

A proposed model for crisis management for the outbreak of the Covid-19 epidemic

Application to the tourism sector in the Arab Republic of Egypt

نموذج مقترح لإدارة الأزمات لتفشي وباء Covid-19 التطبيق على قطاع السياحة في جمهورية مصر العربية

شريف محمود حمدي

أستاذ مساعد - معهد الفراغة العالي

المستخلص:

تعتبر الأزمة عن التغيرات غير المتوقعة التي تحدث دون توافر الفرص لتجنبها ، ومع ظهور وباء كورونا (COVID-19) ، أصبح من الواضح الآن أن تأثيرها على صناعة السياحة سيكون مدمراً ، والعالم يواجه حالة طوارئ صحية عالمية غير مسبوقة ذات تأثير لا مثيل له على مجتمعاتنا وسبل عيشنا ، ويعتبر السفر والسياحة من بين القطاعات الأكثر تضرراً من هذه الأزمة ، وتتبع أهمية الدراسة من أهمية هذا القطاع ، فالسياحة والسفر قطاع كثيف العمالة ، وهو أحد أكثر القطاعات تأثراً بالوظائف المعرضة للخطر عبر سلسلة القيمة بأكملها ، وتهدف الدراسة إلى تحديد تأثير وباء كوفيد-19 على قطاع السياحة في جمهورية مصر العربية ، والتعرف على دور الحكومة المصرية في دعم قطاع السياحة لمواجهة الآثار السلبية لوباء كوفيد ، وتقديم المقترحات والتوصيات التي قد تساعد أصحاب المشاريع السياحية وكذلك صناع القرار في إيجاد الحلول والوسائل المناسبة لمواجهة وباء كوفيد-19 ، بالإضافة إلى اقتراح نموذج لإدارة الأزمات في ظل تفشي الوباء .

الكلمات المفتاحية: إدارة الأزمات؛ كوفيد-19؛ قطاع السياحة ؛ كوارث اقتصادية ؛ عملية سياحية آمنة.

Abstract:

The crisis expresses the unexpected changes that occur without the availability of opportunities to avoid them , and with the emergence of the Corona epidemic (COVID-19) , It has now become clear that its impact on the tourism industry will be devastating, and the world is facing an unprecedented global health emergency with an unparalleled impact on our societies and our livelihoods, and travel and tourism are among the sectors most affected by this crisis, and the importance of the study stems from the importance of the sector. Tourism and travel as a labor-intensive sector, and one of the sectors most affected by the jobs at risk across the entire value chain, and the study aims to identify the impact of the Covid-19 epidemic on the tourism sector in the Arab Republic of Egypt, and to identify the role of the Egyptian government in supporting the tourism sector to confront the negative effects of the Covid epidemic ,and to present proposals and recommendations that may help the owners of tourism projects as well as decision-makers in finding appropriate solutions and means to confront the Covid-19 epidemic, in addition to proposing a model for crisis management in light of the outbreak of the epidemic.

Keywords: Crisis Management; Covid-19; the tourism sector; Economic disasters; Safe tourist operation.

Introduction:

Crises and disasters have accompanied humans since their presence on this earth, so to reduce their effects and get rid of their damages, an interest in the science of crisis management has increased in the modern era as a result of the multiplicity of crises and the increase in citizens' awareness of the importance of facing these crises (Qaid, 2018, p. 31).

The crisis expresses the unexpected changes that occur without the availability of opportunities to avoid them, and effective dealing is the only way to manage that crisis and get rid of it with the least harmful effects (Al-Fracture, 2019, p.54), and the continued presence of the factors causing the various crises, therefore it is a must to prepare a plan to confront these crises and try to predict their occurrence, so reducing their destructive effects (Hunter, 2016, pp. 8-9).

The tourism industry is linked to every sector of the economy in the world, and this will directly affecting the country's GDP either positively or negatively, as the successful tourism industry creates economic activities in the country, which increases the level of the income, as through the tourism industry many job opportunities are generated which play a big role In reducing poverty and developing the economies of countries that attract tourism more and more. (Khan, 2020, pp. 2-5)

With the emergence of the Corona epidemic (COVID-19), which was first seen as a shock to China only or on a regional scale (countries of Asia), but now it is clear that we are facing a global catastrophe, and the last global shock was the collapse of Lehman Bank in September 2008 in the aftermath (Baldwin, 2020, p. 23), and it has now become clear that the impact of the COVID-19 epidemic on the tourism industry will be subversive, and it is estimated that global airlines will lose nearly \$ 113 billion, about 15 times more than the SARS virus (Strielkowski, 2020, pp.1-2), and it is expected that the tourism industry will enter into a major crisis as it faces unprecedented threats that also lead to the collapse of the stock market in all sectors (Abdul Hamid, 2020, p. 53).

First: the general framework of the study:

Study division:

The study begins with a review of the research problem, the importance of the study and its objectives, the main concepts and terminology of the study, the methodology of the study, and an overview of previous studies that dealt with topics related to the global epidemic Covid-19. Covid 19 on the global tourism economy, the role of governments in developing recommendations to confront the devastating effects of the epidemic, The decisions that have been taken in some countries to protect the tourism sector in light of the crisis, the different scenarios for the development of the crisis of the spread of the epidemic on the tourism sector, the repercussions of the Covid 19 crisis on the tourism sector in the Arab Republic of Egypt and the efforts of the Egyptian government to develop a plan for

safe tourism operation, designing a proposed model for crisis management in light of The epidemic broke out, then recommendations and supplements.

1- The study problem:

The flare-up of the Covid-19 epidemic, starting from the end of 2019 and the beginning of 2020, has negatively affected the local and global economy, and local results indicate a decrease in GDP by a rate ranging between 0.7 - 0.8% per month (Breisinger et.al. 2020,p.4) The Organization for Economic Cooperation and Development (OECD) has expected a major impact of the crisis to reduce international tourism between 45-70% during the year 2020 (OECD3, 31 march 2020), and this has revolted the eagerness of the researcher in order to study this important topic. A model for managing the current crisis would mitigate the negative impact of the epidemic on the national economy in general and on the tourism sector in particular.

2- The importance of the study

In a pioneering study by (Goodell, J. W., 2020), on the economic impact of natural disasters and epidemics, it was stated that the Covid-19 epidemic is causing devastating and unprecedented economic damage, and the world is facing an unprecedented global health emergency with an unparalleled impact on our societies and ways Our livelihood, and travel and tourism are among the sectors most affected by this crisis, and urgent support is needed given the millions of jobs that are at risk and lost, and on the social and economic front, a global recession looms with millions of jobs lost, The tourism and travel sector, which is a labor-intensive sector, is among the sectors most affected by jobs at risk across the entire value chain, and this will particularly affect the most vulnerable population groups such as women, youth and rural communities (UNWTO, 1 April 2020, p.4); The importance of this study stems from the fact that it is one of the modern studies in this field due to its issuance at the beginning of the outbreak of the emerging crisis of the Corona virus (Covid 19) and the researcher's feeling of the suffering of the tourism sector as a result of the outbreak of this epidemic, and the results of these studies, including this modest study, can be used as a platform to gain a deep understanding of the impact The epidemic affects the economies of countries in general, and the tourism sector in particular, and helps this sector enhance full preparedness in the face of any future disaster.

