Community Quality-of-Life and Well-Being

Clifford J. Shultz, II
Don R. Rahtz
M. Joseph Sirgy *Editors*

Community, Economy and COVID-19

Lessons from Multi-Country Analyses of a Global Pandemic

Springer

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Dedicated to the memory of the millions of people who lost their lives during the COVID-19 pandemic and to the survivors working earnestly to ensure a similar, preventable public-health crisis never again occurs.

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Chapter 1
Community, Economy and COVID-19: A Primer for Lessons from Multi-Country Analyses of a Global Pandemic

Clifford J. Shultz II, M. Joseph Sirgy, and Don R. Rahtz

Abstract The COVID-19 pandemic has swept across the planet, killing millions of people, at a cost of trillions of dollars and untold human suffering, leaving a wake of distress, despair, and dysfunction in communities large and small. In response to this global crisis, the editors assembled a team of leading scholars from 28 countries, representing seven continents. These scholars analyzed the countries, guided by a systemic framework to assess and ultimately to facilitate individual quality of life (QOL) and the well-being of communities and countries. This chapter provides an overview of the origins and evolution of the pandemic and the framework of analysis; it introduces author-teams, their countries, and the various foci of their studies vis-à-vis the pandemic. In the final chapter, we synthesize and interpret key findings from the studies. Each country offers lessons for discerning effective interventions to mitigate the ill-being effects of COVID-19; they collectively reveal constructive engagement among catalytic institutions and their stakeholders is vital to ensure that well-being is enhanced and people, communities, and countries can flourish.

Keywords COVID-19 · SARS-CoV-2 · Pandemic · Community well-being · Constructive engagement · Marketing systems · Public health · Quality of life

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1.1 Introduction

The emergence of the novel coronavirus, SARS-CoV-2, and the subsequent COVID-19 disease and pandemic is a global crisis of historic proportions. Not since the 1918 H1N1 pandemic,[1] which killed approximately 50 million people worldwide (Taubenberger & Morens, 2006; cf. Spreeuwenberg et al., 2018), has a viral contagion swept so swiftly across the globe with such system wide, devastating effects: more than 233 million confirmed cases of COVID-19, more than 4.7 million deaths,[2] and more than 6.1 billion vaccinations[3] (World Health Organization (WHO), 2021a). Estimations of economic costs vary, but all of them are staggering and add up to trillions of US dollars (e.g., The Economist, 2021), with losses in future earnings estimated to be more than 10 trillion US dollars (Global Preparedness Monitoring Board, 2020). These measures do not capture the depth and breadth of suffering and disruption, and their ripple effects over space and time, which seemingly impact all aspects of human life, including the ecosystems in which we live and the well-being of our communities (United Nations, 2021; World Bank, 2021). Nor do they capture positive responses to this crisis that have saved lives and enhanced well-being, many of which we reasonably expect will continue to benefit humanity for years to come—assuming the appropriate vision, leadership, and commitment necessary to prepare for the next global health crisis.

Pandemics of course are not a new phenomenon. The spread of infectious disease across a large region and potentially worldwide has shaped the path of human civilization for millennia. Thucydides (1989) wrote of a scourge, most likely plague, that ravaged the classical Greek world 2500 years ago. "The Black Death" that swept through Asia and Europe from the fourteenth to eighteenth century is estimated to have killed 75–200 million people—perhaps a third of Europe and a fifth of the world's population. Pandemics by their very nature are deadly, far-reaching, cataclysmic, society-altering events with the power to shape humanity (Kelly, 2005; Loomis, 2018).

That SARS-CoV-2 could be so damaging, so quickly, on so many measures to so many people and institutions, is mind boggling and humbling. The virus is the simplest of organisms—a protein and lipid sheath with protruding spikes, surrounding a single strand of RNA (Fischetti et al., 2020; Kakodkar et al., 2020; Walls et al., 2020). Amoral and apolitical, it apparently exists for a single purpose: to hijack cells of its host, which then replicate more virus. It is an obligate, intracellular parasite. In

[1] Also known as "Spanish flu."

[2] "The actual death toll from COVID-19 is likely to be higher than the number of confirmed deaths . . . due to limited testing and problems in the attribution of the cause of death" (Our World in Data, 2021).

[3] When this chapter went to press, "Globally, as of 5:54 pm CEST, 1 October 2021, there have been 233,503,524 confirmed cases of COVID-19, including 4,777,503 deaths, reported to WHO. As of 29 September 2021, a total of 6,143,369,655 vaccine doses have been administered"; the WHO has reported the data, daily, via this link: https://covid19.who.int/

other words, without access to a living host, SARS-CoV-2 dies in fairly short order. Human behavior is ironically and tragically the primary driver of transmission among humans. Indeed, that behavior is responsible for the first infection in *Homo sapiens*, subsequent infections, and the pandemic conditions in which we currently find ourselves. Moreover, each new transmission presents opportunity for mutation, hence the arrival of new and potentially more deadly variants of the virus (Centers for Disease Control and Prevention (CDC), 2021).

Common among Chiroptera (i.e., bats), the first evidence of human infection appeared in late 2019; the location was in Wuhan, China (Zhou et al., 2020). By most accounts, the transmission to humans occurred zoonotically—directly from one species to another, specifically, bat to human—and/or perhaps via a market or some other part of a food supply chain in which bats or other animals were prepared for human consumption (WHO, 2021b, pp. 112–118). A rival hypothesis suggests that this novel coronavirus was transmitted to humans in a laboratory, possibly manufactured or altered in some way for purposes unknown, or from some other "laboratory incident" (WHO, 2021b, pp. 118–120; WHO, 2021c). Whether the initial human infection resulted from zoonotic transmission or laboratory manufacture/mistake, SARS-CoV-2 has not been previously discovered in our species. Our behavior and the forces that dictate it—e.g., physics, chemistry and geography; culture, institutions, systems, and policies; markets, marketing, commerce, and consumption; the most basic and higher-order needs that dictate it; and the multiple ways in which these forces interact—caused or affected the initial transmission and infection. Our behavior vis-à-vis those forces continues to dictate the extent to which COVID-19 injures or kills or is mitigated and how and whether the virus spreads or will be contained and ideally eliminated.

