/management of quite well-known issues. “What if?”, this is the nexus of the paper’s approach to enhance crisis communication/management to better react on individual as well as on corporate level, regarding various crisis and their most hit stakeholder groups.

### 3.3. Delphi Process and Triangulation of Overall Gained Data

A detailed Delphi process followed these first steps. In order to verify the latter, potentially adapt (according to the experts’ suggestions), thus, enhance the sequence external experts’ assessments were gathered by sending the tentative paradigm to five members of “The Club of Rome”, five think-tank researchers at Gottleib Duttweiler Institute (GDI) [36], as well as employees at Avenir Suisse [37]. Their written comments were discussed and implemented if enhancing the framework’s targets. This allowed a triangulation of voices from science, public/private sector stakeholder groups, and theoretical insights and resembles hermeneutical integration. Further, this step of retrievable information aggregation – independent of sectors/crises, etc. – showed the scientific, objective/reliable/valid quality of the resulting 7S-paradigm (i.e., resulting communication strategies, cooperation with other stakeholders, future business strategies, etc.).

## 4. RESULT: 7S-CRISES COMMUNICATION-MANAGEMENT PARADIGM

The desktop analysis as well as the qualitative research, including triangulation of various voices from science, praxis, public/private sectors (see Section 3) brought up the following tools to build the most effective way to analyse, communicate, and manage crises from any stakeholder vantage point [11]: As predictability is crucial for the capacity to plan and run routines, which are core to, for instance, production, political decisions, private/third sectors’ reaction on the latter.

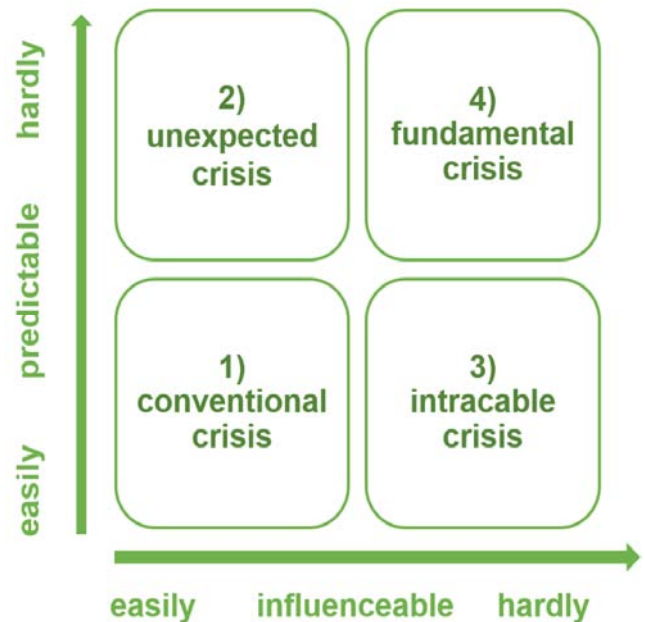


Figure 5: 7S-Crisis matrix (adapted from [11]).

The first, by Section 3, identified areas are dedicated by Policy Field Analysis / Stakeholder Identification, in the following combined by Section 4.1.

### 4.1. 7S-Public Stakeholder Analysis

The eight tension areas (see Figure 1) combined with the aspects of political power as well as the variety of potentially involved stakeholders brought up the following steering options as political as well as deducted practitioners’-oriented overview so to choose the adequate public stakeholder analysis as well as potentially successful outcomes considering the former and latter issues:

The aspects of manifesting strong ties by direct contacts to research institutions and relevant praxis-oriented projects. The private sector should consult relevant public SDG websites so to be informed about current trends and state-of-the-art SDG manifestations “in reality”, for daily business, as should be a duty for science, so for practitioners.

### 4.2. 7S-Stakeholder Identification

The framework considering Power, Legitimacy, and Urgency [23] of SDG related stakeholder issues (so to get an impression about the ranking of interests) is the best suited tool (compare Section 2.2.3; Figure 3). It allows, particularly, to study or weight pros and cons of binding rules, restrictions, laws, long-term deciding, and/or far-seeing arbitrary decisions.