3- Objectives of the study (This study seeks to):

A - Identifying the impact of the Covid-19 epidemic on the tourism sector in the Arab Republic of Egypt since its appearance until now.

B - Identifying the role of the Egyptian government in supporting the tourism sector to face the negative effects of the Covid-19 epidemic.

C- Presenting proposals and recommendations that may help the owners of tourism projects as well as decision-makers in finding appropriate solutions and means to confront the Covid-19 epidemic.

4- Study terms:

A- The concept of crisis:

It is a critical and decisive moment related to the fate of the entity that was injured, and it can also be seen as a direct threat to the survival of the organization, which faces its fate by survival or collapse (Moussi, 2018, pp. 61, 62).

• In another definition: a crisis is a state of tension, confusion, turmoil, and the inability to accurately predict future events and changes (Al-Abdul-Lat; 2019; p. 53).

We often use the term crisis to denote a specific problem; the word crisis is derived from the African word (krino), which means finding ways to manage a critical decision (Hamza, 2019, p. 87).

- There are a set of terms related to the concept of crisis, as follows:

1. Disaster: It is the threat that arises from an emergency situation that affects the internal and external environment of the system. (Abdul Rahman; 2019; p. 421)
2. Shock: a sudden feeling of astonishment and fear for unexpected results.
3. Surprise: It is sudden and emergency events that cause great destruction and suffering.
4. Conflict: The concept of conflict is close to the concept of crisis and represents the struggle of two administrations whose interests are in conflict.
5. Accident: It is a sudden and unexpected situation whose effects end immediately after the event ends. (Mossi; 2018; pp.65; 66)

B- Crisis management:

The term crisis management arose from the womb of public administration science (Bundy, 2017, p.2), to refer to the role of the state in facing emergency disasters such as earthquakes, floods and epidemics, and then expanded this concept to occupy a place in many human sciences due to the important role in modern societies (Mustafa, 2017, p. 385).

It can be defined as the art of controlling risks and uncertainty, through planning, follow-up and feedback (Abu Lilly, 2018, p. 24).

C- The definition of a pandemic:

WHO definition: "A pandemic is the global spread of a new disease around the world, to which most people have no immunity."

• The definition of the Center for Disease Control and Prevention in the United States, US CDC: "It refers to the spread of the epidemic in several countries or continents, and usually affects a large number of people" (London Business School, 2020, p.15).

D- Definition of the COVID-19 virus (Corona emerging):

The emerging corona virus (Covid 19) is the latest discovered coronavirus, which causes a contagious disease, this virus and the disease it causes were not previously known, and

the outbreak began around the world starting from the Wuhan area of Hubei Province in China starting in December 2019 (Dubai Health Authority, 2020).

In another definition:

Coronaviruses are a widespread family of viruses known to cause illnesses ranging from the common cold to more severe diseases, such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS), and the emerging coronavirus (nCoV) is a new strain of the virus that has not previously been detected in humans (WHO, 2020).

5- Study Methodology (Field study):

The researcher used the deductive approach, which is one of the most prominent approaches used in scientific studies and research, By reviewing the economic thought of the subject, and the results of previous studies, and applying this to the Egyptian tourism sector in particular, which affects the Egyptian economy in general. (Hair Jr, J. F. et.al, 2015)

6- Previous studies

(2020) Breisinger, et.al stressed in his study entitled "COVID-19 and the Egyptian economy" that the restrictions imposed on international travel and the total or partial closure of commercial and industrial establishments in most countries of the world due to the epidemic have led to an international economic disaster.

And in the study of Fabeil, Noor Fzlinda et.al, (2020), it confirmed that about 75% of companies that no longer prepare future plans for crisis management will be judged to fail within three years, and the study indicates the importance of planning before, during and after the crisis, with the development of His plan for recovery from the crisis includes resuming work and restoring business operations. The researchers also stress that entrepreneurs should not rely solely on financial incentive support provided by the government to reduce the impact of the crisis, as the results of this assistance are short-term and are not considered a treatment for the crisis in the long term, but are considered a palliative. Or a short-term treatment.

In a study by Richard Baldwin, et.al (2020), entitled "Mitigating the COVID Economic Crisis," it was confirmed that the pandemic has a significant impact on creating economic crises that affect interconnected parties such as employees, companies, suppliers, consumers and financial intermediaries.

(2020), Tom Joyce et.al emphasized in a study entitled "COVID-19, Recession Risk & Markets" that monetary policy is not the only solution to combating the epidemic, and that interest rate cuts negatively affect banks' profitability and family wealth, it is better for companies Not to underestimate the potential future economic and market impact of this pandemic.

As for the KPMG Economics (2020) study entitled “Mapping & Analyzing the Possible Impact of “Covid-19”, it concluded that the developed countries in the Organization for Economic Cooperation and Development have the ability to deal with the epidemic and respond in a coordinated and timely manner, and in most of the OECD countries Economic and Development, the study predicts a "V"-shaped impact, i.e. a decline in production in certain sectors and then a rebound in the second half of the year.

In a study by the World Tourism Organization (UNWTO) in 2020 on the Impact assessment of the COVID-19 outbreak on international tourism, it was reported that the epidemic has significant and harmful effects on tourism activity in different countries.

In the Harvard University study on the impact of the pandemic on the global economy, 2020 (Carlsson et al.) entitled “What Global Economy Coronavirus Could Mean for the” confirmed the difficulty of the expected economic situation during the crisis, and developed a set of expected scenarios for expected economic shocks.

All previous studies agreed on the significant and expected impact on the economies of many countries and the difficulty of facing the repercussions of the epidemic except through innovative strategies. Confronting crises and the impact of those crises not only on the tourism sector, but also on all other sectors related to this sector. Our modest study presents a new framework to confront the epidemic crisis during its various stages, and proposes a model for managing that crisis and reducing its expected destructive effects.

Second: The theoretical framework of the study:

The first topic: Crises ... How to manage them ... Strategies to confront them

Introduction:

Human societies are exposed to multiple crises, whether they are made by human being, such as wars and terrorism, or by nature, such as environmental disasters, the spread of epidemics, and caliphate. (Ibn Raqoush, 2017, p. 1)

Crisis is an old concept in terms of its term and usage, and linguistically called the term crisis according to the definition of the Sahah dictionary as meaning ordeal or desiccation, and the brief dictionary defines it as severity and distress (Balcony, 2018,p. 23), and the success of any society depends on its ability to deal with various crises and variables. The complex environment has called our current era the era of crisis. (Tayfour, , 2018,p.354).