Therefore, SARS-CoV-2 and its human-to-human transmission are physically simple, but its global reach has been systemically complex. Similarly, solutions to spreading the virus are physically simple, but ending the COVID-19 pandemic will be systemically and globally complex—and administratively complicated—with profound implications for economies, community well-being, and individual quality of life (QOL). The *process* of ending this crisis will require courage, resilience, leadership, and perseverance, local and global collaboration among friends and foes, and the buy-in, cooperation, and vigilance of billions of people.

The COVID-19 pandemic demands a systemic, global assessment and reckoning. Such reflection and accounting will mitigate the damages of future pandemics—or prevent them—and possibly other large-scale global disasters, as civic representatives, business leaders, and engaged citizens seek to implement best practices. More tangibly, it may serve to enhance and protect health, safety, and well-being for billions of people. This book aims to be helpful toward those objectives and outcomes.

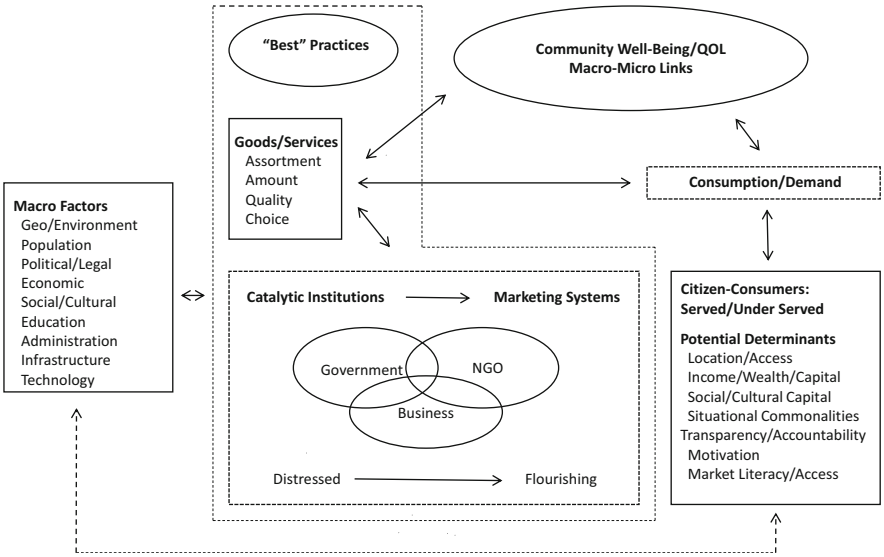

Fig. 1.1 Systemic framework to facilitate QOL in distressed and flourishing communities (Source: Shultz et al., 2017; see also Shultz et al., 2012)

1.2 The Unique Contribution of This Book

An event so consequential as a global pandemic, the scale, scope, and impact of COVID-19 inevitably will produce myriad research projects, analyses, scholarly articles, books, briefs, regulations, decrees, commentaries, and editorials. It currently evokes a continuous cycle of information, often with competing agendas, in both scientific and popular media, especially social media. That torrent of information—including *misinformation*—is so overwhelming "infodemic" has entered our lexicon. As such, the WHO maintains a website for "Infodemic Management" (WHO, 2021d). So, why *this* book; what is its *unique* contribution? How will it be *useful* to the reader in a world in which one has access to emerging new data, practically in "real time" via numerous sources and digital portals (e.g., CDC Covid Data Tracker, Worldometer, WHO Coronavirus [COVID-19] Dashboard, Our World in Statistics)? This book makes unique and useful contributions in several ways.

First, the book shares well-informed, nuanced analyses of the COVID-19 pandemic via a systemic framework for analysis designed to enhance QOL in distressed and flourishing communities (Shultz et al., 2017). This framework, as seen in Fig. 1.1, emerged from decades of research and policy analyses (e.g., Hagerty et al., 2001; Shultz et al., 2012); it melds scholarly perspectives from several academic communities—e.g., macromarketing, sociology, urban planning, economics, psychology, health care, public policy, political science, and environmental and sustainability sciences, among others—with shared interests in individual, community, and societal well-being as aspirational outcomes for research, policy, and

practice. The framework helps us better understand how catalytic institutions (government, business, and NGOs) influence community well-being and individual QOL. This influence is moderated and mediated by a host of macro factors (factors related to geography and the environment, population, political and legal, economics, social and cultural conditions, education, administration, infrastructure, and technology) which impact the extent to which needs of community residents are met.

Versions of the framework have proven to facilitate an initial *Gestalt* for an array of well-being studies, from the Andes States (Sepulveda et al., 2020) to Zahlé, Lebanon (e.g., Shultz et al., 2020). It also has proven to be adaptive. That is, the framework can be expanded to include the addition of other salient factors, as was done for a sustainability study in Vietnam and the broader Mekong River Basin (e.g., Shultz & Peterson, 2019), or it can be synthesized in ways that permit researchers to focus on a subset of factors, as a research team has done studying refugee assimilation and shared well-being in the Middle East (DeQuero-Navarro et al., 2020). The systemic, holistic, and dynamic conceptualization of community well-being increasingly resonates across a broad spectrum of researchers and their interests (see also Phillips & Wong, 2017; Sirgy, 2021), including scholars studying service ecosystems (Trischler & Charles, 2019), fragile and conflicted states (Luiz et al., 2019), poor communities (Pels & Sheth, 2021), child labor (Maya Jariego, 2021), and disaster management (Arora & Chakraborty, 2021). We believe the COVID-19 pandemic—which has profoundly distressed communities, from small villages to nation states and indeed an interdependent global community—presents a seminal, global event to apply the framework and thus to enable a better and more systemic understanding of this crisis and accordingly some lessons to mitigate or end it. Contributors to the book reported its value in these regards when developing their chapters.

