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Crisis Management: What Covid-19 Taught the World

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Abstract: New strategies, solutions and organizational procedures are required to deal with the many living realities that are necessitated by advances in science and technology as well as patterns of human connection in our time to deal with crises today. This study examines the most recent social issues linked with the COVID-19 outbreak in an attempt to establish critical crisis management objectives and priorities. People are worried because governments have put restrictions on both groups and people. In light of the problems that have arisen as a result of the COVID-19 epidemic, this research will focus on examining various crisis management strategies. Expert opinions were solicited in order to determine gaps and new paths in crisis management. Unfortunately, we could not find much information in the literature about successful recovery strategies and future prospects for the businesses hit worst by the current COVID-19 outbreaks. Several important findings have emerged from studies of the causes, effects, and management of crises. The paper claims that while disasters and crises are inevitable, they can have less of an impact if well managed. An organization's ability to handle vital activities during a crisis is enhanced by this. This research shows how the crisis management challenges brought on by the COVID-19 epidemic provide an opportunity, and how flexibility is a crucial part of contemporary strategic management. In order to better understand and assist the processes of such events, the research found that crisis management methodologies and concepts may be extended and used. Finally, we suggest several avenues for further research into the topic of international crisis management.

Keywords: *crisis; crisis management; emergency management; challenges; COVID-19.*

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Introduction

One of the most recent global crises was the COVID-19 pandemic and its impact was unprecedented in terms of both its magnitude and its scope (Bergquist et al., 2020; Malik et al., 2020). This is due to the far-reaching effects that the pandemic had on nearly every sectors of human society, including, amongst other things, healthcare, the economy, and social practices. The pandemic served as a true test for the established crisis mitigation approaches, demonstrating that the world was not fully ready to meet uncertainties and catastrophes of a magnitude that was commensurate to them. Hence, it emphasized the necessity of being prepared and having elaborate strategies for mitigating challenges available at all times in order to keep the wheel of economics going around regardless of the challenges that strike. The unfolding issues in the environment make it necessary to incorporate robust and highly responsive measures in order to respond to the unraveling problems, the majority of which are total outliers, requiring the ability to rapidly adjust and apply the available techniques in order to respond proportionally (Trachsler and Jong, 2020). This paper will be an integration of various elements, all of which will be keyed to the analysis of the various crisis management strategies now accessible, with reference to the already available body of research and in light of the COVID-19 issue. A statement of the study's objective, a review of the relevant existing literature, a methodology, a discussion, and a conclusion that is a brief overview of the issues that were addressed and the learning outcome from the learning materials are to be included in it.

In order to contribute to a deeper comprehension of the topic, this article shall dissect crisis management from a number of different angles and perspectives and from a multi-dimensional vantage point. It will explore the many crisis management strategies that were developed to assist organizations and individuals in successfully reacting to the COVID-19 crisis. These strategies were developed to assist organizations and individuals in effectively responding to the crisis. For instance, topics like tourism, sport, hospitality, transportation, and healthcare, among others are only some of the themes that will be covered throughout paper. In addition to this, it will examine scholarly works that discuss the importance of crisis management strategies; as a result, it will provide helpful insights into the indispensable role played by the design and implementation of crisis management strategies. Moreover, the study shall examine the importance and effectiveness of social media, media and big data analytics in responding

to the crisis (Park, 2021; Reuter et al., 2018).Furthermore, the research has been structured to investigate the manner in which certain strong economies responded to the crises that occurred during the COVID period. Ultimately, the research will look into a variety of topics, one of which is the significance of information in crisis management.

Literature review

When we talk about a crisis, we imply an event that has a small possibility but a significant impact on the organization. Uncertainty regarding cause, impact, and resolution techniques, as well as the presumption that decisions must be made as rapidly as possible, are all hallmarks of a crisis (Pearson and Clair, 1998).

In a broad sense, crisis management may be seen as a process that directs the operations of an organization for the aim of capturing and assessing the warning signs of a possible crisis. This understanding applies to crisis management in a specific context as well (Mitroff and Alpaslan, 2003). One further interpretation of a crisis is that it is an incident that will have negative repercussions for the organization or the business (Fajar, 2011).