The danger of crises lies in the fact that they fox a direct and serious threat, but they may present opportunities to re-evaluate the strengths, discover places of weakness, and benefit from the creative and innovative capabilities to solve these crises (Obaid, 2018, p.98). The epoch in which we live has become full of crises and disasters, so the question is no longer, will the crisis subtracted to come or not? The question has become, what will we do when the crisis occurs? (Nafie, 2017, p. 5)

(2-1-1): Characteristics of the crisis:

- 1) The complexity and overlapping of causes: as the crisis is characterized by a high degree of complexity and overlapping of elements, causes, braiding and conflict between stakeholders (Balcony, 2018,p. 25).
- 2) The speed of events: it is difficult to presage the imminence of their occurrence and it is difficult to collect sufficient information about that crisis at the present time.
- 3) Absence of a quick and drastic solution: the crisis generates a state of confusion and a degree of unbelief weakens to the ability of decision-makers to develop quick and pivotal plans for all these crises.
- 4) Difficulty of control: the decision-maker faces difficulty in controlling the crisis due to the hardness of anticipating its results (Al-Abd Al-Lat: 2019,pp. 54, 55).
- 5) A state of fear prevails: it may sometimes reach a state of panic from the unknown that causes the crisis.
- 6) Suddenness and lack of time: as it is characterized by the lack of a specific timing for its occurrence or its prognostication in advance, the sudden event does not allow sufficient time to be faced or prepare for it, which must be very rapid due to the threat it represents to the national interests (Brahm, 2019, p. 299).

(2-1-2): Crises can be classified according to the following:

A) In terms of severity of impact: It is divided into:

- High impact crises which are difficult to survive with.
- Crises of limited impact, which are easy to deal with.

B) In terms of the level of the crisis: It is divided into:

- *Global crises: They affect the world as a whole, such as wars, epidemics and environmental disasters.
- *Regional crises: They affect certain regions, such as Africa or Europe, etc.
- *Local crises: These are those that affect a country or an area within it.

C) In terms of the temporal dimension: It is divided into:

- Sudden crises: They are those emergency crises that occur without warning and therefore difficult to expect.
- Recurring crises: These are those crises that occur repeatedly and the decision-maker has an opportunity to face them through the background of knowledge that is made by facing those crises in the past (Moussa, 2018,pp. 79, 81).

D) In terms of the nature of occurrence: It is divided into:

- *Natural crises: They are the ones that humans have no hand in their occurrence, such as epidemics, earthquakes, and volcanoes.

*Human-acted crises: They are the ones that result from a humanitarian action such as terrorism and wars (Brahm, 2019, p.304).

- All previous classifications were based on one criterion in classification, while recent research and studies have directed to use more than one criterion in the classification process. Gundel (2005) presented his model called the crisis matrix, which classified crises into four types, which are traditional crises, unexpected crises, residual crises, and basic crises, using two criteria:

- Predictability: He emphasized that a crisis is predictable when the place, time, and mode of occurrence can be known.
- The possibility of influencing the crisis: it is possible to influence the crisis when we know the ways to face it and ways to reduce its damages (Nafi ', 2017, pp. 14-17).

(2-1-3): Crisis Management:

The world is currently watching many events that are characterized by their acceleration and variance in their intensity and impact. This is what made this environment an unstable environment that is sometimes exposed to a set of dangers that threaten its existence and stability (Al-Abd Al-Lat; 2019; p.52).

Crisis management is a management process that aims to avoid the occurrence of a crisis through delineation for situations that can be avoided or preparing for crises that can be predict (Brahm, 2019,p. 306) .

(2-1-4): Crisis Management Objectives:

- Defining the role of each of the agencies concerned with organizing and managing the crisis.
- Providing the material and scientific capabilities for readiness and confrontation.
- Working on the return of normal life to its previous one through a set of steps and procedures.
- Work to reduce the negative effects, whether on the individual or the group (Brahm, 2019,p. 307).

(2-1-5): Stages of crisis management:

***The first stage: the stage of detecting warning signals:** This is the stage that is before the actual start of the emergence of the crisis, and those warnings are felt and the possibility of the crisis occurring is anticipated through some warning signs and indicators.

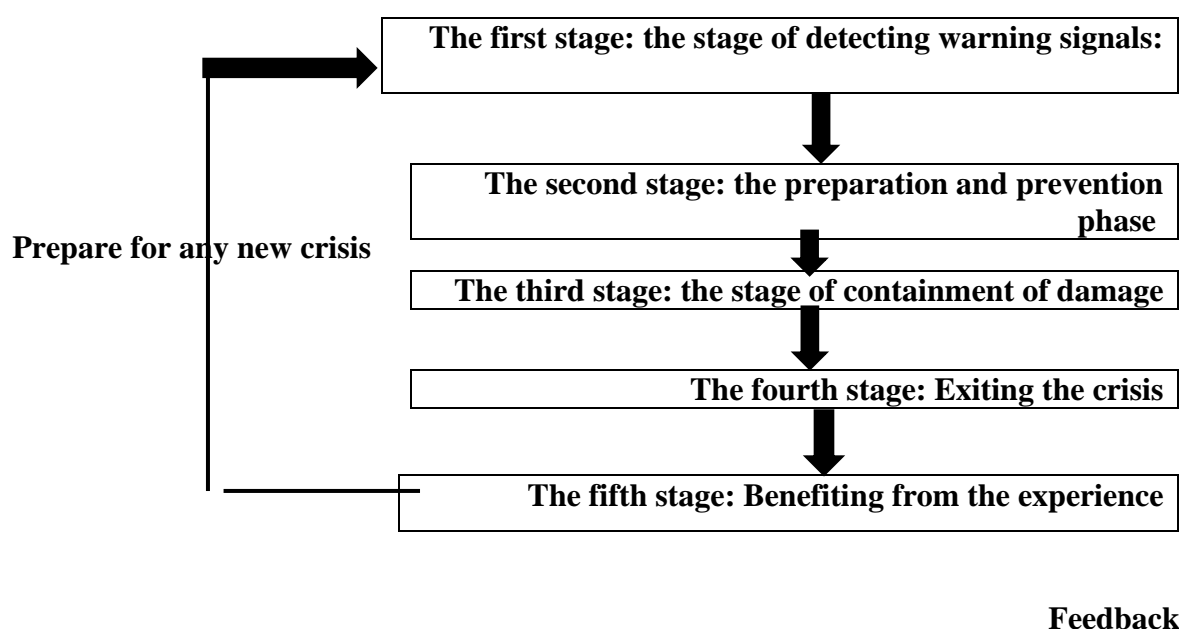
***The second stage: the preparation and prevention phase:** based on the previous phase, a set of possible scenarios will be developed and appropriate measures are put in place to confront this expected crisis.

***The third stage: the stage of containment of damage:** This stage takes place during the occurrence of the crisis and the work of decision-makers focuses on reducing the number of affected individuals and limiting their widespread spread.