Second, a global pandemic necessitates multicountry analyses from leading authorities in those countries. This book therefore shares expertise from exemplary scholars located in a select group of 28 countries representing seven continents.[4] Countries were included in this project based on regional representation, variances in socioeconomic development and diversity of culture/ethnicity, political and economic models, variances in interventions to address the COVID-19 Pandemic, and the evolving successes and failures of those interventions. Each country and countless communities in them have been distressed by COVID-19. The level of distress varies widely; several factors affect where people and communities are positioned on a distressed-flourishing continuum. Among those factors are geography, climate and population density; ethnicity and culture; political and legal factors; economic development, infrastructure, health care, and social safety nets; various forms of capital; available goods and services; institutional leadership and collaboration; and baseline health and wellness prior to pandemic—indeed many, if not all, the factors

[4] Six of those continents are especially well represented. The seventh continent, Antarctica, is not included, but even its remote, small population of part-time residents has not escaped SARS-CoV-2 infection and the pandemic (Power & Dewar, 2021).

in the framework and potentially others. Responses to the pandemic have varied widely, too. Contributing authors share analyses, denote failures/successes, and offer cases and lessons to mitigate or prevent future pandemics and possibly other crises and thus to restore or to enhance the health, safety, and well-being of community stakeholders. The expertise and reputations of the contributing authors are noteworthy; that they have chosen to participate in this project is also noteworthy. We believe readers will find their analyses and insights interesting and valuable. Below, we offer an overview of the framework and then introduce individual chapters.

1.3 The Framework: Goals, Factors, and Relationships[5]

The *Systemic Framework to Facilitate QOL in Distressed and Flourishing Communities* lays out and organizes several factors and forces, and relationships among them, which must be understood and considered by community members and potentially other stakeholders of the community. A brief overview of them follows.

1.3.1 Community Well-Being/QOL

Community well-being/QOL—seen inside a sphere, up and to the right of the model—is the goal. That goal may seem obvious, but the journey to achieve it often is not. Actualization requires several *Macro-Micro Links*, which must be recognized, understood, valued, and skillfully managed via "best practices." "Macro Factors" are particularly salient, as geographical or environmental forces tend to be most constant. They often explain why communities are formed and thrive in some locations and not in others. Predictable and temperate climates, abundant water, food, building materials, and other resources often are predictors for flourishing communities. These physical assets make a place habitable; they may provide the foundation (literally) for a community and can sustain a population; again, they are necessary for it to flourish. Behavioral patterns, traditions, societies, and cultures arise from this foundation, as do political, economic, educational, and administrative models to manage resources, which enable a community to thrive. The absence, degradation, dysfunction, mismanagement, or sometimes deliberate destruction of these factors can greatly distress any community. Alternatively, changes to policy and practices can repair or bolster them, which in turn helps the community. Increasingly obvious to us are the game-changing effects of globalization, accordant technology—again, when managed well—and climate change and

[5] The text in this section draws heavily from, synthesizes, and expands text previously published in Shultz et al. (2017, pp. 412–418).

contagions such as SARS-CoV-2, the latter two of which are making environments less predictable.

Good management necessitates cooperation among community stakeholders, and leadership from governments, NGOs, and businesses. Most governments now embrace market-oriented economies. Private sector business and entrepreneurship are deemed instrumental to national and community prosperity and improvements to individual QOL. Business is increasingly a catalyst to economic development and community QOL. However, business and the private sector more generally remain either underappreciated, suboptimally managed, or perhaps even nefariously engaged in many communities, hence the representation of the three interdependent "catalytic institutions," which must cooperate for communities to flourish. These institutions often spark the mix of forces that constitute the Macro-Micro link(s) and thus truly are "catalytic"; they enable communities to create marketing systems capable of delivering an assortment of quality goods and services in amounts and variety that provide community members (citizen-consumers, i.e., community residents) almost countless choices, from building supplies and healthcare products to education and entertainment.

"Citizen-consumers" are arbiters of the effectiveness of the catalytic institutions. Distressed communities tend to have disproportionately large numbers of underserved citizen-consumers, who may be disenfranchised from or may not feel as if they are citizens of any community. Several factors potentially determine whether consumers are underserved or well served and, moreover, what variables might be addressed by catalytic institutions to ensure all citizens can be served, so the community may flourish. Location and access, income/wealth/capital, social/cultural capital, and situational commonalities are among those factors.

Readers should note the dotted line that connects consumer-citizens to Macro Factors, creating a crucible of sorts in which the three catalytic institutions interact. This arrangement reminds that key predictors are linked via catalytic institutions and the marketing system that emerges from those institutions. The catalysts, the marketing system, and the consumers in that system determine the demand, availability, assortment, amount, quality, and choices of goods and services to enhance community well-being.

"Best practices" are sought throughout the system, from production to consumption, to disposal and possibly to reuse in a circular economy. Note that "best" is a relative term, greatly influenced by culture and other factors. Similarly, "appropriate" measures for QOL and "good" or "high" scores on them also might be relative. Flourishing communities tend to have marketing systems that deliver goods and services valued by citizen-consumers of those communities. Perceptions/measures of quality of life accordingly tend to indicate high levels of health, happiness, and satisfaction.