### 4.3. 7S-Stakeholder Prioritisation

Regarding the prioritisation of stakeholders in relation to SDG issues, the research confirmed the suitability of the salience model [23]. Thus, as it includes legitimacy, an important factor as soon as

laws, regulations, political interests, as well as the government (or overarching institutions as the UN) play crucial roles. Section 3 (i.e., any step, their validation, specifically, the Delphi process, etc.) substantiated this tool as best fitting to solve SDG issues (see Table 4).

Table 8: Steering Opportunities [11]

Leverage of societal actions				
Steering opportunities	Direct steering		Indirect steering	
Instruments	Regulative	Financial	Structural	Persuasive
Resource	Power	Assets, money, funds	Incentives	Information
Output/Outcome	Coercion -> abidance	Cost-benefit calculation (dis)advantage	Behavioural offer -> effect / reaction	Knowledge -> motivation
Set of problems	Coercive control, absence of sanctioning options, (comparative) distortion	Coercive control, costs, free-rider effect, social inequality, (comparative) Distortion)	Information asymmetry: Cost-benefit calculation inequal	Learning abilities questionable, disinterests of parties involved

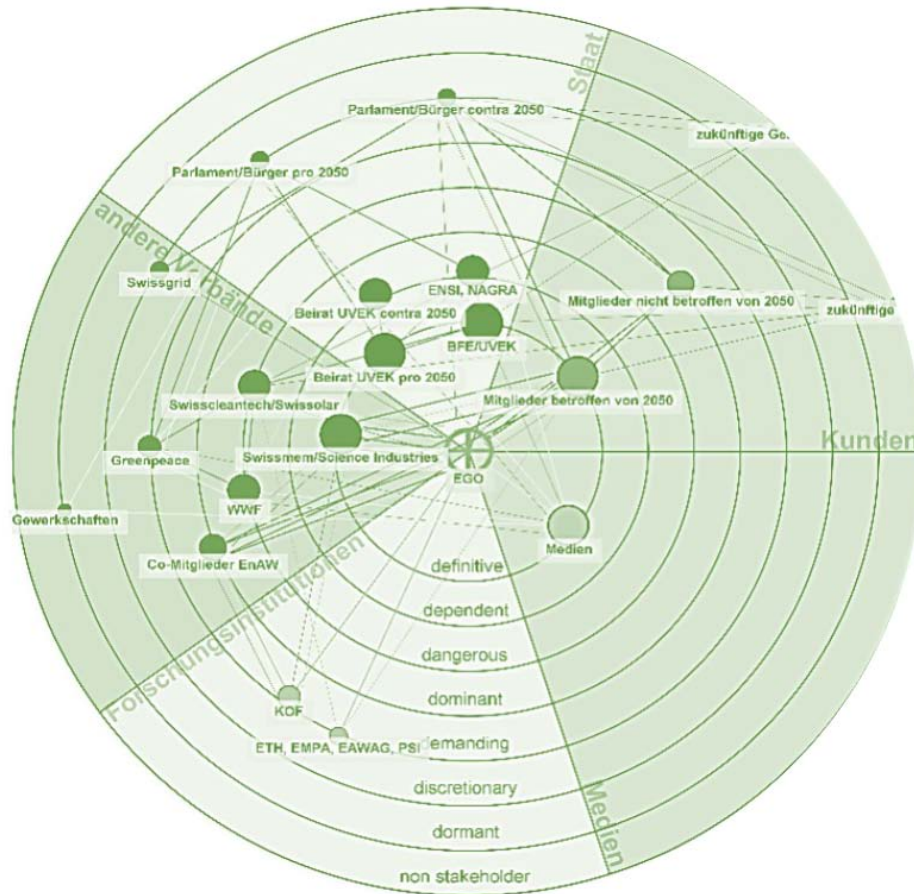


Figure 6: Convergence of stakeholder importance, interests, interconnectivity to others involved, strength, kind and direction of connection (software-based).

#### 4.4. 7S-Stakeholder Interest Analysis

Therefore, the 7S Interest Analysis is a direct effect of the chosen salience model and according to the Stakeholder-issue interrelationship-approach (adapted from [24])

Again, the applied research instruments (Section 3) confirmed the suitability of identifying related stakeholder groups, considering common or opposing interests so to find potential network partners.

Dependent on topics, on self- and/or others interests analysis groups for current or future cooperation/collaboration could be verified. Moreover, by this analysis it is possible to identify also new and/or unexpected partners.