When put another way, crisis management is what an organization does to analyze and react to a crisis (Ritchie & Jiang, 2019).This comprehension is relevant to crisis management as well. According to Pauchant and Mitroff (1992), a crisis is a disturbance that has a physical impact on the entirety of a structure and poses a danger to the system's basic premises, as well as its subjective sense of identity and its fundamental essence. According to Smith, crisis management is a procedure that is required to be done considering the challenges that are beyond the organization's control or business (Smith, 2005). The crisis itself is often misunderstood for the incident that precipitated it. In contrast, the crisis is seen as a destabilizing process that will forcefully include additional participants and greater stakes, which are often beyond the normal sphere of attention and the organization's transactions. When a crisis is seen as an event, signs become more important, whereas when approached from a procedural standpoint, more time and space are allocated to the situation (Tanase, 2012).

In the contemporary world, there have been revolutionary paradigm shifts in social dynamics and science. As a result, the necessity for similarly rigorous measures to be created in the aim of combating the same has been urged. These adjustments have been brought about as a direct result of the dramatic changes that are taking place in the modern world. One of the most recent occurrences that shocked the entire world was the Coronavirus

pandemic. It broke out and quickly spread around the globe, ultimately taking the lives of individuals numbering in the millions within a relatively short amount of time. This presented a challenge for the existing methods that had been established with the intention of minimizing the effects of uncertainty. As a consequence of this, various emergency circumstances call for a variety of methods to crisis management. Smith (1990) suggested that there are three phases within a crisis: the precipitation phase, the operational phase and the post-crisis phase. Coombs and Hollady (2012) are using a standard three-stage framework that organizes crisis management into the pre-crisis (prevention and preparation), crisis, and post-crisis (learning and revision). According to his point of view, McCool (2012) offered three sets of tactics that are essential for the existence of a business during crisis situations. These include preparation prior to the crisis, a prompt reaction during the crisis, and a recovering approach after the crisis. All aspects of our life are being disrupted by a crisis, such as a widespread outbreak of the coronavirus. The present situation has shown to be more challenging to address than other types of crises. When compared to many other crises, which either took place at a particular location and time or had global impacts that evolved over a significant amount of time, the COVID-19 crisis is unique in that it has a worldwide reach while also having an uncertain time frame and magnitude (Mora Cortez and Johnston, 2020).This unforeseen and tragic catastrophe poses a threat to all governments, organizations, whether for profit or not, and even individual lives (Rao et al., 2020). In light of this, prompt action and preventative measures are required in order to find a solution to the situation. According to Kim and Lim (2020), crisis management typically involves influencing people's views via interaction with various actors in order to avoid, manage, and benefit from crises. The interactions that take place between actors inside an organization, the interactions that take place between businesses and key parties, and the manner in which these interactions shape social perspectives and attitudes are the main focus here.

It is possible to say that in the contemporary assumption of crisis management, it is almost important to strive for a constructive management style. In this style, the tasks of managers almost every day include detecting early warnings that can prevent or reduce a possible crisis and creating actions to safeguard the organization from a future crisis. One could say that this is almost a necessity because the modern concept of crisis management is almost an absolute necessity. An understanding of the possible crisis and the following exchange of knowledge that leads to organizational learning both play a vital role in the situation (King, 2002).Investigation on the

immediate reaction to the society and knowledge development in the instability caused by the latest coronavirus, as well as inquiry on the social and economic effects of this COVID-19 disease outbreak and the reaction at the national scale, and public benefit is an essential debate that needs to take place as soon as possible (Kosciejew, 2020).

