

Conference Paper

Integration of Stakeholders in Dealing with Covid 19: New Normal in Business Life

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ABSTRACT

The rapid spread of the Covid-19 virus has a significant impact on the economy and business. Indonesia is one of the countries affected by co-19. The case in Indonesia was recorded as starting in mid-February; in March, schools, and offices began to be closed and replaced with all activities carried out at home. Large companies with sound management systems were also affected by the Covid-19 pandemic. Many companies have ceased operational activities due to dependence on raw materials from abroad. The pandemic will last several months or years until the vaccine and the best treatment method are found. The new normalcy has been felt indirectly by the people of Indonesia. This study was conducted by taking the object of the Covid-19 pandemic incident with Indonesia's cases from April to June 2020. The data used are primary and secondary. The method used in this study is descriptive analysis and the soft system method. The new normalcy resulting from the Covid-19 pandemic has a significant impact and is very different from the usual conditions. Decision-makers need to balance the new prevention requirements aimed at the safety of individuals and groups. The government can work with academics to get the risk level coefficient calculation from the new normality.

Keywords: Covid-19, new normal, soft system method

Introduction

By the end of 2019, the whole world was facing a vast condition, which was an invisible pandemic. This pandemic is referred to as Covid-19, which first occurred in China and immediately spread throughout the world. Humanity has gone through many dangerous conditions. This is confirmed by Nadeem (2020), where the world has repeatedly faced a pandemic of disease that is far more dangerous than it is today. It is known that the development of the Covid-19 virus spread so quickly, the chronology is recorded as follows:

Table 1. Chronology of covid-19 in the world

Year	Month	Event
2019	• November	• Pneumonia case in Wuhan
	• December 1	• The first confirmation of Covid's case
	• December 10th	• Confirmation of seafood exposure cases
	• December 31st	• Plague in Wuhan (local)

To be continued

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2020	• January 1	• The market was closed in several regions in China
	• January 13th	• Covid-19 cases in other countries
	• January 30th	• Covid-19 is an international and WHO concern
	• February 5	• 25 Countries affected by the COVID pandemic 19
	• March	• Many countries carry out a policy of state closure

The rapid spread of the Covid-19 virus has a significant impact on the economy and business. This condition is a challenge for all stakeholders, but it must be started through a policy from the government that is fast and appropriate, even in the most challenging conditions. The government is demanded to be able to prepare policies aimed at maintaining public health and stimulating economic improvement. McKinsey & Company (2020) has provided an overview related to several scenarios related to virus handling and the economy by grouping as follows:

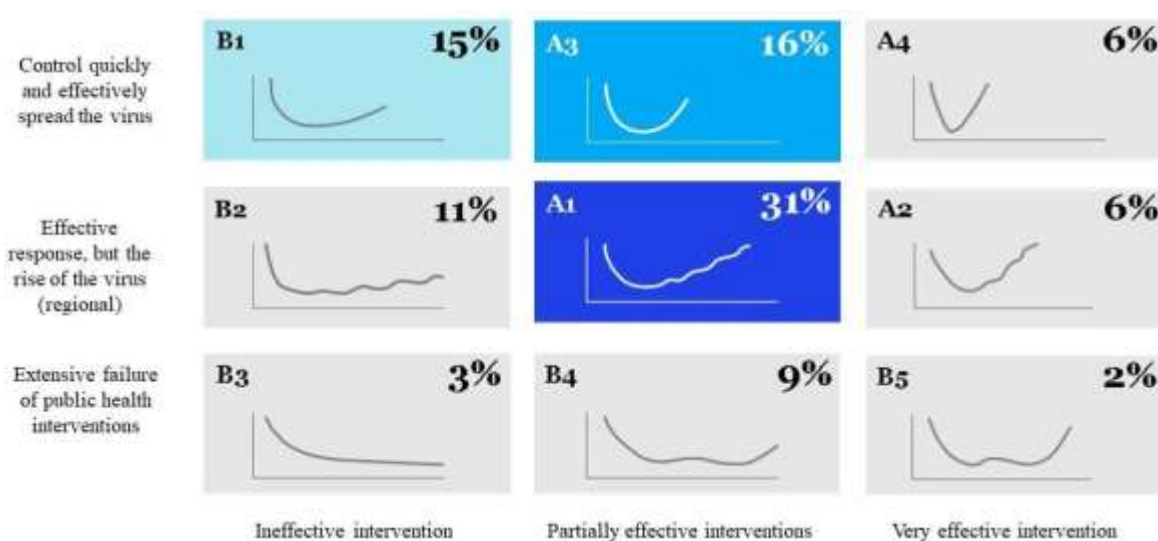


Figure 1. Scenario of Economic Impact of the Pandemic Covid-19 Festival (Source: McKinsey & Company (2020))