Consequently, the visual and quantitative analysis (preferably run by a network analysis software, e.g., “VennMaker” [25] (see Figure 6 regarding its basic configuration) was as well found to be helpful regarding the SDG topic (and even potential in any other comparable situation).

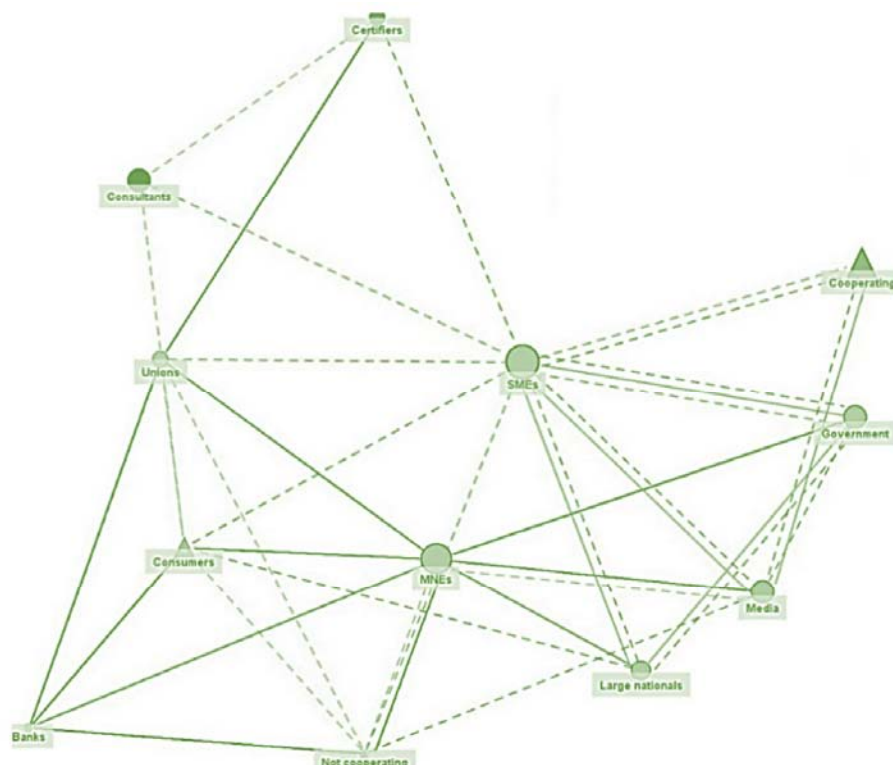
#### 4.5. 7S-Network-Interest Analysis

As the proposed next 7S tool calculates parameters it is able to express networks-based interests, the

search for commonly solutions with acceptable conditions to regional/global social, economic, and ecological issues, it gives another viewpoint on the latter. These parameters give additional hints as to actors’ importance (i.e., popularity, prestige, proximity) and embeddedness (i.e., close relations to, social support from/provided to others). Further, visualized by labelled lines enhances these expressions too. By this, written facts are better tenable (e.g., that stakeholders have an issue interest, though its specificity is likely to differ (or to be in conflict) compared to others

A further advantage at this stage: Centrality as well as salience (see Section 4.3) are further verified so to answer the questions of how powerful, urgent, and/or legitimate stakeholders’ interests in combination with the accomplishment of SDGs issues are. To conclude: Already the fifth stakeholder tool enhances objectivity, internal/external validity as well as reliability by the option to calculate some important indicators.

The integration of these results enables a centrality analysis (Figure 7), which explores the reconciliation, amplification, or attenuation of mutual stakeholder concerns and the aggregation of the various claims to the three primary issues from the viewpoint of the most embedded stakeholder groups. This aggregation represents the results gained by 1) the desktop



**Figure 7:** Centrality Analysis of Stakeholder (generated by adequate software-tools).

research as well as 2) the follow-up study, i.e., the Delphi process. Primarily, they tried to find the most efficient, effective, and economic stakeholder tools to build a process regarding the handling and communication of potentially difficult situations with the implementation, etc., of SDGs.