Trachsler and Jong (2020) explore the work that was relegated to Dutch Mayors during the COVID-19. This study documents the many extraordinary efforts that were made by Dutch Mayors and other world leaders when they were forced to make decisions under intense time, pressures and resource constraints. In the debate of the same topic, mayors are compared to professional athletes because of the efforts that they put forth in combating the COVID issue. This comparison is made owing to the fact that mayors are taking on the same challenge. The writers go on to argue that the level of preparation that is required of mayors should be on par with that of professional athletes. In today's uncertain world, similar approaches might be utilized in order to better prepare to deal with potential crises. This highlights the point that the process of overcoming a crisis involves meticulous and impeccable preparation on the part of the individuals involved. One of the many skills and talents that athletes need to learn while training is self-regulation. This comes into play in the process of keeping the trainees on course, which enables them to stick to the goals that have been established for greater chances of success. In the same approach, leaders all around the world are doing the same thing in order to educate themselves on the tactics that might be the most helpful in becoming ready to deal with uncertainty. Moreover, in order to get themselves ready for the game, these players practice self-regulation alongside working on improving their abilities, and making use of high-quality resources. This is done in the interest of optimizing performance, with the end goal being an increase in their overall performance in contests. These abilities of self-regulation are of the utmost significance since they enable athletes to properly handle pressure both before and during competitions, which in turn improves the athletes' performance. Likewise, similar to how athletes get ready for competitions, those in charge of managing crises can improve their odds of being successful by employing a strategy that is analogous to the one used in athletic training. In the same way that the athletes' players did, the Dutch managers came up with creative ways for developing procedures before embarking on their projects, which helped to improve the quality and effectiveness of what they accomplished.

According Vukajlović et al. (2019) conducted a study to find out the role of information and communication in figuring out how well

communication systems work. The opportunity to access relevant information at the right moment is extremely helpful for making critical decisions, which in turn helps to streamline the process of crisis management (Simeunović et al., 2019). As was mentioned in the publication, effective communication is an absolutely necessary component to the adaptability of the crisis management process. In the case that there is either an overwhelming quantity of information or an insufficient information, which will, in turn, influence the end results, the efficacy of the process of crisis management can be significantly undermined, which will in turn have a consequence. All of the emergency responders who are tasked with handling a complicated crisis scenario are going to face difficulties in communicating with one another due to the nature of the crisis itself (Fischer, 2016). Because of this, it is imperative that those who are trained to respond to crises do all in their power to train ahead to overcome communication challenges and help coordinating actions when a crisis occurs. Communication is essential in order to facilitate cooperation and synchronization among various crisis responders in times of crisis; communication is the mechanism through which individuals exchange information, objectives, directives, and feelings with one another.

Adetowubo-King (2018) investigated how the process of strategic planning influences the performance of a organization. In the research that was conducted, it was discovered that there is a beneficial connection between the implementation of strategic planning and the success of organizations operating in the modern-day corporate environment. As the study came to a close, the researcher came to the conclusion that top management should be more involved in the process of strategic planning in order to facilitate the achievement of predetermined organizational goals, which, in turn, will make it easier for organizations to grow and develop. All operations related to crisis management should be viewed as a permanent, ongoing process starting with the avoidance of potential problems by the organization and concluding with the education of personnel inside the organization (Mitroff, Pauchant and Shrivastava, 1988).

Also the technology sector played an important role in the crisis management process. In the past, when there has been an epidemic of an infectious illness, technology has demonstrated its many capacities for all aspects of emergency management. Any event involving a tragedy, like as the COVID-19 epidemic will inevitably include the use of various applications of technology. During this time period, the vital part that technology plays in the crisis response of disaster management was brought to everyone's attention. The use of technology might assist in the management of the

threat and harmful impacts of the epidemic, so contributing to the reduction of crisis-related damages. As a result, the innovative instruments for economic revival during and after the COVID-19 pandemics might be delivered by technology (Asadzadeh et al., 2020;Maharjan et al., 2019).

A crisis, which is typically an incident that is unexpected and unpredictable, can have a significant impact on the processes of an organization. The majority of information may often be obtained through the gathering of data from a variety of entities present in the environment. In order to provide effective and efficient techniques to reducing unforeseen challenges, having a suitable amount of this data as well as ensuring that it is comprehensive is quite important. In parallel, all of the procedures involved in data collection, processing, and storage are extremely essential in establishing the consistency of the obtained information and the degree to which it can be relied upon. In addition, throughout the course of the past several decades, there has been a development of communication channels, which has resulted in a growth in the amount of information. In light of this context, the availability of a variety of channels is extremely crucial for improving crisis management. This is because the availability of a vast pool of information enables the deployment of a variety of different strategies for problem-solving.

