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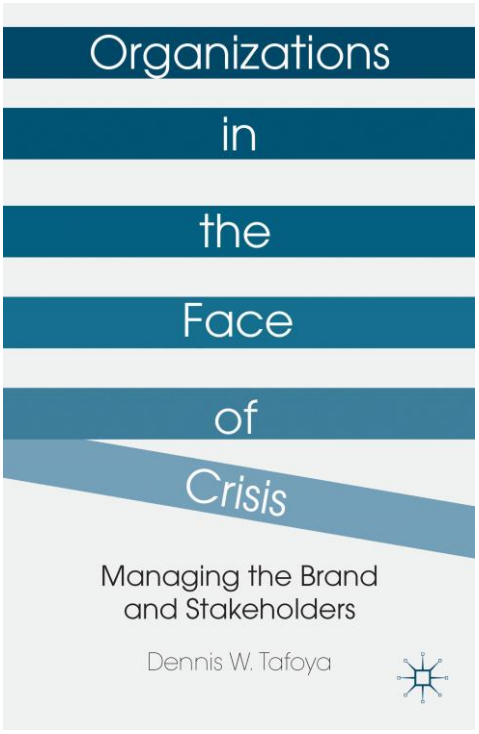

Organizations in the Face of Crisis
Managing the Brand and Stakeholders

Dennis W. Tafoya

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Dennis W. Tafoya has more than 30 years of experience in academic and business organizations, including high technology, manufacturing, health care, and consumer products. He is currently president of CompCite Inc., a research and development firm located in Devon, Pennsylvania that focuses on exploring factors that affect performance at individual, group and organizational levels.

"I highly recommend this readable book. The new points of 'stakeholder swarms' and 'brand trauma' may sparkle readers' eyes and deserve to study. From the standpoint of a Chinese scholar, the book is an advisable choice for one's bookshelf." - Wanglin, Professor of Construction Management and Real Estate, Chongqing University, China

"Dennis Tafoya shows in *Organizations in the Face of Crisis* how successful crisis management must be built around three important components: the organization, its brand, and the organization's stakeholders. His definition and application to crisis management of the swarm theory represents an original approach to handle crises to avoid further brand trauma." - Alfonso González-Herrero, Director of External Communications, IBM Spain

"In the organization and performance research jungle, *Organizations in the Face of Crisis: Managing the Brand and Stakeholders*, stands up by its plenitude and clearness. Its fluent style and rich contents will help stakeholders and readers at all levels to easily comprehend even the most complicated issues in crisis management." - Chien-Chi Tseng, Post-Doctoral Associate, University of Florida, USA

About the book
An organization's brand is its most distinctive feature - it is a mechanism for coordinating resources around its vision or mission. *Organizations in the Face of Crisis* offers a new and unique approach to the treatment of threats to an organization and its brand. In this volume, key concepts associated with crisis events are presented and analysed. Examination of ' brand trauma,' the potentially debilitating effects of a crisis on an organization, reveals the pervasive nature of a crisis' effects and offers why these effects can haunt a brand and its stakeholders long after the crisis has passed. Tafoya also illustrates ways an organization's core network can be shaken by the emergence of a new network brought on by a crisis. This network, a 'stakeholder swarm', functions to meet its own needs often by challenging the make-up, control and flow of information, and even threatening the effected organization's very existence. Case studies and diagnostic tools are used to demonstrate the effects of a crisis on an organization and its brand, and to provide insight and strategies on managing the crisis at hand as well as the long-term effects that may be linked to the crisis and its occurrence. This volume will appeal to stakeholders on all sides of a crisis: from an organization's managers, employees, customers or clients and to diverse fields of study including law, medicine, religion, military, law enforcement and regulation.

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