Figure 1 explains the various impacts of policies and responses to the Covid-19 pandemic. Indonesia is one of the countries affected by co-19. The case in Indonesia was recorded as starting in mid-February; in March, schools, and offices began to be closed and replaced with all activities carried out at home. In April, a large-scale social restrictions policy was issued. The government is faced with a difficult choice (a big dilemma), namely saving the economy or health. When saving the economy is chosen, the consequence is to increase the risk of exposure to the Covid-19 virus, while when health policies are prioritized, it will have an impact on declining economic and business performance in a country.

Every policy issued by the government will have a significant impact on Indonesia's business ecosystem at all levels and sizes of small to large businesses. Kompas' report (2020) with psychologists explained three psychological effects felt by someone from the Covid-19 pandemic, namely crisis, uncertainty, and loss of control. This condition will influence the attitude of someone exposed and not exposed in the period after the pandemic ends.

A medium-sized small business that is a chaperone of the economy and absorbs large numbers of workers affected by the Covid-19 pandemic. Kompas (2020) and Kemenkopumkm (2020) provided information that in April, more than 37,000 MSMEs reported that they were affected, this data will increase along with the online data collection conducted by the Ministry. The problems felt by MSMEs

are mostly due to declining demand and no business activities at all. Whereas the majority of workers in MSMEs are independent, meaning that when there is no business activity, the workers do not get any income at all, while business owners get a fixed cost burden for the business being run.

Currently, many large companies with good and strong management systems are affected by the Covid 19 pandemic. This condition occurs due to the broken demand axis from consumers and the supplying axis from producers. Also, many companies have ceased operational activities due to several things such as 1) dependence on raw materials from abroad, 2) reduction in project delays, 3) Declining sales, and 4) Closing business activities due to entering the high-risk industry of Covid-19 transmission. At present, company management requires its employees to work optimally at home, Henley Center (1998); Felstead and Jewson (2000) have explained that working from home is a digital phenomenon. On the other hand, some impacts need to be known for employees and companies related to Indonesia's new work culture. Bloom et al. (2015) explain that working at home will improve performance better than working at the office, and it is assumed they are more available to receive more extended discussions, work longer and less to ask for time off, while for employees the impact of working at home is reduced work friction and reduce the possibility of job promotion.

The massive impact of Covid-19 creates a new life; this is because the pandemic will last several months or even years until the vaccine and the best treatment method is found. The new normalcy has been felt indirectly by the people of Indonesia. This can be demonstrated by the increase in online shopping activities in various circles, virtual meeting activities, social activities, and physical distancing while traveling.

Each party is required to adapt to new conditions by realizing the need for new normality. In the business world, new normality is a great challenge that needs to be identified and analyzed. Kuhn (2012) has explained that normality is derived from concepts, theories, instruments, and methods that always produce new things that become normal in the future. On the other hand, the concept of new normality in Indonesia is demanded to strengthen the principle of self-reliance by the mandate in Trisakti. The study tries to give an idea to the parties involved in business to be able to synergize to adapt and be able to show the best performance in new normalcy.

Material and Methods

This study was conducted by taking the object of the Covid-19 pandemic incident with Indonesia's cases from April to June 2020 (BSSN, 2020). The data used are primary and secondary. Primary data is the result of interviews conducted virtually with government officials, the board of directors in several industries, entrepreneurs, and academics, while secondary data is obtained from a variety of reliable sources. The method used in this study is descriptive analysis and soft system method. Stages in the soft system methodology explained by Checkland there are seven stages; each stage has its own function Stage 1) Conducted to identify problems that occur comprehensively and structured. Stage 2) is done by describing the situation of the problems that occur based on information obtained in the first stage. The output at this stage is to build a rich picture of "real conditions." Stage 3) defining the problems that occur. Stage 4) downgrading from the root definition to CATWOE (Customer, Actor, Transformation, World view, Owner, and Environment). Stage 5) comparing the models that have been made from CATWOE with models in the real world. Stage 6) make appropriate and feasible changes throughout the model.