Transparency, purchasing power, and market literacy also are important; they also may be unappreciated or dismissed. Flourishing communities have well-functioning marketing systems with transparent laws, accounting procedures, and traceable behaviors, thus reducing citizen-consumer risk and enhancing empowerment. Such systems also have—and continually strive to improve—citizen-

consumers who are market literate, which in turn renders consumers more motivated to participate in and be engaged with responsible marketing activities and stakeholders throughout the system. Through their choices and behaviors, including political participation, consumer-citizens can influence catalytic institutions, and best practices and community well-being.

In our view, citizen-consumers of any community aspire to a QOL as measured potentially by many possible indices; they require various goods and services to actualize well-being. A number of endogenous or idiosyncratic factors (e.g., financial and social capital, motivation, literacy) macro factors (e.g., physical, political, economic, social, technological), and catalytic institutions interact to determine whether an appropriate marketing system will emerge and evince best practices to deliver those goods and services in ways that enable a community to recover from distresses and to flourish in ways commensurate with the shared values of the community, as well as generally recognized indices that capture health and well-being.

1.3.2 Macro Factors

Macro Factors are fundamental to any community. Their condition or management by catalytic institutions and marketing systems are predictors for existence, assortment, and quality of goods and services available in a community, the extent to which citizen-consumers' demands are met and thus community members are well served or underserved, and whether communities flourish.

Geography/environment: physical assets/liabilities of a community and ecosystem; the size, condition, and topography (e.g., mountainous or flat; inland or coastal); weather (e.g., temperatures, precipitation; weather patterns and cycles); seismic activity (earthquakes, tsunamis); land, soil, and water capacity; food-production type and capacity; potable/industrial water; materials for technological application and development; degradation, pollution, and sustainability; and opportunities and threats to the community's environment. *Population*: number, growth rate, density, location, and demography—and encroachment on other species that may transmit diseases, zoonotically. *Political/legal*: a political apparatus to govern; authoritarian vs. democratic; political parties; rule of law and civil procedures; independent judiciary; free and fair elections; violence, war, social unrest, and unexploded ordnance; militias, military expenditures, and expenditures per capita; corruption; trade unions; right of assembly; and civil and human rights more broadly. *Economic*: hunter-gatherer, agrarian, feudal, command, market, or hybrid economy; emerging, developed, or developing; sectors (e.g., agricultural, industrial, service); private sector (e.g., entrepreneurship, SMEs); economic growth; debt load; trade; per capita income; income growth, purchasing power; income inequality; jobs; and employment. *Social/cultural*: shared values regarding members, boundaries, organization, purposes, and services of the community and expenditures and artifacts related to them (e.g., parks, theatres, museums, musical institutions, sports and

social clubs, religious and other social and cultural institutions, demography, and tolerance/xenophobia). *Education*: a literate and learned community; materials, curricula, and schools, from kindergarten to tertiary education (number, per capita, ranking, accreditation); inclusion, subject-mastery, and graduation rates; teacher-student ratios; teacher/faculty training, salaries, and teaching loads; and academic freedom. *Administration*: a recognizable, credible administrative apparatus to enable and to manage civil society to affect community wellness. *Infrastructure*: buildings, roads, rails, sea and airports, water purification systems, energy supply (number, type, quality, and reliability), Internet, and Wi-Fi. *Technology*: tangible human inventions to develop resources—including human resources and goods and services—and to affect positively other elements found in the model; sustainable technologies are increasingly valued and valuable.

1.3.3 Catalytic Institutions and Marketing Systems

Catalytic institutions exist in three principal forms. *Governments*: representative; physical, legal, symbolic, and human presence; recognized authority; and agencies and employees engaged in communities to affect pro-prosocial citizen-consumer outcomes. Transparent and accountable to citizen-stakeholders they represent. *Businesses*: private enterprises of various size and scope, creating and delivering legal goods and services to the community, generating wealth and largesse, creating jobs, providing tax revenue, infrastructure, and other benefits (e.g., community engagement, social services, and environmental enhancement/repairs). *NGOs* (nongovernmental organizations): religious institutions, multilateral organizations, aid groups, community groups, and social-service providers, which make contributions to communities where governments or businesses cannot or will not. The coordination of these institutions is vital to the creation and maintenance of a marketing system.

Marketing systems are adaptive networks or a matrix of individuals, groups, or entities—including governments, businesses, NGOs, and citizen-stakeholders—linked through policies, participation, and engagement in economic and social exchanges. These interactions add economic value and facilitate personal/community well-being for individuals and institutions through the production, promotion, distribution, sale/purchase, consumption, and disposition of goods, services, and even experiences and ideas, which emerge in response to or in anticipation of demands by citizen-stakeholders (see also Layton, 2015). Marketing systems more generally function best when viewed as prosocial and holistic assemblies or societal endeavors, coordinating and integrating the aforementioned factors, forces, and other systems, with a larger purpose: flourishing communities.

1.3.4 Goods and Services

Goods and services—their quality, variety efficacy/utility, safety, need-fulfillment, consumer-stakeholder satisfaction, and sustainability—provided or championed by catalytic institutions and the marketing system determine whether a community will flourish. Everything purchased or consumed by an organization or individual in a marketing system moreover could be a predictor or indicator for well-being. Masks and eventually vaccines, for example, are tangible products that enhance health and well-being during a coronavirus pandemic, as well as their promotion, distribution, and consumption. Some goods and services are, of course, more positive or nefarious than others; legal and well-intended services and goods (e.g., social media, medicines) can be abused, quickly turning a flourishing community into a distressed one; some products or services are simply fraudulent, which may increase harm, diminish trust, and exacerbate crisis.