***The fourth stage: Exiting the crisis:** It consists in recovering from the damage caused by that crisis and implementing a set of measures with the aim of borrowing the balance. This stage may be immediately after the end of the crisis or after a period of time has elapsed so that we can gather the other forces.

***The fifth stage: Benefiting from the experience:** Here, this crisis is studied and all measures that have been taken to manage that crisis are studied, whether those procedures are sound or have some defects so that we can learn from previous mistakes and have the ability to face these crises in the future. (Al-Abd Al-Lat, 2019 pp. 58-65).

Fig. (1): The following figure shows the stages of crisis management



(2-1-6): Crisis Response Strategies:

Retail strategy: This strategy is based on dividing the big crises into small crises, which makes it easier to deal with them

Stopping Growth Strategy: It aims to accept the rule and make efforts to prevent the decadence of the crisis, while at the same time seeking to reduce the negative effects of the crisis and its failure to reach the point of detonation (Al-Waked, 2018, p.760).

The self-destruction strategy of the crisis: by trying to molder the collection of the causes that the crisis depended on to appear and try to halt any means of assistance to it (Brahm, 2019,p. 311).

The strategy of denial: in which the refusal to assume responsibility is through silence or total negation, or choosing another party as a scapegoat to bear the responsibility, and often this strategy is used only in despotic countries (Manmani, 2019,p. 184).

Change course strategy: It is used in dealing with severe crises by creating an essence of challenge and initiative to achieve the best results and switch the main course of the crisis into sub-paths (Mustafa, 2017,pp. 406, 407).

(2-1-7): Crisis Management Success Requirements:

- **Leadership skills:** There must be skills for the person responsible for managing the crisis, such as initiative, self-control and emotional stability, the ability to direct, prompt, prefer and make quick and targeted decisions.

- **Developing a crisis management plan:** A good plan must be in place in which the owners of experience and knowledge participate, and appropriate budget is set for it. The tasks and roles of the participants in its application are defined and empowered to implement that plan professionally.

- **Crisis management team:** A consolidated work team must be chosen that has the ability and skills to deal with the crisis.

- **Effective information and communication system:** It includes the entity of incorporated information system that relies on a database of similar previous crises and allows the transfer of that information freely and transparently with the development of a flexible communication system that helps in the flow of that information (Al-Kasr, 2019, p.304).

(2-1-8): Barriers to Crisis Management:

Obstacles related to the availability of competencies: they mean the lack of competencies and skills needed to make critical decisions (Hassan, 2019,p.62).

Communication-related obstacles: These relate to the difficulty in transmitting and exchanging information between the parties concerned with the crisis.

Obstacles related to financing: related to the current economic situation, such as shortage and lack of allocations and financial resources (Al-Zaid, 2019,p.72).

The second topic: the impact of Covid-19 on the tourism sector:

Introduction:

In the middle of December 2019, a new infectious virus {COVID-19} struck Wuhan, the most populous city in central China, similar to the severe acute respiratory syndrome (SARS) that appeared in 2003 (Strielkowski, 2020, p.1). On January 31, 2020, the World Health Organization (WHO) proclaimed that the coronavirus outbreak in China is a public health emergency of international importance (Ying, 2020, p. 1) , and immediately after the Chinese

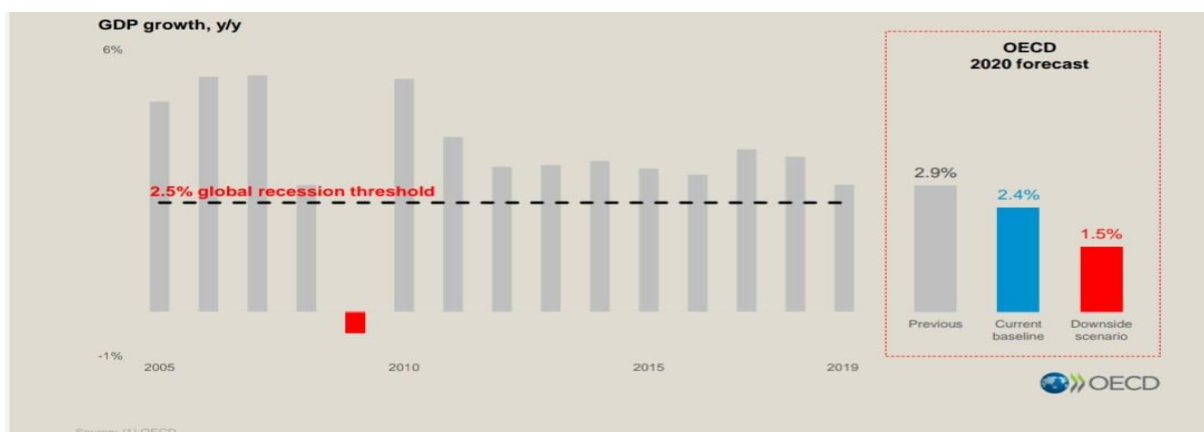
government shared information about the virus publicly in late January 2020, the most tough preventive measures, such as community quarantine and temporary business closures, swept across Chinese cities, and the local crisis quickly developed into an emerging public health crisis to the extent that the WHO declared it an unprecedented global pandemic, in March, Europe and the United States, respectively, became the epicenter of the epidemic, and many countries decreed restrictions on human movement as of March 23, 2020 (Yang, 2020, p.1).

(2-2-1): The impact of Covid 19 on the global tourism economy:

The prospective effects of this crisis are greater than any previous effects in history, compared to all previous crises that countries faced before (Fernandes, 2020, p. 3). While the first World War killed 21 million people in 4 years, the Spanish flu did the same thing in 4 months (Strielkowski, 2020, pp.1-2). There is a negative relationship between epidemic diseases and tourism sectors in different countries, as in 2014-2015 Ebola virus outbreak in countries such as Guinea, Liberia and Sierra Leone had a negative influence on the tourism and hospitality industry, and in 2003 the SARS outbreak has had a massive negative impact on the growth of tourism in China (Karim, 2020, p.5).

The governments of most countries have taken a decision to completely close at the national level, and these decisions have affected all sectors of the economy, including the tourism sector (most affected) (S. Kasare, 2020, p. 363). The global policy response so far has been slow and insufficient, as it is evident from the difficult financial conditions, the collapse of inflation expectations, the collapse of oil prices, and the decline in bond yields, so that the global markets are now heading to global recession risks (Joyce, March 6- 2020, pp. 3-4).