Results and Discussion

Covid-19 situational analysis

The Covid-19 pandemic recorded a significant impact on all activities in the world. This is happening due to Covid-19 transmission; the most extensive transmission occurs when humans and other humans carry out joint activities. This is the basis of the importance of governments around the world to take policies to limit social contact and physical contact between people. Shereen et al. (2020) provide a description related to Corona's simple contagion pattern, as for the following:

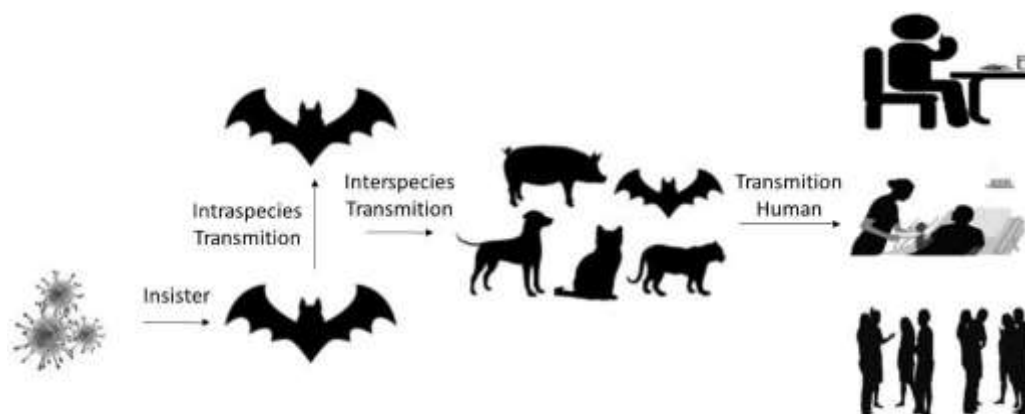


Figure 2. Main chains of corona virus transmission (Source: Shereen et al., 2020)

Various government policies in each country have been issued to protect the population from the threat of the Covid-19 virus. On the other hand, every policy issued by governments around the world is always faced with slowing or even destruction of economic growth in the country. In general, policies that are heard by the world today include: 1) closing all the activities above can be said to be lockdown either by national or regional scale or 2) closing as activities or called partial lockdown. The policy must always be faced with three important indicators, namely:

Table 2. Summary of government policy indicators

	Disturbances	Long Distraction	Form of Recovery
Epidemic	<ul style="list-style-type: none"> • Community transmission • Number of cases (massive testing) • Geographical distribution of cases 	<ul style="list-style-type: none"> • The percentage rate of the case change • The ratio of facilities and infrastructure availability • Virus Season • Number of tests and results • Comparison of cases with other countries 	<ul style="list-style-type: none"> • Effective integration and synergy related to health in order to support activities • Find the potential for the same event (mutation, reinfection and reactive)
Economy	<ul style="list-style-type: none"> • Cut spending on durable product shopping • Changes in daily consumption behavior • Reduced rate of travel activity 	<ul style="list-style-type: none"> • Late payments at various companies • Stock market index (volatility) • Purchase Index • Jobless Claims 	<ul style="list-style-type: none"> • Reawakening in economic activity • Stimulate initial action from the private sector in order (economic restart)

Source: McKinsey & Company (2020) Processed

The same policy in responding to pandemic conditions does not always provide the same results but is still expected to be in the same direction. The two big trusted organizations in the world always provide gross domestic forecasts with the right degree of accuracy (not much different from each other). However, now predictions in addressing the growth of gross domestic gross growth are experiencing a difference with the level of the range so far. This condition shows that all relevant stakeholders need to be careful in all planning, policy formulation, implementation, and evaluation to get the best position for GDP growth. The information is presented in Table 3.