As we have noted, the social, cultural, and political structure of a community greatly determines whether any good or service—and the socioeconomic activities and individual behaviors that culminate in the purchase and consumption of them—will distress a community or help it to flourish. Resource allocations, purchases, and expenditures for goods and services, and use of those goods and services, reveal a community's values and whether it is distressed or flourishing.

1.3.5 Citizen-Consumers

Citizen-consumers are the members and stakeholders that collectively form a community and broader communities that affect them. Their behaviors (e.g., purchases and consumption of goods and services), outcomes from those behaviors, attitudes toward those outcomes, and subsequent behaviors serve as indicators. Several determinants potentially affect whether a community or subsets of citizen-consumers in a community are served or underserved and thus whether a community is likely to flourish. Six particularly salient factors affect them.

Location/access: Citizen-consumers must be responsibly and meaningfully engaged in—they must have access to—that which the marketing system provides or could provide. This can occur in physical space (e.g., the purchase and consumption of food, shelter, healthcare) or, increasingly, in cyberspace (e.g., education/learning, shopping, recreation, and services—including healthcare services and counsel).

Income/wealth/capital: These factors greatly influence access to marketing systems. Purchasing power to gain access or to purchase in, to consume in, or have experiences in the marketing system through one's own resources, family resources, or resources provided by one of the catalytic institutions is vital. In distressed, dysfunctional, or even devastated communities, opportunistic or criminal activity and resources may facilitate access.

Social/cultural capital: Social and cultural forces affect access to and success in the marketing system. Ethnicity or social class may be determinants in some communities; when they are primary determinants, exclusion, ethnocentrism, xenophobia, and racism also may exist, distressing some if not all community members. Belonging to the dominant ethnic group, religion, or political party, level of education and/or exclusive membership also may afford access, privileges, and desirable outcomes that would be inaccessible without such capital. Communities tend to flourish when institutions—e.g., housing, healthcare, education, jobs, and markets—are accessible and rewards and benefits of the community and its marketing system are then earned or shared.

Transparency/accountability: Inclusive, representative, transparent, and accountable governance and management are conducive to flourishing communities. Indicators include rosters, elections, open bids, disclosures, quarterly and annual reports, media access, competition, town hall meetings, regulatory agencies, independent watch groups, and independent media.

Motivation: Flourishing communities have citizen-stakeholders who are engaged in the community; they are empowered and *motivated* to participate and to affect change. Inaccessibility, low purchasing power, the "wrong" social capital, corruption, and opaque and unaccountable governance and management all alienate citizen-stakeholders; they in turn are less motivated to engage. The marketing system then becomes sclerotic; it underperforms or fails to deliver an appropriate assortment of goods, services, and experiences that enable the community to flourish. Appropriate indicators include elections, election turnouts, consumer advocacy, peaceful protests, service organizations, and other forms of community participation, polls, and attitude measures regarding services provided by the marketing system, as well as citizen-consumer social psychological dispositions, and community well-being assessments and helplessness/optimism.

Market literacy: Command economies have collapsed or have transformed by instituting radical or gradual market reforms. Every country included in this book is now a market-oriented economy, even if administered by a communist party. The formerly command economies have seen tens of millions of their citizens pulled from poverty. This market(ing) dominant paradigm is omnipresent in physical, cyber, and global space; it has created wealth with enormous capacity to help the human condition. Yet, while poverty reduction is tangible and well-being has been enhanced, more than a billion citizen-consumer stakeholders still are unequipped or poorly equipped to thrive in this space because they lack market literacy and savvy, and some basic protections; they are vulnerable. Such disenfranchisement and exclusion distresses individual people and the communities in which they reside. Moreover, failure to invest in wellness *for everyone* and to address the factors in the framework that must be addressed to facilitate well-being for entire communities renders *all of us* vulnerable to global shocks, including pandemics.

In the following section, we introduce 28 countries, the authors, and their chapters.

1.4 Country Analyses

Each chapter provides a country-specific analysis with implications for individual QOL and the well-being of communities and country, in response to the COVID-19 pandemic. The authors present a systemic overview; denote challenges, failures, and successes; and offer best cases to mitigate or end the pandemic. To facilitate some uniformity among chapters, the authors were encouraged throughout the review process to follow some guidelines and to focus on especially salient factors in the framework indicating connections to and implications for well-being. The authors also were asked to share lessons useful for responses to future public health crises and potentially other disasters. We should add that the authors were given considerable latitude to develop their chapters and were encouraged to explore unique or arcane issues and factors that affect and will continue to affect the countries they analyzed.

Readers might find multiple introductions to and discussions of events to be redundant. However, some readers may choose to download a single digital article rather than purchase or read all articles in a hard copy of the book. Thus, we thought the value of context and clarity regarding the initial outbreak outweighed the potential downside of redundancy. Each chapter moreover underwent rigorous, blind review, so this decision also seemed fair to the authors who worked tirelessly to write their chapters and to revise them in response to comments by reviewers and editors. We wanted as much of the authors' work to be published as was reasonable and possible.

The order of chapters is alphabetical, by country. Spelling, language idiosyncrasies, and evolving terms also should be noted. For example, the specific coronavirus causing the pandemic is abbreviated by the medical community and public health institutions as SARS-CoV-2, the disease it causes is COVID-19, and the pandemic is typically referred to as the COVID-19 pandemic. However, COVID, Covid, and simply "pandemic," as well as crisis, event, etc., are often used in popular culture regarding all things COVID, from virus, to disease, to pandemic to epoch. The authors were encouraged to use "American English" spelling throughout their chapters and to use conventional terms for the virus, disease, and pandemic. Lastly, the content of each chapter expresses the views of the authors of that chapter and not necessarily the views of the other authors, the editors, or Springer Publishing.