Methodology

This research made use of the currently relevant and accessible research material in order to investigate the issue of the study. It was helpful to make use of resources that had previously been undertaken by a number of researchers. This enabled comparisons to be made between a number of different sources of evidence, which resulted in a deeper comprehension and a better understanding. The study also draws on a large variety of prior research that has been rigorously integrated a wide range of systematic research. This increased the amount of trustworthy backing that was provided for underpinning the research premise. A crisis, crisis management, COVID-19, and emergency management were some of the terms that were utilized when looking for materials to use in the search. These keywords served as a basis for identifying the articles that would offer the best correlation to the topic under investigation; as a result, they were helpful in locating the articles that were the most pertinent to the research being conducted. Throughout the selection of the articles was determined by the quality as well as the quantity of the corroborating evidence that the papers were predicated on. The applied materials had been produced by both qualitative and quantitative investigations, giving a basis for bolstering the

prior research and ideas that were already in place. This was the most essential aspect of the applied materials.

Results and discussions

The way a crisis is handled might have repercussions that were not anticipated (Grabowski and Roberts, 1997).It is essential to be perfectly ready at all times in order to successfully manage a crisis. This is due to the fact that some of the disasters that take place there are total anomalies, and as a consequence, it is impossible to distinguish them with extreme accuracy (Khodarahmi, 2009). The findings of this research indicate that it is vital to establish plans of action and guidelines in order to address problems that one could not have anticipated. Good planning is required to pave the way for withstanding the modern environment, which is primarily harsh and unpredictable, because of the rapid and frightening rate at which the current working environment is changing. This is because good planning is required to pave the way for withstanding the modern environment. In order to study the implications of strategy in crisis management, a substantial amount of written material has been generated over the course of time. This body of work is rather extensive. It is an important factor that plays a role in determining whether or not a company, regardless of its size, will be able to endure the test of time and, as a result, increase its profitability. The readiness to implement a crisis management strategy is one of the factors that plays a role in this determination (Quarantelli, 1988). In addition, it has been determined that the establishment of a network is of the utmost significance in relation to the process of developing strategies for the management of crises. This network approach to crisis management is extremely helpful as a very component in the process of crisis management. This is due to the fact that through a meshwork of the various elements that are applied in crisis analysis, it is possible to determine the best approach that is applicable in mitigating the problem. And hence, this network approach to crisis management is an extremely helpful component. As a direct outcome of this, this strategy is indeed very efficient. Most importantly, taking preventative action can be extremely helpful in minimizing the effects of a crisis. This is because it prevents the affected parties from having to employ a complex web of tactics in order to deal with obstacles and unanticipated crises, which is one of the most important benefits of taking preventative action. When businesses adopt preventative actions that are both ready to be put into action and relevant to the situation at hand, the level of damage that is produced by the challenges that

businesses confront is minimized, which in turn reduces the amount of overall harm that is created.

Techniques for pre-crisis, crisis, and post-crisis management make up the three fundamental parts of uncertainty in outcome mitigation that are often necessary for successful crisis management. Pre-crisis management is the management of an event that occurs before a crisis occurs. In the vast majority of instances, all of the persons participating in the crisis management effort need to possess all three of these elements for it to be successful. This overview of the techniques that should be adhered to in responding to catastrophes and other unfavorable events at various phases to lessen the possible consequences, so allowing the parties concerned to stay stable and resist the repercussions that are brought by the challenge (Zutshi et al., 2021). However, it is essential to note that the ability to utilize this strategy and prevent disasters before they occur is contingent on the administration and system's robustness and dependability in predicting issues before they manifest, thereby preventing the most commensurate ones that match the presented obstacle. To model the inferences of a crisis, to modify perspectives of the organization that is in crisis, and to lessen the negative effects that are caused by a crisis are the three goals of a crisis response plan (Coombs and Laufer, 2018). Because of the difficulty in accurately predicting natural disasters like COVID-19, its management is strongly dependent on the quality of the scientific investment, the financial capacity, and the policies and procedures that are already in place to reduce the effects of crisis situations (Lawrence and Lawrence, 2021).