Table 3 Gross domestic growth forecast (in%)

Country	2019		2020		2021	
	IMF	WorldBank	IMF	WorldBank	IMF	WorldBank
Developed country	1.7	1.6	-6.1	-0.1	4.5	0.0
Developing country	3.7	3.5	-1.0	-0.5	6.6	-0.3

Sources: International Monetary Fund (2020) and World Bank (2020)

Indonesia is a country included in the category of developing countries in Asia. The Government of Indonesia and all levels of society continue to strive to carry out preventive, curative, and promotive activities. This is intended so that cases that occur continue to decline until it can be adequately appropriately handled to return to normal conditions. Historical information related to important events and patients is needed as a basis for evaluation of each activity carried out, as can be described in Figure 3.

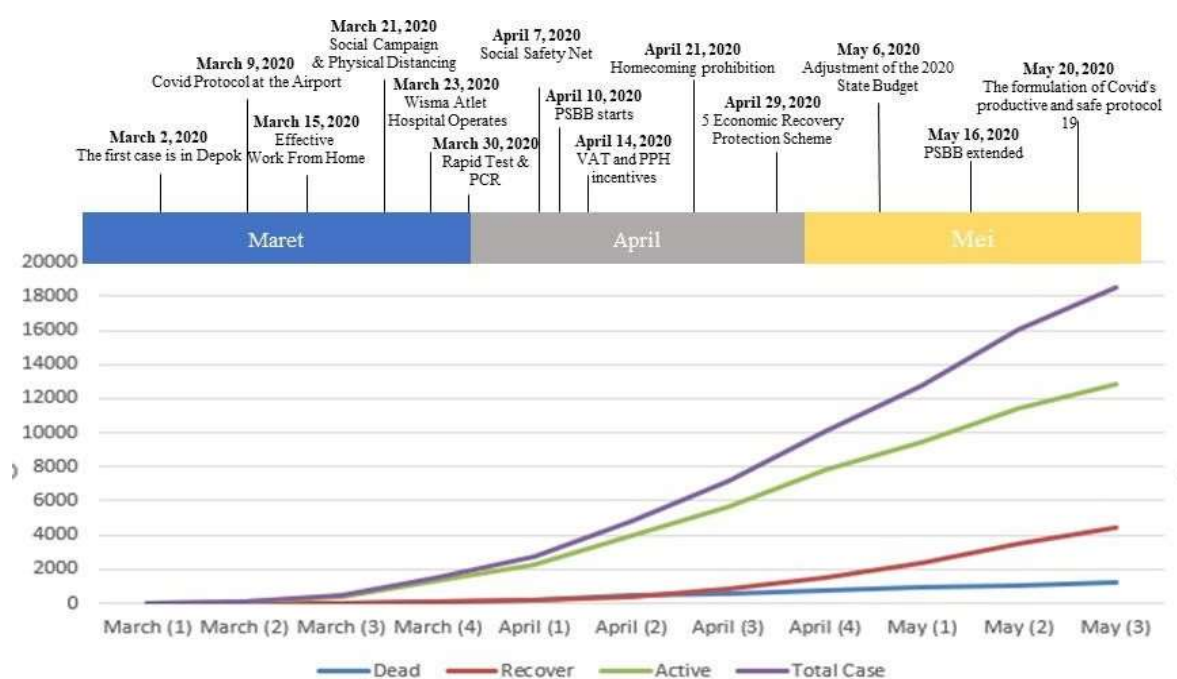


Figure 3: Chronology of Policy and Trend in the Distribution of Covid-19 Cases in Indonesia (Source: Kabinett Secretariat of the Republic of Indonesia (2020) and Kawalcovid19.id (2020))

The situation of the spread of the Covid-19 virus in Indonesia until the third week of May has not shown symptoms of decline. If it is maintained, this condition will disrupt all business activities in Indonesia, which will ultimately make things worse in Indonesia. The government as a determinant of direction and policymakers need to prepare a significant new normalcy concept in dealing with uncertain conditions related to when the Covid-19 pandemic finishes and the acceleration in growing activities

and businesses in Indonesia. The Covid-19 pandemic indirectly affected the impact of significant changes in the business system (other activities) in Indonesia. Every stakeholder is demanded to be willing and able to use information technology services to assist daily activities quickly. This condition indicates that there is a compulsion to make stakeholders master and get used to working in new ways quickly. On the other hand, for for-profit or non-profit organizations, a pandemic can be a challenge to make significant improvements and innovations for the business being carried out.