1.4.1 Argentina

Liza Kharoubi Echenique and Jaqueline Pels, in "Antifragility Strategies: The Arbusta Case in COVID-19 Argentina," find and explore seemingly hidden or overlooked resources for COVID-19 control and mitigation. They introduce us to Arbusta, an Argentine software and application testing start-up to provide jobs to the most vulnerable communities, women in this case. Indeed, Arbusta managed to grow

and even expand to the USA—during the pandemic. COVID-19 helped or perhaps forced Arbusta to develop distinctive practices, including tolerance, inclusion, and reflexivity, as well as redundancy and plurality of perspectives. The talents of the women were highlighted suggesting interventions that could have made the organization and potentially Argentina less vulnerable and more sustainable. The crisis moreover shows or reminds that technology can help to alleviate some socioeconomic challenges, especially in emerging economies (Kharoubi Echenique & Pels, 2022).

1.4.2 Australia

Michael Polonsky and Virginia Weber, in "COVID-19 Response in Australia: An Examination of State Responses and System Vulnerabilities," examine resilience and response to the pandemic and how the response has impacted communities around the country. The analysis focuses on complex interrelations among policy, community, and individuals—prior to and during this shock. The authors first discuss how the pandemic has created unique vulnerabilities and resiliencies. They then examine how crisis-specific vulnerabilities and resiliencies interacted with preexisting conditions to determine flourishing and how vulnerabilities were exacerbated or mitigated due to government and business policies. Finally, the authors shed light on the interplay between policy and vulnerability and how this interplay created unforeseen issues in relation to how communities have responded, highlighting the importance of flexibility and agility by response systems that will not undermine flourishing. They conclude with implications regarding the interconnectedness of systems and communities in times of crisis (Polonsky & Weber, 2022).

1.4.3 Brazil

Brazil is a complex society, with deep and challenging socioeconomic inequalities that have plagued the country. COVID-19 has exacerbated systemic shortcomings, notably the federal government's incapacity to help the neediest Brazilians. This failure triggered urgent and effective responses from key actors in market system catalytic institutions, across various sectors. Their assistance seems largely based on fundamental ideas pertaining to generosity and solidarity, offering help and looking toward future benefits for fellow Brazilians. The underlying premise is that community well-being is only achieved when everyone shares in its benefits. In "Disdain, Generosity and Solidarity as Institutional Responses to COVID-19 in Brazil," Marcus Wilcox Hemais, João Felipe R. Sauerbronn, Ronan Torres Quintão, and Eduardo Teixeira Ayrosa analyze how the Brazilian federal government, Itaú Unibanco, and the MST—*Movimento dos Trabalhadores Rurais Sem Terra* (Landless Rural Workers' Movement)—have reacted during the COVID-19 crisis and

how their response has affected the quality of life for Brazilians (Hemais et al., 2022).

1.4.4 Canada

Canada is typically regarded to be a flourishing country, but will it flourish after the pandemic? Stanley J. Shapiro and Julie Stanton seek answers to that question in "Canada after COVID-19: A Flourishing Community for Everyone?" Despite many indicators for high quality of life, shortcomings in the healthcare system, the social safety network, and sustainability were apparent before the pandemic. COVID-19 led to even more serious challenges in, for example, seniors care, childcare, paid sick leave, and poverty alleviation. Canada's plan for "Building Back Better" however offers a plausible way to redress long existing quality of life inequities. Whether and to what extent post-COVID Canada has the political and economic will to better serve the "distressed" segments in an otherwise "flourishing" society remains to be determined (Shapiro & Stanton, 2022).

1.4.5 China

Communities can be placed on a distressed to flourishing continuum. Behavior patterns, traditions, culture, and political/economic systems may enable a community to thrive. In "Catalytic Institutions and Community Resilience: COVID-19, Obstacles, and Adaptive Mechanisms in Wuhan, China," Jie Gao Driskell, James Gentry, and Rongwei Chu explore and explain the factors that have impact on community resilience, with focus on the case of Wuhan, China. The authors emphasize the importance of key institutions during negative events such as pandemic, and their importance to appropriate policies (Driskell et al., 2022).

1.4.6 Colombia

Colombia has been profoundly and negatively affected by the COVID-19 pandemic. In response to initial infections, the government declared a state of national emergency—e.g., border closings and strict lockdown—to prepare for and mitigate difficulties. Despite nationwide hardships, some initiatives and good practices to enhance well-being have emerged. In "Colombia: Resilience and Well-being in Response to COVID-19," Andrés Barrios Fajardo, Marcos Ferreira Santos, and Héctor Godoy analyze the impact of the pandemic. Colombia is a country and community that has adapted over time, as a result of the interaction of endogenous and exogenous forces. SARS-CoV-2 is a disastrous exogenous force that shifted

Colombia from its balanced path. The authors emphasize understanding the factors that made the country both vulnerable to and resilient against the virus, as well as the responses by the government, private sector, and citizens to mitigate it and COVID-19 (Barrios Fajardo et al., 2022).

1.4.7 Croatia

In "Croatia: Assessing Resilience and Responses of Firms and Consumers during COVID-19 Pandemic," Dario Miočević, Ivana Kursan Milaković, Biljana Crnjak-Karanović, Mirela Mihić, and Antonija Kvasina investigate responses to the health crisis by Croatian consumers and firms. The authors focus on how resilience drives behavioral intentions of consumers and small-and medium-sized enterprises (SMEs) during the "new normal" resulting from the pandemic. Findings from secondary and primary data indicate that Croatian consumers perceive themselves to be quite resilient, while Croatian SMEs increase the resilience by relying on the self-efficacy of top managers prone to engaging in investment during the COVID-19 pandemic. The study reveals the profile of resilient consumers and firms and how resilience affects their behavioral intentions during this crisis and potential other crises. The authors conclude with some discussion of lessons from key findings, and implications for crisis management, business, governance, marketing, and well-being (Miočević et al., 2022).