The era of the Corona pandemic was one that disturbed the systems of the globe and put to the test the established techniques that had been followed in battling previous problems that were comparable. This was because the pandemic occurred during a time that was one that shook the systems of the world. The level of panic with which the issue was addressed, as well as the caffeine-fueled spread of the diseases despite various stringent measures such as forced lockdown and mandatory observation of the set COVID-19 rules, is an indication that the current crisis management procedures and techniques are quite unreliable in combating the problem (Garcia and Red, 2021). As a consequence of this, there is an immediate demand for more investigation into the matter. Additionally, the widespread economic repercussions that crippled the majority of worldwide institutions and governments emphasize the ongoing gap between the financial approaches that are now obtainable and their capability to succeed over a considerable impediment in terms of their application. This gap was brought to light by the numerous economic consequences that destabilized the most

of worldwide international bodies (Alves et al., 2020). The confusion that COVID has brought about makes it plainly clear that there is an immediate need for the implementation of a rigorous decision-making process (Williams, 2021). This objective can be attained by following to tried-and-true methods that have been demonstrated to be successful in the handling of emergency situations. The collecting of data and the classification of that data are two of the most important procedures that need to be carried out in order to discover the solutions that are most suited to the problem that is currently being faced (JC and TC, 2020).The breadth of the problem frequently necessitates the use of logical and persuasive reasoning throughout the process of decision making, which, in the end, leads to the selection of the approach that is most suited to dealing with the unpredictability of the situation (Al-Dabbagh, 2020). Because of the nature of the situation, making a choice during a crisis is not the same as making a decision under normal conditions. During a crisis, you need to be able to make decisions quickly while avoiding experimentation and randomness at the same time. Researchers who study the company's management refer to it as a choice of an uncommon kind. In this situation, the decision-making process is very dependent, to a considerable part, on the capabilities and inventiveness of the decision-maker; hence, there is a dynamic and significant link between effective decision-makers and logical decision-making. In the end, making decisions, along with other important factors to take into account, comes into play as some of the most vital parts that may be employed in the process of limiting the impact of natural disasters (Youssef, 2017).

Numerous recovery and preventive measures were put in place to cushion organizations from succumbing to the risk presented by the pandemic, but the impact of the COVID-19 pandemic remained inevitable in the business world. The fact that these precautions were taken does not change the fact that this outcome occurred. The desperate measures that were taken in order to maintain the stability of businesses are clear evidence that the policies and strategies being implemented in the business sector are weak and ineffective (Wodak, 2021). This is because it was observed that the business world had been transformed into an idea laboratory, where various strategies were implemented in order to test the effectiveness of such measures in overcoming the issue, which was by all accounts slipping out of the control of the majority (Abbas, 2021). Given the far-reaching implications that came about as a result of the COVID period, such as massive employee layoffs, dysfunctional supply chains, low liquidity flow and availability, and low customer purchasing power, businesses ought to

foster the shielding mechanisms of adapting to all of the crises in order to protect themselves. This will allow them to better weather the storms. As a result, small businesses need to incorporate appropriate preparations during times of relative stability (Booyens et al., 2022). They will have an easier time recovering from crises as a result of this, which will increase their chances of surviving the threats presented by crises. For the aim of efficient execution of this plan by the players involved in the direct management of employees, a recovery plan that is based on the possible scenarios should be prepared (Lai and Wong, 2020). This will provide the organization with a portfolio of strategies that can be applied in a wide range of contexts, which will, in the end, result in the resolution of the issue that is now being addressed. Furthermore, crisis warnings have the potential to act as vital components in the process of training the workforce for the handling of uncertainty, so augmenting the chances of bouncing back strongly in times of certainty (Mikušová and Horváthová, 2019). In the event of a crisis, strengthening an institution's resilience requires the presence of essential pillars such as more integrated teamwork, strong leadership, and sound decision-making (Bundy et al, 2017).