Fig. (2): GDP growth



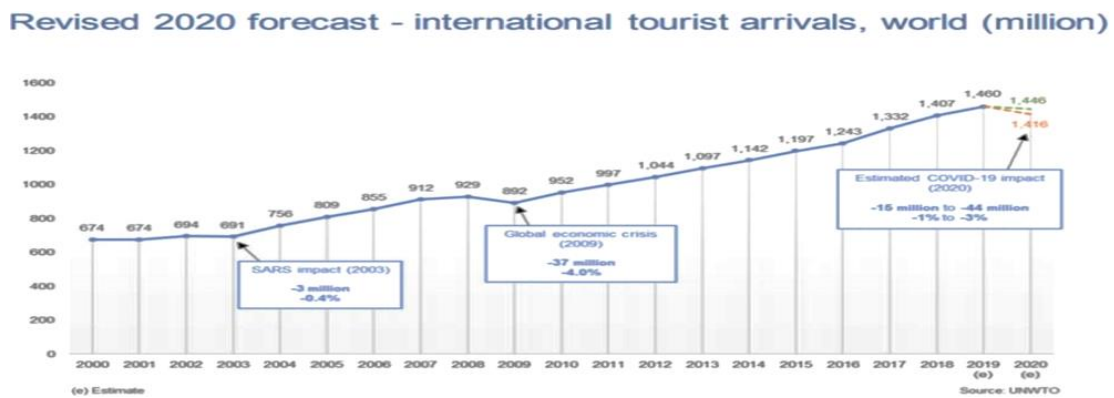
(Organization for Economic Co-operation and Development , 2020)

The COVID-19 infection is now causing a greater shock to the manufacturing and service sectors globally, and the Organization for Economic Cooperation and Development (OECD) has warned that global growth could drop to 1.5% in 2020, thus considered a global growth depression (Joyce, March 6- 2020, p. 34), and the World Tourism Organization (UNWTO) has

confirmed that the tourism and travel activity never exposed throughout history to such negative leverages resulting from the current crisis, as 96% of tourist destinations in the world have closed or banned travel to them until middle of May 2020, so it resulted in a decrease in tourism between 20% to 30%, which means a movement halt of 440 million international tourists and a decadence of tourism revenues by about 300 to 450 billion dollars (UNWTO, 24 March).

The current COVID-19 crisis affected travel like any other event in history before, and nearly all countries in the world have mandatory travel restrictions since January 2020, including very rigorous measures such as bans on all types of travel in some destinations, so that within less than 10 weeks between the end of January 2020 and April 6, 2020; 209 countries have implemented measures, which have restricted travel in response to the COVID-19 outbreak, and this accounts for 96% of all destinations worldwide (UNWTO, 16 April 2020, p.3).

Fig. (3)



(UNWTO (2020). Impact assessment of the COVID-19 outbreak on international tourism, 24 March2020, p.3)

The World Travel and Tourism Council (WTTC) has warned that the COVID-19 pandemic could drive out 50 million jobs worldwide in the travel and tourism industry once the outbreak ends, and the industry's retrieval could take up to 10 months.

The tourism industry currently accounts for 10% of global GDP, and the WTTC has confirmed that the tantamount of losing three months of global travel in 2020 could lead to a job reduction ranging between 12% and 14%, calling on governments to introduce impulses on Tourism activity, once the epidemic is under control (World Economic Forum, 17 Mar 2020, pp.2-3), the Covid-19 virus has a more severe and sudden economic impact on the tourism sector as a whole than the September 11 and 2009 financial crisis combined, it has witnessed a decline. Of roughly 25% in hotel revenues worldwide (World Tourism Forum Institute, 2020, P.9)

COVID-19 continues to spread globally, and the impact of this crisis on tourism and the travel industry has been severe. Cross-border travel has been largely closed, 110 countries have full or partial travel bans, so that many tourism companies, most cruise lines and major airlines, also an increasing number of Hotels temporarily shut down their operations. For

example, daily flying activity in Italy has decreased by 85%, and domestic airline ticket sales in China have decreased to 80% year on year at the height of the crisis (McKinsey & Company, March 23th- 2020, p.9).

(2-2-2): The role of governments in developing recommendations to counter the devastating effects of Covid-19:

The human costs of the Coronavirus outbreak have increased at an alarming rate as the disease spreads in most countries, and it is clear that the first priority of all governments around the world is to preserve their citizen's health and safety as much as possible (Baldwin, 2020, PP. 41), so the G20 tourism ministers meeting ended with twelve pledges to reform the sector, and this meeting comes at a time when the travel and tourism sector suffers heavy losses and a sharp escalation in the economic losses of the global economy, which have now reached nearly 2.7 trillion US dollars in gross domestic product. Global, and menacing of about 100 million jobs (about 75 million jobs, of which are in the G20 countries alone), with the number increasing by about 30% during the past four weeks, or about one million jobs every day, according to the latest research of the World Travel and Tourism Council and in cooperation with the Oxford Center for Economic Studies.

The tourism ministers of the G20 have pledged to work for supporting the tourism sector and strengthening coordination between governments to provide integrated policies that enhance the resilience of the sector, in addition work to improve the level of crisis management, ease travel restrictions while adhering to a safe travel environment and work to support developing economies that depend on the tourism sector and travel, and mandating the Tourism Working Group to work on identifying challenges and methods that would improve the level of resilience in the sector, especially in Africa and small island states, in order to encourage a comprehensive recovery in the sector, putting in mind the importance of ensuring the health and safety of workers in the tourism and travel sector (Al-Battuta, Monday, 27th April,2020).

(2-2-3): Some of the decisions that have been taken in some countries to protect the tourism sector in light of the Covid-19 crisis: (As review)

Indonesia: Airlines and travel agents will be granted 443.4 billion rupees, and 30% discounts will be provided on airline ticket prices for a period of three months, also restaurants and hotels will be exempt from some taxes paid for a period of six months. Also the government will transfer 147 billion rupees from remittances that have not been earmarked to support tourism. The fuel prices and airport fees will be reduced for a period of three months.

Thailand: The Tourism Authority of Thailand (TAT) and tourism associations across the country will offer tour packages, to generate income for buses, hotels, restaurants, shops

and tourist destinations, and TAT plans to postpone the Songkran Festival from April to 4-7 July to skip the crisis.

Australia: Small and medium tourism companies will receive up to A 25,000 \$ to cover employee fares and salaries, and start to give up fees and costs for tourism companies and waiver entry fees to Commonwealth National Parks, also targeted measures will be put in place to elevate domestic tourism.

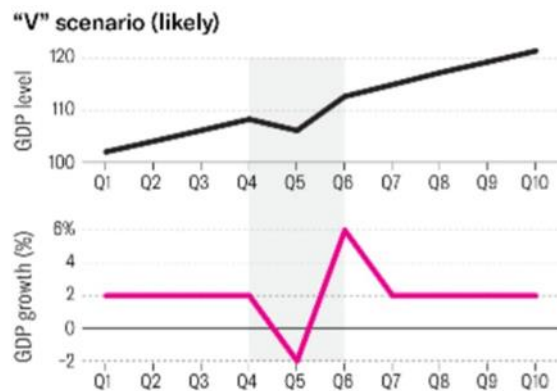
United Arab Emirates: Freeze market fees of 2.5 percent for all tourism establishments, operating in Dubai, and facilitate the provision of temporary exemption from capital and interest payments on outstanding loans to all affected private sector tourism companies, as part of the stimulus package of 100 billion dirhams.