This picture was built upon three general topics:

1) Whether the stakeholder groups prefer either a formal or informal SDG approach; 2) whether they believe that governmentally steered regulations are necessary or not; and 3) if so, whether these represent opportunities or threats. Figures 6 & 7 represent the same outcome just by different visualizations:

Further, this revealed, as said, related actors so to embed commonly dedicated standard as well as communication strategies as some sort of middle course. Above all, globalisation may lead to a re-conceptualisation of legitimacy in the political context [38, 39].

**4.6. The 7S-Stakeholder Response Strategies to Performance Gaps**

According to the Salience Model [23] and its prioritisation of stakeholders, see again “Category” as

the result of combining Power, Legitimacy, and Urgency). While self-perception of performance gaps (see again Section 2.2.6) is crucial corresponding self-assessment (see 1)), relevant aspects regarding issues evolving from SDGs are in many cases determined by other stakeholder groups’ assessment (see 2)) of potential rivalry/collaboration, seeking to enhance own opportunities and/or lower others’ ones.

**4.7. The 7S-Resulting Stakeholder Communication Strategies**

Thus, they will have to adapt their virtue ethics tradition to a more utilitarian and regulation-based model of CSR if the organisation grew to a sufficiently important scale or if it came to be embedded in extensive market systems where major customers require sustainability standards and reporting within their frame-works of a utilitarian calculus.

In other words, globalisation does not only weaken ethical and cultural traditions of companies, but it also leads to an extensive discussion about societal backgrounds as sources of legitimacy, to more salience on legitimacy issues in general, and to a debate on the stress field between government, companies, and civil society (e.g., [40, 41], etc.).

**Table 9: 7S-Stakeholder Response Strategies to Performance Gaps (adapted from [23])**

Category	Response Strategies Deal with Performance Gaps 1) Self-perception 2) Others’ scenarios
1) Definitive: Stakeholder has power, urgency and legitimacy	1) Aware of salience and centrality: “from expecting to arrogating” 2) Quick response to claims: benefit
2) Dependent: Stakeholder has urgent and legitimate claims but lacks power	1) Often underestimating “power-lack” 2) Potential collaboration with other groups to commonly achieve more power / pressure
3) Dangerous: Stakeholder holds urgency and power but insufficient legitimacy to cause problems	1) The importance of “legitimacy” as deciding factor is to some extent neglected 2) Might seek for legitimate partners due to missing legitimacy and conflictual relationships
4) Dominant: Stakeholder possesses power and legitimacy but no urgent pressure	1) Has high expectation of support, receives significant attention 2) Preferred as collaborator for partners with time pressure regarding current issue
5) Demanding: Stakeholder’s claims are urgent without power and legitimacy	1) Believes having a claim 2) Preferred partner for dominant stakeholders, who are searching for collaborators with urgent claims to manifest their claims by their power and urgency, however, not yet (but potential future) critical issues
6) Discretionary: Stakeholder possesses legitimacy, but no power and claims are not urgent	1) Is seen as legitimate but does not afford attention 2) Could function as legitimization regarding dangerous stakeholders’ SDG issues
7) Dormant: Stakeholder has some power, is nevertheless isolated	1) Has no awareness of an issue or is unwilling to become involved 2) Might be a potential partner with an urgent issue and legitimacy, however, seeking for a powerful player regarding an alliance
8) Non-stakeholder: Stakeholder has no power, legitimacy, or immediacy	1) Irrelevant within this topic 2) Could get involved reliant on manifesting issue: re-evaluation might increase importance

**Table 10: Norm and Communication Strategies [13]**

Pre-parliamentary Stage	Parliamentary Stage	(direct) democratic Stage	administrative Stake	Norm and communication Strategies (=Targets and Reasons), Stakeholders, potential Measures
Lobbying as Support	Agenda-Setting	Lobbying	Online Communication	Foster and win a broad political support team to launch as often as possible processes of consultation, petitions for (consulting) referenda, networking to strengthen the ties identified by the policy field. Stakeholder, as well as network analysis regarding raising crises in general and in combination with the aim of potential partnerships/associations should be a "must".
Direct Grassroot-Lobbying	Agenda-Setting	Campaigning	Reputation Management	Keep citizens, society, and political parties informed about new (partially hidden) fiscal rules, subsidiaries, maybe, all-inclusive packages. Particularly, the educational sector should step into the spotlight, show more presence respecting the growing effect of SDGs on the political tableau.
Non-direct Grassroot-Lobbying	Agenda-Setting	Issue Management	Event Management	Different stakeholders (e.g., education) should take their responsibility to act specifically as shaper of society regarding the merger of crises (e.g., related to sector megatrends) and sustainability (i.e., SDGs). This might have the often-recognized effect to gain credibility only by the message (or even by the lip service) that you know a lot went wrong.