The new normal model in business

Covid-19 is believed to have had a profound impact that has damaged the entire order of normal life in the world. Every state government hopes that the Covid-19 pandemic will quickly pass, but the authorities must have another perspective to find the best solution for the big case. Parties must view the current conditions using the economic at war approach; this is related to the limited resources and rationality to maximize welfare. Rockoff (2005); Hynes (2013) consider that war plays a role in the affairs of economic improvement; this is known from the success in developing the economy during the war. Taking this indicates the need for knowledge with this approach.

The new normality in the business world requires a model that can be used as knowledge for decision-makers. On the other hand, this can be a supporting reference in managing the organization. In the initial stages of creating a model, a structured and comprehensive description of the problem conditions is needed. At present, it can be said that all countries are affected, so in Indonesia. We are trying to find out the problem conditions as a basis for knowing the reality of the sectors affected by the pandemic. We have tried to trace from Essays contained in the Wall Street Journal in 2020 to describe the condition of the world and for conditions in Indonesia obtained from online interviews and some credible media in Indonesia. As illustrated in Table 4.

Table 4. Identification of the reality conditions for problems

Description	World	Indonesia
Education	The application of online education as an acceleration of the learning process	Online education but each region has real differences in supporting infrastructure so
Art	The cancellation of several art agendas (concerts, operas, opera performances), closure of entertainment venues (Club and Cinema)	Closing entertainment places that can invite crowds
Travel	Negara closure from visits of foreign citizens and restrictions on the activities of movement from one city to another	The closure of several cities from other city residents. Closed tourist attraction
Office space	Work at home with video conferencing supervision so it can be said to have no boundaries between home and office	Work from home, where all office activities are moved according to their responsibilities.
Health	Some countries have used telehealth technology, and this is intended so that the country can survive the pandemic and the acceleration in health services	Indonesia has implemented telehealth by creating a platform that explicitly serves the Covid-19 case, but the private sector still manages it for other services.

The situation of the pandemic is also illustrated by the different impacts of each sector in business. The Boston Consulting Group (2020) has explained that there are 13 different sectors by comparing poor historical conditions with the Covid-19 pandemic. This is intended as the basis for differences in the impact of the Covid-19 pandemic and the attitude that must be taken by the parties concerned. PricewaterhouseCoopers (2020) has published an article explaining that business leaders need to provide appropriate responses to position a managed business that can continue to survive in difficult times. The conditions of the 13 sectors are described as follows:

Table 5. Portofolio comparison of the recession vulnerability impact and covid-19 impact

No	Sector	Reces- sion His- tory (%)	Covid-19 (%)	Comment
1	Agriculture	25	25	Relatively unaffected
2	Chemistry	25	25	Relatively unaffected, the potential for short-term growth is given the need for sanitation
3	Infrastructure	50	50	High dependence on government spending
4	Education	25	50	The sudden shift to distance learning causes temporary problems
5	Financial Services	25	75	A history of vulnerability and the risk of tightening credit markets which exacerbates recessionary pressures
6	Food	75	25	Consumers tend to maintain spending and investment
7	Life Science	25	25	High demand for government services and interventions is expected to continue to drive spending
8	Oil and Gas	75	75	Vulnerable but a high level of independence and ability to respond to business pressures
9	Retail	25	100	Likely to suffer from demand shocks and supply chains
10	Telecommunication	25	0	Relatively unaffected, growth potential considering the need for home networks
11	Travel and tourism	75	100	Very vulnerable influenced by social distance and forced closure by the government
12	Transportation and Logistics	75	75	Likely to be significantly affected by covid19 and travel restrictions
13	Power and Energy	50	25	A surprising history of vulnerability but confinement at home for most residents must support spending

Indonesia, as a country included in developing countries, needs to identify important actors who play a role in dealing with new normality. Where each actor will have different values,

norms, and roles that must be integrated and synergized with each other, the identification of actors who play a general role can be seen in Table 6.