Japan: Provide a financial support package of 500 billion yen in February as low-interest loans for small and medium-sized companies, especially in the tourism industry. The second package of support will be (1 trillion yen), and the government will consider providing loans of up to 300 million yen with a lower annual interest, less than 1% to small and medium-sized tourism companies whose sales have decreased by 5% or more due to the virus outbreak. (McKinsey & Company, March 23th- 2020, pp.36-39)

(2-2-4): Different scenarios for the development of the epidemic crisis in the tourism sector:

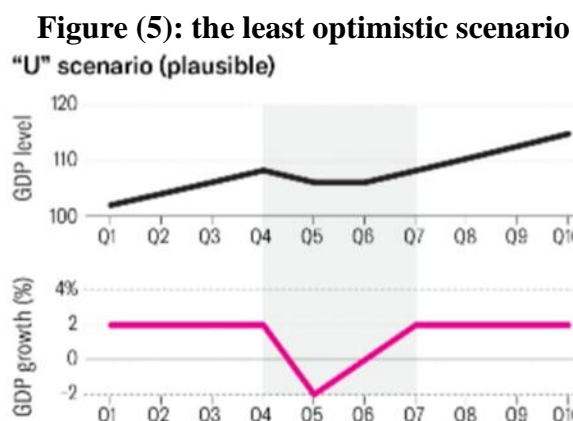
What is the potential recovery path, especially in the tourism sector, according to the report issued by Harvard University in 2020 , whether or not economies are able to avoid a recession, the path to growth under Covid-19 will depend on a combination of factors, such as the degree to which demand is delayed or abandoned, whether the shock really is a boom or linger, or whether there is structural damage, from Among other factors. It is plausible to draw three broad scenarios termed V-U-L.

Figure (4): The optimistic scenario



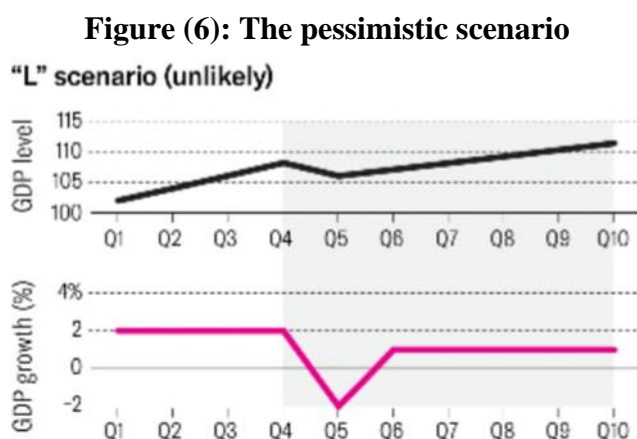
(Harvard Business School Publishing Corporation, What Coronavirus could mean for the Global Economy, MARCH 03, 2020, p.6)

* V-shaped: This scenario describes the "classic" real economy shock, but growth ultimately rebound. In this scenario, annual growth rates can fully absorb the shock. Although it may sound optimistic in today's melancholy, we think it's sensible.



(Harvard Business School Publishing Corporation, What Coronavirus could mean for the Global Economy, MARCH 03, 2020, p6)

*U-shaped: This scenario is the ugly sibling of the V - the shock continues, and while the initial growth path resumes, there is some permanent loss of output.



(Harvard Business School Publishing Corporation, What Coronavirus could mean for the Global Economy, MARCH 03, 2020, p6)

*L-Shaped: This scenario is the very ugly and poor relationship between the V and the U. For that to happen, we must believe in the potential of Covid-19 to cause significant structural damage, that is, to break something in the economic supply side - the labor market, capital formation, or the productivity function, which is hard to imagine even with pessimistic assumptions.

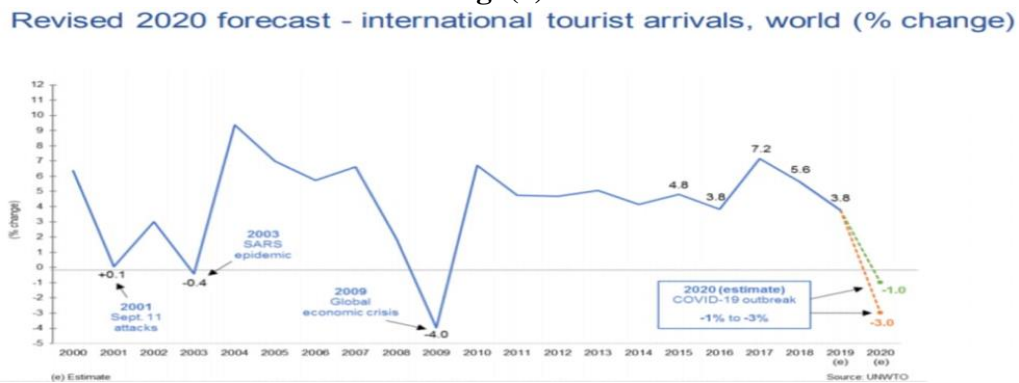
Once again, it's worth looking at history to pilot a potential Covid-19 impact pathway. Indeed, V-shapes have a monopoly on the experimental landscape of past traumas, including epidemics such as SARS, H3N2 Hong Kong influenza 1968, 1952 H2N2 Asian influenza, and 1918 Spanish influenza. (Carlsson-Szlezak, 2020, pp.4-6)

Although the tourism sector is characterized by its flexibility and resilience to the recurring crises it has experienced, while it is currently one of the sectors most affected by the outbreak of the Coronavirus (COVID-19), with impacts on both supply and demand for

travel, as cancelled trips that affected the sector, the impact of the outbreak of COVID-19 will obviously be felt and it is expected that small and medium enterprises will be particularly affected, which calls for support and recovery measures for the tourism sector in the most affected countries. (UNWTO, 2020, pp.2-3)

After taking the SARS scenario, the size and dynamics of the global travel market, the current travel disruptions, the geographic spread of COVID-19 and its potential economic impact, the World Tourism Organization estimates that the number of international tourists may decline by 1% to 3% in 2020 globally, down from a growth of 3% To 4% in early January. (UNWTO, 2020, pp.2-3)

Fig. (7)



(UNWTO, 2020)

(2-2-5): The repercussions of the Covid 19 crisis on the tourism sector in the A.R.E. : Introduction:

The tourism sector, by its nature, is very sensitive and affected by local and global variables, especially the negative ones, so tourism in Egypt is exposed to a major crisis due to the emergence and spread of the Corona virus globally (Egyptian Center for Economic Studies, 2020, p. 3), so the Egyptian Minister of Tourism confirmed that the expected losses are approximately one billion dollars a month. (El Mahrousa News Portal, 2020, p. 1).