**Timeline**

## 5. CONCLUSION: IMPLICATIONS AND DISCUSSION

### 5.1. Social Implications

It seems challenging to support social and/or environmental goods in the form of SDGs as the gap between their implementation and the predicted economic benefit is difficult to bridge, particularly as the former needs an ethical as well as intrinsically motivated stand. Therefore, other related instruments might be helpful, e.g., [42-44], etc.

### 5.2. Implications for Practitioners

The results imply that policy makers, public institutions, the scientific community etc. should be careful when establishing coercive SDG measures/systems. Enforcement belongs to extrinsic motivations – and as the crowding out of intrinsic behaviour by extrinsic measures is a phenomenon well researched not only related regarding the embedding of SDGs but in various other areas linked to human behaviour – practical implications should be well-conceived and implemented as some sort of trial. By

applying “7S”, it might be possible to transfer trial results, insights, and experiences into viably applicable solutions.

Further, practitioners must be aware of volatile intensity regarding crisis communication/management. A potential time-intensity-correlation might look as follows:

The next section, at this stage, should example how the 7S Paradigm might function as decision instrument, may be, if stakeholders were confronted with facts, they are not common with, however, must search for solutions regarding their next action/steps, so to prevent and/or react on crisis. Often, this is just to chose the appropriate communication strategy (as described above).

### 5.3. Decision-Process Tree: The 7S's Feasibility as Facilitator

Considering the many ways to react on problematic situations, crisis, etc., in a way either leading to

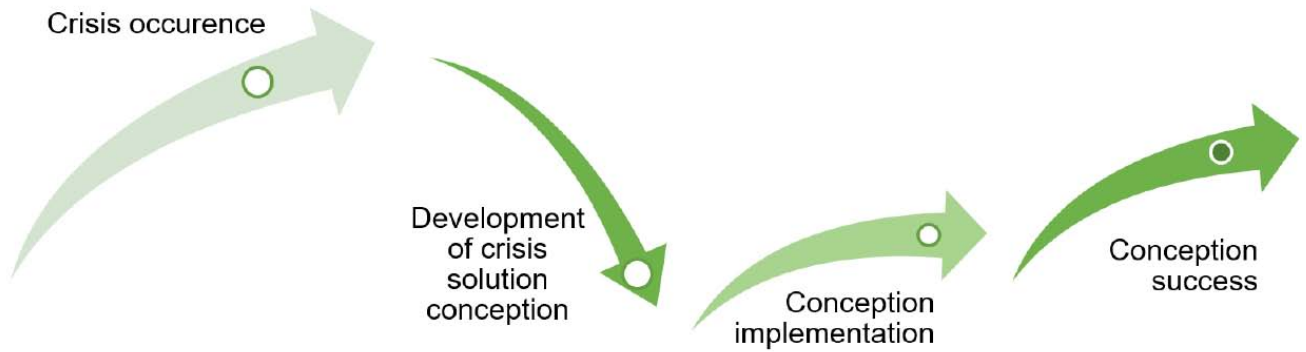


Figure 8: Intensity of crisis communication/management over time [5].

success or a disaster (see Section 3.2 for example cases), the shown decision tree is a guiding path by applying the 7s Paradigm.