1.4.8 Finland

Petteri Repo, Pia Polsa, and Päivi Timonen, in "The Finnish Response to First Wave of COVID-19 Accentuated Persuasion," examine how Finnish society responded and took action against the pandemic during its first wave. They review key societal and political responses within the systemic framework. The Finnish response was led by the government and prompted dramatic restrictions in personal movement and new arrangements for workers. Significant financial support was given to businesses. Schools went online as did many institutions. Though not initially assured, the effects included fewer deaths and a lower drop in economic activity than in other European countries. Persuasion rather than command was characteristic for the Finnish response. The application of the well-being framework accentuates that provision of goods and services, as well as recreation and cultural life, must be addressed when serving citizens and consumers during pandemics (Repo et al., 2022).

1.4.9 Germany

In "The COVID-19 Outbreaks in the German Meat Industry: A Culturalistic Explanation," Michaela Haase and Anna Schade describe a series of outbreaks of the Corona disease among workers in the German meat industry. The authors describe the historical development leading to the series of outbreaks and explain it in terms of a multicausal process. As such, potential causes of the outbreak in terms of commodification and movement are identified; evidence suggests the event occurred because the virus found favorable conditions for its transmission in "Tayloristic" work organizations and working conditions at production sites. That is, the organizations in the German meat industry and Eastern European subcontracting firms engaged in dubious practices, which raise questions about their ethical standards. The authors further conclude workers in that industry do not benefit from legal protection and communal efforts in Germany (Haase & Schade, 2022).

1.4.10 Ghana

The Ghanaian response to the COVID-19 pandemic has been shaped by the unique and informal nature of marketing systems prevalent in Ghana and many African countries. In "Ghana's Response to the COVID-19 Pandemic," Charlene Dadzie presents a case study on Ghana's response and management of the pandemic by exploring how a uniquely African marketing system in Ghana facilitated mitigation efforts. In so doing, the author identifies interventions that catalytic institutions implemented to abate the pandemic's impact on already distressed communities. The chapter concludes with implications for enhancing consumer QOL and identifying best practices (Dadzie, 2022).

1.4.11 India

In "Community and Market Development in India during Corona Virus: A Focus on the Migrant Worker (MW) Population," Nicholas Santos and Subhasis Ray explore how the pandemic in the world's second most populous nation has impacted a particularly vulnerable group of Indian society. They provide an examination of the pandemic's devastating impact on the migrant workers (MW) in what is a four-phase "time lapse" journey. The chapter evaluates how the already struggling MW classes of Indian society attempted to cope with the Indian government's series of lockdowns and policy changes often introduced with very little notice and supporting infrastructure for the MW. The result has been to further exacerbate the already massive social inequalities in the country. As the authors note, though, the

pandemic has also helped mainstream the inequality narrative to a level that can no longer be ignored (Santos & Ray, 2022).

1.4.12 Indonesia

The largest country-archipelago comprises more than 14,500 islands and is the fourth most populous nation in the world. Indonesia is remarkably diverse, geographically and culturally. While this diversity has advantages, it creates administrative challenges during crisis. Primidya KM Soesilo and Fathony Rahman, in "The Pillars of Survival in the COVID-19 Pandemic: The Case of Indonesia," present several examples of how the COVID-19 crisis is being addressed in such an environment. The authors apply various methods, including content analysis of local and national news and media, and direct observation and interviews to examine the "four pillars," specifically two catalytic institutions (i.e., government and community), the digital ecosystem, and national values. They conclude with some highlights of implemented actions and programs that are consistent with Indonesian national values and principles (Soesilo & Rahman, 2022).

1.4.13 Lebanon

SARS-CoV-2 could not have arrived at a worse time for Lebanon. Amidst the country's most difficult economic and political crisis in its history—resulting from years of betting on a windfall economic model that relies on imports and external remittances—the onset of COVID-19 compounded existing weaknesses and further increased vulnerabilities. The pandemic is one of many interacting woes the country faces. In "Fighting COVID-19 in a Multi-Crisis Context: The Case of Lebanon," Georges Aoun and Karine Aoun Barakat provide a glimpse of an increasingly desperate country, as they study the way in which the pandemic was successfully managed in the short term, but the lack of sustainable policies, low government trust, and limited monetary means led to an economic catastrophe and eventual large-scale spread of COVID-19 (Aoun & Aoun Barakat, 2022).

1.4.14 Mexico

The impact of SARS-CoV-2 in Mexico has been severe. The devastation includes the largest increase in extreme poverty in Latin America and the Caribbean—with massive unemployment and some of the highest mortality indicators—due to COVID-19. In "Loss of Well-being during COVID-19 Pandemic in Mexico: A Public Policy Analysis Using a Systemic Approach," Luis Raúl Rodríguez-Reyes,

Mireya Pasillas, and Keren Camberos examine the systemic loss of well-being due to COVID-19. Findings show that some weak key macro factors, poorly planned policy actions and reforms, and subpar policies for the economy and healthcare caused larger losses of well-being from the pandemic than could be expected. Mexico's challenge is to make a life-saving policy adjustment to vaccinate the population and provide financial assistance to people and businesses throughout post-pandemic economic reconstruction. Lessons and policy recommendations are shared to improve the ongoing response to COVID-19 and to protect from future negative shocks (Rodríguez-Reyes et al., 2022).

