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## BOOK REVIEW

### GOOD GOVERNANCE AND RESILIENCE: SHARING BEST PRACTICES AND CHALLENGES IN TIMES OF CRISIS ACROSS EUROPE

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*Good Governance and Resilience: Sharing Best Practices and Challenges in Times of Crisis across Europe* is a collective volume edited by Laura Mina-Raiu, Lara Johannsdottir, Ivana Načinović Braje and Aída Díaz-Tendero (2022) exploring the concepts of governance and resilience during various types of crises. These range from smaller issues - such as public or employee dissatisfaction with organizational decision-making - that can escalate if left unresolved, to major crises like the COVID-19 pandemic that impacted Europe in 2020. The book features 11 case studies that highlight diverse institutional responses to crises across countries with varying socio-economic context and development levels from different European countries: Croatia, Spain, Lithuania, Romania and Iceland all examined through the lens of governance and resilience.

This collective volume was developed as part of the Erasmus+ project TERRAGOV, as a common representing a joint effort by participating universities to enhance teaching in governance and resilience and related fields. It offers empirical insights from Iceland, Spain, Croatia, Lithuania, and Romania, examining how both public and private sector have transformed under the pressure of the COVID-19 pandemic and other concurrent crises. Through its case studies, the volume approaches a range of topics including sustainability, good governance, public and multi-level governance, institutional resilience and change management, human resources management, public-private partnership (PPPs), corporate social responsibility (CSR) or digitalization (Mina-Raiu et al., 2022).

The *introductory chapter* provides a synthesis of the key concepts explored throughout the volume such as good governance (de Graaf & van Asperen, 2018), resilience (Hillmann & Guenther, 2021), crisis management (Mikušová & Horváthová, 2019) and public-private partnerships (Baxter & Casady, 2020). These concepts form the foundation of the volume's conceptual framework for the case studies. The editors (Mina-Raiu et al., 2022, pp. 2-4) define good governance as a collaborative model that brings together state actors, business and civil society for co-decision-making and resilience-building. The chapter also outlines the methodological approach used in the research, followed by an overview of the countries and case studies included in the volume.

*Chapters 1 and 2 focus on Icelandic corporate experiences*, exposing the nation's approach to crisis management, highlighting the role of corporate social responsibility and corporate governance in controversial industries. In the first chapter, Gudmundsdottir, Johannsdottir & Sigurjonsson (2022) approached the case of Icelandair, the national airline, using the 5C framework to explore the implementation of change management implementation. The chapter highlights aspects such as employee motivation, performance evaluation and internal communication. The second chapter (Johannsdottir, Gudmundsdottir & Sigurjonsson, 2022) explores the ethical and governance

challenges faced by the Icelandic State Alcohol and Tobacco Company (ÁTVR), where the application of CSR principles intersects with public expectations regarding the responsibilities of the state-owned enterprises.

*Chapters 3 and 4 present governance practices in Spain*, focusing on organizations within the services sector. Authors Ruano and Díaz-Tendero (2022) analyse Madrid's public transport system as a model of multi-level and multi-stakeholder governance. Meanwhile, authors Herrero and Velasco (2022) focused on Benidorm Tourism Foundation highlighting it as a resilient public-private partnership that has sustained governance continuity over decades, including throughout the pandemic.

*Chapters 5 to 7 present Croatian case studies* that explore various subjects such as: remote work during and after Covid-19 pandemic in Combis, a Croatian IT company (Načinović Braje, 2022), dual crisis management in Sisak, a small town facing two simultaneous crises: the pandemic and an earthquake, showing the importance of collaboration between stakeholders in the recovery process and resilience (Hruška, Marić & Kovač, 2022) and organizational restructuring at Pevex, a Croatian company, showing that restructuring can be used as a strategic response to crises in organizations (Aleksić, 2022). These chapters highlight the connection between adaptive HRM, crisis readiness, and strategic transformation. They also underscore Croatia's broader approach to managing business crises, focusing on the importance of adaptability, change management, and strategic planning in overcoming economic and structural challenges.

*Chapters 8 and 9 explore the concepts of organizational resilience during pandemic and the transition to innovation ecosystem in Lithuania*. The author Maciukaite-Zviniene (2022) approached the transition of innovation ecosystems using Deeper and Thermo Fisher as case studies, while Oželienė (2022) examined the resilience strategies of Maxima Grupė, a major retail chain, amid shifting market dynamics. Lithuanian case studies have shown how fostering innovation and collaborative approaches can enhance resilience and support economic development during times of crises.

*Chapters 10 and 11 focus on Romania*, examining institutional resilience and good governance in both private enterprises and in public services. In Chapter 10, the authors (Mina-Raiu, Profiroiu & Ploae, 2022) analyse the case of Apa Nova București, a public-private partnership company providing water services in Bucharest. Chapter 11 explores how two private companies - Vodafone and Kaufland - responded to the challenges of the pandemic. The authors (Volintiru, Nastacă & Nen, 2022) highlight digitalization and proactive social responsibility as key drivers of institutional resilience in times of crisis.

The *concluding chapter* synthesizes findings from the case studies, providing a comparative analysis across key dimensions, including keywords, sectors of activity, industries, and theoretical frameworks. This comparison reveals both shared themes and contextual differences allowing for the identification of patterns and context-specific factors that shape good governance and resilience. Recurring concepts - such as crisis management, change management, and human resource management - emerge as central to effective crisis navigation. Additionally, the analysis underscores the importance of digitalization, innovation ecosystems and public-private partnerships as critical drivers of organizational and institutional resilience.

*Strengths and Contributions*. One of the volume's key strengths lies in its comparative perspective, which enables readers to identify both common patterns and contextual differences in crisis governance across diverse European settings. By including case studies from countries with varied socio-economic conditions and governance structures, the book presents a wide range of experiences and lessons, increasing the relevance and applicability of its insights. This diversity makes the volume particularly valuable for policymakers, academics, and practitioners working in crisis management and governance. Additionally, the thoughtful integration of theoretical frameworks with empirical case studies provides a well-rounded understanding of the subject. The editors (Mina-Raiu et al., 2022)

have effectively curated contributions that not only detail specific crisis responses but also contribute to broader theoretical discourse, successfully bridging the gap between practice and theory.

In summary, the volume distinguishes itself through its pedagogical clarity, strong theoretical grounding and rich empirical content. It serves as a valuable resource for both scholars and practitioners interested in governance innovation, public-private collaboration and the practical application of resilience theory. The book's consistent structure, methodological transparency and the geographic diversity of its case studies enhance its utility for teaching purposes as well as for policy analysis and development.

### AUTHORS CONTRIBUTIONS

The author/authors listed have made a substantial, direct and intellectual contribution to the work, and approved it for publication.

### CONFLICT OF INTEREST STATEMENT

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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