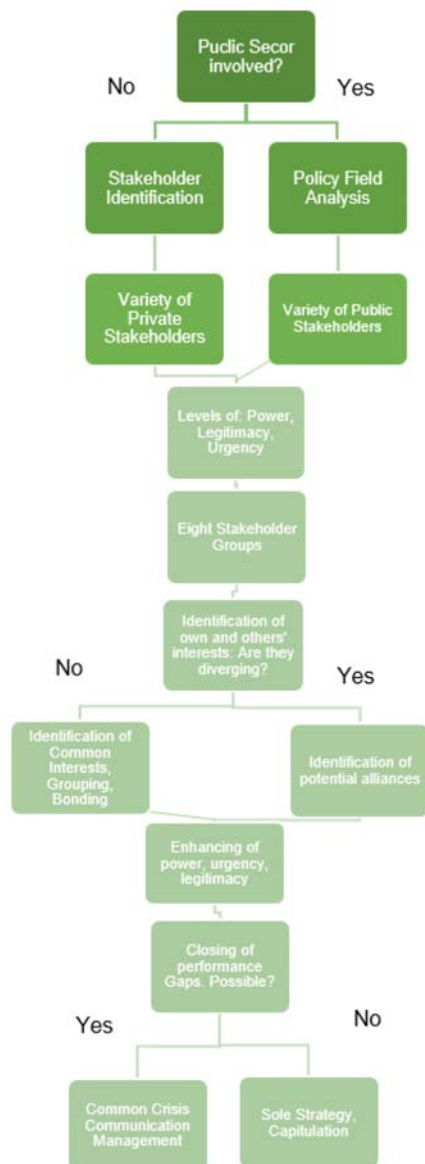


Figure 9: 7S Decision-Process Tree.

In sum, this study showed that the embedding of SDGs in certain sectors might be a difficult act. This task needs clearly defined regulations, laws, charges, and fines. Consequently, governmental steering will be one of the key success factors and appropriate measures are partially mentioned.

5.4. Conclusion

Further, by shedding again light on real-life examples allows a critical discussion what the gaps still to bridge might be. Specifically, as the 7S Paradigm is currently in the process to combine the mentioned tool to one software kit that follows the decision tree (Figure 9).

Regarding this step, the 7S's cross-sectorial approach is a not yet solved drawback that is limiting the degree to which motives could be attributed to actual SDG performance of public and/or private stakeholders. Secondly, although its integrating character might make it useful regarding future processes, especially if the public sector was involved. The presented template, condensates the so far elaborated theories into an application, every involved stakeholder could fill with own/others' individual details regarding the current stage so to act adequately. Nevertheless, it is the application of instruments, others' research results, which might have drawbacks, gaps, rely on false data, etc. – that could have consequences on 7S results (e.g., communication strategies, etc.).

Hence, the framework should be regularly approved, must undergo further research, Delphi processes, reconciliation, adjustment, and feasibility checks during application. The following sheds, for example, an eye on crisis examples mentioned in Section 3.2. The proposition, what might have been done better and/or with less harmful consequences,