1.4.15 New Zealand

New Zealand has been championed as a model in its response to curtail the spread of SARS-CoV-2. Ben Wooliscroft, Alexandra Ganglmair-Wooliscroft, and Sabeehuddin Hasan argue in "COVID and New Zealand: An Outlier Case" that COVID-19 has been (repeatedly) "eliminated" through a combination of border closures, compulsory managed isolation and quarantine (MIQ) upon entry to New Zealand and lockdowns. These measures are possible and effective because New Zealand is an island country, three hours flying time from the nearest other country (Australia). Despite successful early efforts, COVID-19 has repeatedly emerged from MIQ into the community, each time resulting in a lockdown for at least part of New Zealand. The government has supported and stimulated the economy during lockdown. The long-term results of that support however are unknown, to date, though there are worrying signs in some sectors, particularly housing (Wooliscroft et al., 2022).

1.4.16 Russia

Alexander Krasnikov, Vera Rebiazina, and Svetlana Berezka, in "COVID-19 Pandemic, Catalytic Institutions, and Consumer Well-Being: Evidence from Russia," examine the pandemic's effects on changes in the well-being of Russian consumers. Perspectives from both micromarketing and macromarketing help the authors to identify key topics among studies of consumer behavior during the spread of SARS-CoV-2 and to examine changes regarding individual and community well-being in Russia. These topics are further explored using data collected during the COVID-19 outbreak; access to these data moreover enables the authors to compare changes in individual and community well-being across Russia, Brazil, China, India, and South Africa. The research team lastly examines how Russian consumers adjust their behaviors during lockdown. The results illuminate changes to consumer behavior patterns caused by COVID-19 in a transitional economy, with implications for

the management of health and well-being in Russia and potentially other transitional economies distressed by future health crises (Krasnikov et al., 2022).

1.4.17 Rwanda

In "Rwanda Galvanizes Healthcare Readiness, Citizen Support, and Technology to Flatten the Coronavirus Curve in the Land of a Thousand Hills," June N. P. Francis and Lama Mugabo examine how a poor and landlocked African country has one of the lowest infection rates of COVID-19 in the world. Their analysis includes factors contributing to Rwanda's successful intervention against the spread of SARS-CoV-2 and highlights Rwanda's catalytic institutions, which were prepared to provide healthcare because of experience with other infectious diseases, notably Ebola. Rwanda's response was rapid, coordinated, and scientifically informed; it included supportive social programs, community involvement, innovation, and trust in government and state communications. Lessons from battling Ebola provided a playbook with perhaps superior strategy and tactics to those implemented in more developed countries; as the authors suggest, such lessons were generally not studied and embraced in many other countries, as the pandemic spread globally (Francis & Mugabo, 2022).

1.4.18 Singapore

In "Battling COVID-19 Pandemic in a Densely Populated Island Nation: The Singapore Experience," May O. Lwin, Chitra Panchapakesan, Anita Sheldenkar, Edson Tandoc Jr., Hye Kyung Kim, Shanshan Yang, Zoe Ong, Si Yu Lee, and Melissa Rachel Kwan provide key insights into Singapore's response to COVID-19, focusing on catalytic institutions' efforts to bolster the country's defenses against SARS-CoV-2. The authors share an overview of the pandemic from January 2020 to January 2021, including discussion of governmental initiatives to combat the pandemic. Emergent issues—e.g., grappling with different types of literacies and the rise of misinformation and changes in public and consumer behaviors—are addressed. The impact of COVID-19 on vulnerable groups and how institutions help to mitigate these challenges are also presented. The authors conclude with key insights regarding effective management of future crises. Notably, as of February 2021, Singapore had the lowest COVID-19 case fatality rate among all countries (Lwin et al., 2022).

1.4.19 South Africa

South Africa has faced many pandemics in the past and now is dealing with COVID-19. Stefan Kruger, in "History Repeats Itself: South Africa, an Epic Sighting—COVID-19," describes the current situation as dire. SARS-CoV-2 and its variant have had a direct impact on communities at large. The South African government has taken measures to combat the spread of the virus, including lockdown and other interventions. The author describes the impact of this novel coronavirus on the health and safety as well as economic impact on South African communities. Kruger discusses policies and programs implemented in many communities, some that worked and others that did not, leading to some conclusions regarding lessons learned and best practices (Kruger, 2022).

1.4.20 South Korea

Grace B. Yu and Najung Kim, in "COVID-19 Pandemic and Its Impact on Consumers in South Korea," describe effects of the South Korean no-lockdown strategy, intended to help Koreans maintain their lifestyle. Statistics however reveal Koreans have suffered considerably and that new consumption patterns have emerged. The authors focus on factors that may account for decreased QOL, new consumption trends, and macro factors that might have better protected consumers. They report decrease in QOL may have been related to reduced income, psychological stress, and isolation. In response, consumers engaged in contactless, anxiety-proof, and egocentric consumption. The authors describe government policies designed to ensure regular economic activity and IT and retailing infrastructures to facilitate online shopping. They argue Koreans' digital literacy empowered consumers to sustain their lifestyle and safeguard QOL and conclude with suggestions for public policy and marketing considerations to deal with future pandemics (Yu & Kim, 2022).

1.4.21 Spain

Spanish society and institutions have been greatly challenged to ensure the well-being of citizens while responding to the COVID-19 crisis. In "The Role of Spain's Catalytic Institutions to Facilitate Community Well-Being during the COVID-19 Pandemic," María José Montero-Simó, Rafael A. Araque-Padilla, Rosa Melero-Bolaños, and Clifford J. Shultz, II analyze Spain's pre-pandemic situation, including economic crisis and related structural problems, which restricted the possibilities for a strategic response to the pandemic. An initial conclusion from that research is that appropriate disaster conceptualization and assessment of societal vulnerabilities are vital to any effective response. Findings from a subsequent content analysis of