European countries obsesses as the largest share of tourists coming to Egypt with a share of more than 50%, first of all is Germany by 13%, then Russia by 12%, then the United Kingdom 7%, then Italy 3%, while the Middle East region occupies the second place with about 22%, followed by African countries with 7%, then it is followed by the countries of Asia and the Pacific with about 6.6% . (Egyptian Center for Economic Studies, 2020, p. 3)

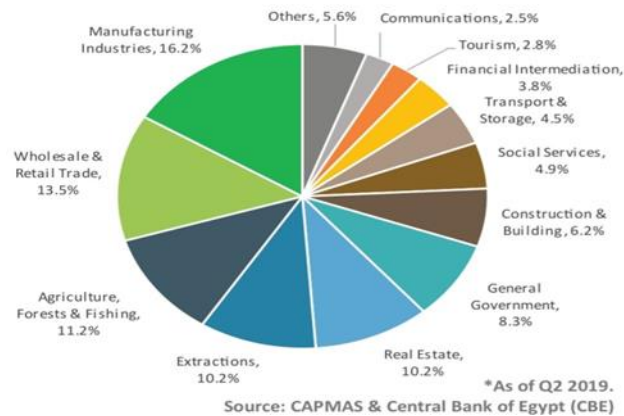
(2-2-6): Tourism Contribution to the Egyptian Economy:

Tourism in Egypt is a labor-intensive sector. The number of workers in it is about 1.8 million workers, which represents about 9.5% of the total employment in all economic sectors, and tourism contributes on average about 12% of the gross domestic product. Tourism revenues for the year 2018/2019 amounted to about \$ 12.6 billion, and the tourism sector is highly intertwined with other sectors (food, textiles, handicrafts, and others),

therefore any shocks exposed to it lead to direct effects on the sector itself and indirectly on other sectors. (Egyptian Center for Economic Studies, 2020, pp. 4-5).

Fig. (8)

GDP Breakdown by Sector in FY 2018/19 (%)

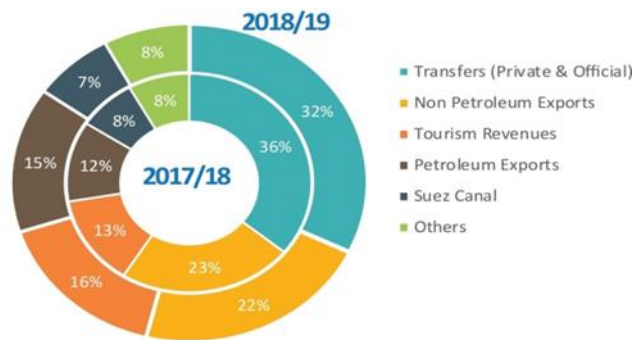


(Central Bank of Egypt, 2019)

Tourism revenues represented 16% of total current account revenues in the fiscal year 2017/18 and it is the third highest source after remittances and non-oil exports. The tourism sector represents 2.8% of GDP and employs approximately 3.1% of the total number of workers in Egypt.

Fig. (9)

Main Sources of Current Account Receipts in FY 2018/19 (%)



(Central Bank of Egypt, 2019)

The fiscal year 2017/2018 witnessed a 124% increase in tourism receipts, which recorded US \$ 9.8 billion, compared to US \$ 4.4 billion in the previous year. Moreover, tourism revenues improved by 28% year-on-year in the 2018/2019 fiscal year to reach to \$ 12.6 billion, surpassing the previous peak of \$ 11.6 billion in fiscal year 2009/10. (Economic & Financial Consulting, 2020, p.2).

Fig. (10)
Tourism Revenues (USD bn)



Source: Central Bank of Egypt (CBE)

(Central Bank of Egypt, 2019)

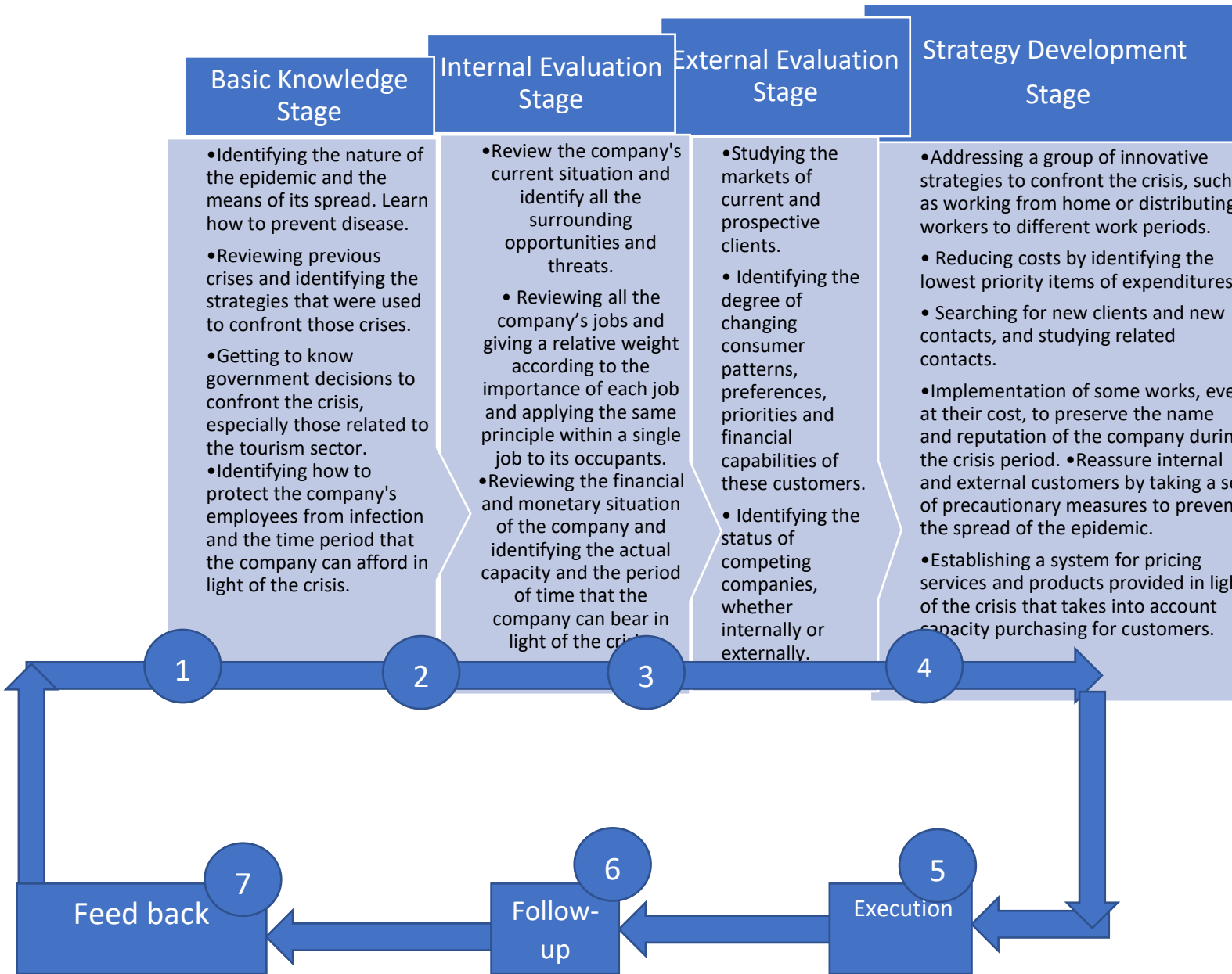
Tourism revenues in 2018/2019 contributed 12.6 billion \$, or 4.2 % of GDP to the Egyptian economy, and as in other countries, tourism suffered a severe relapse. In March 2020, with the outbreak of COVID-19 in Europe, tourism decreased dramatically in Egypt, with the cancellation of between 70 % and 80 % of hotel reservations, and the situation continues to deteriorate as international travel has been restricted around the world, and it seems that the complete loss of tourism revenues during the next few months, which may continue until the end of 2020, is possible increasingly (Breisinger, 2020, p.3), therefore, the increasing complexity and interdependence of global crises requires governments to work with the private sector to improve their readiness to mitigate the impact of crises, manage them efficiently and effectively, in addition to strengthening their response to ensure a rapid recovery (Global Rescue and World Travel & Tourism Council, 2019, p.17).