Table 11: What if 7S-Paradigm was Followed in Mentioned Crises

Crisis	<p>“What if” steps 1 to 7:          Political level          Stakeholder Identification          Prioritisation          Interest Analysis, overlaps          Network-Interest Analysis          Response Strategies          Communication</p> <p>would have been followed 7S (or at least considered to play a certain role)?</p> <p><b>Conclusions</b></p>
“Perrier crisis”	<p>Perrier, a private sector company, well-known for the (at these days) most expensive mineral water, with the nickname “Champagne”. Thus, such an exclusive product, image, and its company’ brand and reputation are to protect.</p> <p>If bottled water (expensive, exclusive) was poisoned, a fact fast known by the company leaders, the most important point is to close the “Performance Gap” between stakeholders’ expectations about high quality and the poor performance during the time, when benzol poisoned the water.</p> <p><b>Conclusion: Response Strategies as well as the bad crisis management/communication (namely, only to react, not to act) could have been improved by suddenly checking trough the 7S, recognising to communicate fast and the truth – closing the Performance Gap by first rumours (so to take the product from the market) – are in a reputation-depending crisis the crucial points (6 &amp;7).</b></p>
“Cassini Spacecraft”	<p>As NASA is totally state-owned, this crisis represents a failure of the policy field analysis and the absence of an overarching control instance over state activities. Specifically, if the topic is as sensitive as nuclearism</p> <p><b>Conclusion: After the failure regarding the political level, the following six steps could be seen as failed as well.</b></p>
“Rumours”	<p>Rumours are nearly not to control. Especially since media, internet, etc., disseminate false/true information fast on a global scale, according to 7S this information could be analysed in detail by identifying stakeholders, their different interests (including the media, which often wants to gain attention, only), networks of interest groups, etc.</p> <p><b>Conclusion: Regarding “Rumours” the 7S Paradigm is most effective and efficient as it detects the leak, responsibility, fault, distorted crisis communication by just following the process tree step by step.</b></p>
Financial crisis/State crisis	<p>As states’ crisis were dependent on the financial crises started by the breakdown of “Leeman Brothers” in 2008 – actually many years earlier by the pushing consumes (e.g., buying a house without affording it) – again, this example shows the suitability of the 7S paradigm. As it starts by the roots, it has the power to identify reasons very efficiently and effective. So, to have a look at upcoming SDG related crises, this example best shows how to apply the 7S process.</p> <p><b>Conclusion: Specifically, if governments/the political level were involved, 7S is able to quickly identify where steering is necessary, on which level, at which moment etc.</b></p>
“9/11”	<p>To begin with, the crisis before and after 9/11 could be mainly attributed to the political level, which was guided by false, too late information, and, in the aftermath, in addition by greed, as it was a crisis seen as opportunity to lead a war that brought lots of money to some institutions, however, on the other side harmful situations to global society.</p> <p><b>Conclusion: Regarding crisis traced back to terrorism, global political struggles, it is helpful to analyse the involved stakeholder, their interests, networks, performance gaps, so to identify he genuine causes that led to this actual and following crisis.</b></p>
Technological crises:	<p>Regarding technological crisis, it is to identify whether the company, responsible for the crisis outbreak, belongs to the private or public sector. If the case was the latter, then the malfunction of 7S already started at point 1 with all the following consequences. If a private company is leading the crisis management and communication, the different levels have to been worked through.</p> <p><b>Conclusion: Regarding technological crises the analysis alongside 7S is difficult and often not to solve completely due to the complexity.</b></p>
“Enron scandal”	<p>Enron and in the aftermath its audit company’s (Arthur Anderson’s) fraud and betrayal of society, especially California’s citizens neglected any stakeholder identification, interests, their networks, led to harmful situations. A fact, the political level should have identified, at least, right after the first power breakdowns and the increasing power prices.</p> <p><b>Conclusion: From the first to the seventh stakeholder tool, this scandal is the leader in neglecting every rule due to pure greed.</b></p>
Germanwings Flight 4U 9525	<p>The crisis management and communication in the aftermath of the Germanwings Flight’s crash in the French alps, almost everything was done after a very-well procedure. Regarding the communication of the pilot’s individual fault, who was declared as a suicide taking many not-involved flight guests with him to death, was on the one hand seemingly honest, however, for his family harmful and questionable about Germanwings security/quality system.</p> <p><b>Conclusion: Regarding stakeholder identification and communication there were minor errors, identified.</b></p>

etc., if the 7S-paradigm was followed (i.e., the most obvious failure regarding these specific examples) is the only difference. However, this is a first opportunity to estimate how effectively, efficiently 7S might be applied.

Single measure the state likes to implement should be meaningful, justifiable, smart, and just.

For the first time, this study combines political, economic, policy field, environmental, social, socio-economic, as well as, decision-making theories, evolving trailblazing and internationally applicable guidelines regarding various present and future – radical, far-reaching, or trivial, as well as minor – decision-making processes. However, it's application needs workshops, a wide-spreading by practitioners, scholars, schools, politicians, etc.

Regarding decisions involving the sovereign, to have a logical, timely concise, and regarding involved theories comprehensive convergence, this study offers a precise overview regarding this nexus of extremely diverging points of view, interests, and measure. However, contrary to the latter the resulting norm and communication strategies at the very end of the limb are based on well-established and valid tools with a scientific pose.

Thus, the 7S Paradigm is inherently multifunctional: It answers questions and/or makes provisions regarding political, strategic, organisational, operational, economic, social, and environmental decisions. However, it also works as useful tool regarding company forecasts, the outcome of a referendum, elections, votes, and/or decisions with many diverging parties. The paper concludes with the following observations: Arguably, crises create opportunities to learn and to stimulate a discourse on the relationship between business and society. Economy and society are mutually and inter-dependent with companies prospering mainly in modern societies with a high level of education for their citizens, well-functioning markets and strong legal certainty. On the other hand, modern societies depend on successful companies, as only these can increase the prosperity of a society through market success. Companies and society are therefore interdependent and the value systems that guide both are mutually reinforcing.

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