In drawing the correlation between the management practices that were applied in hotel management before the strike of the COVID-19 and when the pandemic took a brutal toll on most aspects of human existence, there is a palpable paucity in the effectiveness of the recovery pace. This is because there is a perceptible deficiency in the effectiveness of the management practices that were applied in hospitality management before the outbreak of COVID-19. According to a number of studies, a significant number of Hilton Hotels have closed their doors ever since the COVID-19 strike. The same reverberations were felt in the tourism industry, which was hit by the most severe economic downturn in recent human history (Aldao et al., 2021). This resulted from the government's decision to impose lockdowns and place restrictions on international travel, which restricted the movement of tourists to other locations(The Lancet, 2020). Parallel to this, the social distance restriction measures that were developed to combat the spread of the virus had a substantial impact on the hotel and tourism industries, which suffered a sharp fall in the number of customers as a result of the regulations. Research has been done to investigate the effectiveness of strong crisis management tactics by analyzing China's approach (Li et al., 2021, Hao et al. 2020). These studies have provided interesting findings. In addition, it has come to light that some of the strategies that were implemented during the process of mitigating the effects of the disaster ended up putting the very same individuals in danger as they had been

intended to shield. Due to the inherent characteristics of the illness, which included several potential modes of transmission, it was necessary to determine the method that would be most effective in preventing the disease's further spread while also enabling the continuation of business as usual. Even relatively insignificant adverse events can have a significant impact on the industry of tourism and result in a decline in the profitability of tourist enterprises, making the tourism sector an especially sensitive one to crisis conditions. The majority of the time, problems in the tourist industry are the result of outside forces, and these problems can contribute to the escalation of other types of crises as well, including those in the geopolitical, financial, cultural, and technology sectors. As a result of the onset of the pandemic, all tourism-related operations have been temporarily suspended, and the sector as a whole is facing a significant problem. Since every prior global crisis in the last century had a different root cause, it is hard to anticipate how any future crisis scenarios would evolve in the current climate of uncertainty. Although it is impossible to compare the various crisis management efforts, given that the effects of environmental threats and diseases are not comparable, the proper recovery techniques will have to be based on expertise and practice from prior literature on crisis management.

As was demonstrated by the most recent COVID-19 epidemic, crises are an inevitable aspect of life and can have far-reaching repercussions on the economics of a country as well as the safety of its individuals and the assets they hold. Another issue that demands a timely, methodical, and sensible reaction in order to stop the further spread of infections and illnesses and to keep things on track for future success in the face of increasing worldwide problems is the rise in the number of infectious diseases. Given the frequency with which crises strike nations and their institutions, inadequate responses may result from applying outdated or ineffective crisis management techniques, especially if no contingency plans have been made in advance (Mikušová and Horváthová, 2019).The focus should be on determining the fundamental components that are required to be taken into consideration in order to constitute the full process of crisis management in an organization.

Conclusion

In a summary, the topic of crisis management has been investigated in detail and in an efficient manner during the course of this article, so it paved the way for the examination of the existing organizational and

national coping strategies for unforeseen outcomes. Among the key elements that have been useful in the analysis include exploration of the strategies that were applied by various countries, the world's leading economy, and their relevance in the face of the life-threatening virus. Moreover, it has incorporated literature review from various scholarly perspectives, thus allowing a balanced approach to handling the issue from a multidimensional point of view. Also, this paper has examined crisis management in depth and elaborately, laying the groundwork for future research into how organizations and countries are now dealing with unexpected events.

Analysis of the techniques used by nations like the world's most powerful economy, as well as their applicability in the wake of the Coronavirus, are among the most important aspects of the research. Furthermore, this body of literature has offered a framework for comparing data from various sources, contexts, and researchers, which has made it possible to identify correlations between the various study papers that have been identified. These correlations helped in the identification of the most common points, which led to the disclosure of the major elements that are associated with crisis management. These findings provided a link between COVID-19 and the available crisis management approaches, including the latter's strengths and weaknesses, as well as their usefulness in resolving the issue that was being addressed. In addition to this, it has implemented a number of other theories, including the grounded theory, which establishes the connection between the existing research and the consequences of the COVID19 issue, as well as how these things relate to the problem under study. Therefore, the report contains material that is both valuable and carefully selected from a variety of reliable and trustworthy sources, all of which are pertinent to the requirements of the research.

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