(2-2-7): The Egyptian government's efforts to develop a plan for safe tourism operation:

The Egyptian Ministry of Tourism, in coordination with the Egyptian Federation of Tourist Chambers and the Egyptian Ministry of Health and localities, is about to finalize a comprehensive plan for safe tourism operation by implementing a package of precautionary and preventive health measures in order to prepare for the restoration of work during the coming period in light of the continuation of the COVID-19 crisis and until the emergence of a vaccine for the disease and the return of matters to normalcy. These measures include airports, entry points, tourist and hotel facilities, and training all workers on the preventive measures and health rules necessary to protect themselves and others (Egyptian Center for Economic Studies, 2020, pp. 15-17).

The third topic: Designing a proposed model for managing the Covid-19 crisis

Model (1) Measures that tourism business owners must take to combat COVID-19 to get out of the crisis (Designed by researcher)



Crisis management model (2) (Covid 19) during its various stages of spread (designed by the researcher)

stage	The first stage The beginning of the spread	The second phase Strong spread (epidemic exacerbation)	The third level epidemic receding	The fourth stage The disappearance of the epidemic
The degree of danger	Minor severity	High Severity	medium Severity	Safe
The most important characteristic of this stage	<ul style="list-style-type: none"> • There is ambiguity associated with the beginning of the spread of the disease and the lack of knowledge of the methods of its spread or the degree of its severity. • The economy enters a state of anticipation and fear, especially between the different economic levels. • The tendency of some greedy merchants to store the necessary materials and raise their prices. 	<ul style="list-style-type: none"> • Increasing the number of injured and increasing the number of deaths. • Severe economic stagnation in some sectors. • The spread of rumors about the epidemic, the speed of its spread, and the number of people infected with it. • The decline in health services and the economic situation at the state level as a whole. • The spread of a state of fear and panic due to the spread of the disease and the lack of information about it. 	<ul style="list-style-type: none"> • Identifying the nature of the epidemic and ways to prevent it. • Decline in the number of injured and the number of deaths. • Spreading awareness among citizens about ways to combat the epidemic. • The beginning of the return of economic activity again, but gradually. 	<ul style="list-style-type: none"> • Full return of economic activity to what it was before the crisis. • Maintaining precautionary measures for a safe future period. • Learning from previous mistakes in dealing with the crisis. • Putting in place a set of measures in anticipation of the epidemic rebounding in a new wave.
procedures To be followed at this stage	<ul style="list-style-type: none"> • Providing the capabilities to support the fight against the epidemic. • Spreading awareness among private citizens of ways to stop the spread of disease, such as social distancing and permanent hygiene. • Reassure citizens of the officials' ability to manage the crisis phase to build trust between the official and the citizen. • Attempting to study the epidemic to identify its characteristics and ways of its spread. 	<ul style="list-style-type: none"> • Providing the appropriate means to treat the injured. • Dissemination of facts related to the numbers of injured, recovered, and deaths in order to close any path to rumor mongers and to maintain the degree of trust between officials and the citizen. • Cooperating with the civil and private sectors to ensure everyone's solidarity in the face of this pandemic. • Supporting the most affected groups, such as seasonal and temporary workers. • Closure of places where the spread of the epidemic is easy, such as cafes and clubs. 	<ul style="list-style-type: none"> • Encouraging the economic sectors and reassuring them of the decrease in the spread of the epidemic. • Noting the commitment of citizens to maintain the precautionary measures to besiege the epidemic. • Re-opening the places that were closed during the period of the epidemic, but in a gradual manner and on specific dates that prevents overcrowding. • Encouraging companies, universities and schools to move towards electronic dealing. • Providing material and moral support to those affected by the spread of the epidemic. 	<ul style="list-style-type: none"> • Warn citizens to maintain the precautionary measures for an appropriate period to ensure that the epidemic does not recur. • Encouraging economic projects and providing incentives for those affected by the epidemic. • Encouraging research related to epidemics and providing the capabilities to combat those epidemics in the future, such as developing hospitals and quarantine places and providing appropriate medical devices.
<p>Feedback ← Develop a strategy to deal with similar crises ← Learning from past mistakes ← Follow-up</p>				

• Although many agreed that this crisis (the spread of the Covid 19 epidemic) is one of the most difficult crises that have been faced during the modern era, due to the speed of its spread and its dangerous impact on human life, but we agree on the need to learn from our mistakes and develop a scientific method to manage the crisis, we will not This could be the first or last Crisis

Recommendations:

1. Crisis management is the real test of the decision-makers 'ability to manage the affairs of states and institutions, especially in light of emergency events.
2. Failure to benefit from previous crises leads to an increase in losses and an unpreparedness for facing crises.
3. Developing a set of strategies in the medium and long term to deal with the expected crises, and to benefit from previous experiences to deal with those crises.
4. Establishing mechanisms based on rapid and flexible response to sudden crises that occur within the country.
5. Apply precautionary and preventive measures to enhance health safety at airports and tourist facilities, and encourage domestic tourism by making promotional offers and designing appropriate media campaigns.
6. Study canceling or reducing airport fees and departure at airports that serve tourist destinations, and reducing prices for entering tourist attractions during the crisis period.
7. The necessity of reviving the proposal to establish a tourism crisis fund, and its financing will be from the state represented by the Ministry of Tourism, the private tourism sector and civil society.
8. Working with the private tourism sector to encourage innovation, support entrepreneurs, and move towards green tourism and medical tourism as alternative solutions to get out of the crisis.

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