Table 6 Identification of Important Actors in New Normal

Actor	Value	Norm	Role
Government	Transparent and act fast	Government regulations	Make mechanisms, rules, and policies
Health services (Health Facilities)	Curative and promotive action.	Government regulations and health code of ethics	Health services
Organizational leadership	Orientation to health, safety, and business continuity	Government regulations and organizational regulations	Develop strategic plans and organizational management in the middle and post-pandemic

Table 6 gives these three important actors a significant role in managing new normalcy in the business world, which can later impact the economy and life. The next step to get a new model of normalcy management in the business world in Indonesia is to draw a vibrant picture. The depiction of a rich picture is intended to provide a complete description of the problem (reality conditions) that occur (Berg and Pooley 2012). Checkland and Scholes (1991); Lewis (1992) explain that the depiction of vibrant pictures must be informative by summarizing meaning, associations, emotions, and feelings. The rich picture of a pandemic situation is presented in Figure 4.

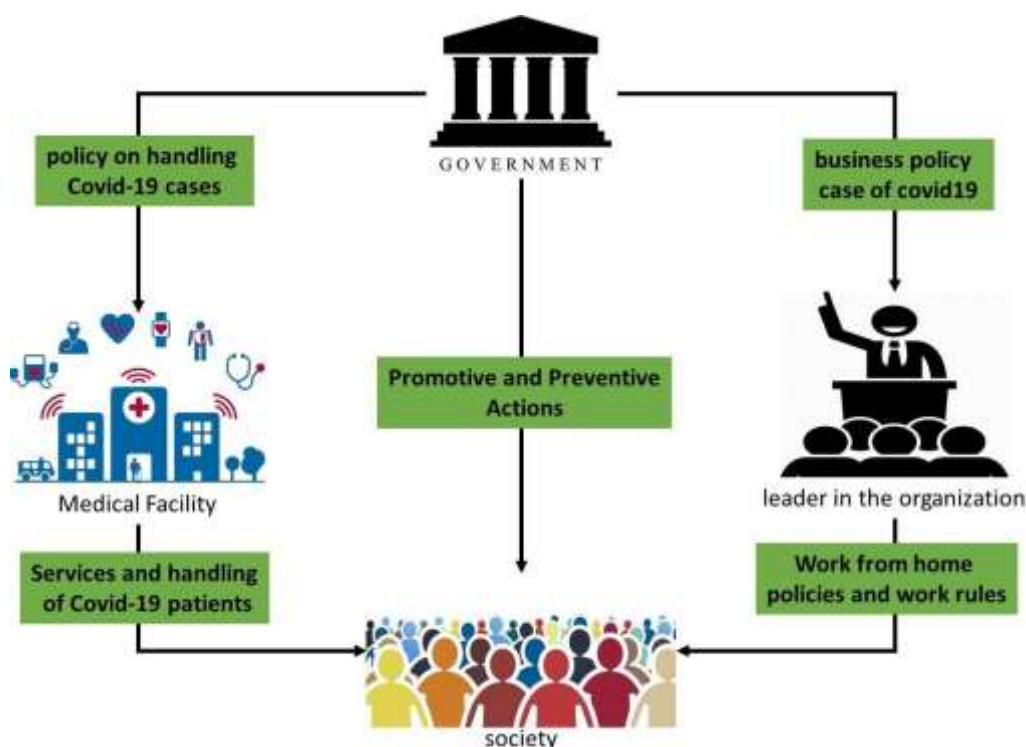


Figure 4. Rich picture of covid-19 conditions in Indonesia

Figure 4 explains the real relationships that occur in the real world, wherein the picture is explained about several points of the rich picture, such as giving rise to a condition where all a) Social interactions interact with change (keep each other apart) b) changing market trends. c) changes in the way they work (work processes are organized). d) Adjustment of government regulations. And e) the use of technology in activities. In vibrant pictures, it is known that the government has become the center of the Covid-19 Pandemic. However, each party has the right and mandatory source of knowledge for the other party so that later every decision will be balanced and strengthen each other.

New normality needs to be made the latest definition; this is intended to clarify a new concept offered. The construction of the root definition of the situation over the real world is the basis for forming a conceptual model of the activity system that has a purpose (Prosches and Bodhanya 2015). The root definition of a new normal life is:

"A new life system that changes as a result of a pandemic (crisis conditions) where every activity is undertaken is based on protocols and provisions that have been jointly determined by each stakeholder to achieve a better life."

Root definition then described again using CATWOE. The use of CATWOE is intended for the overall knowledge of a system that is built so that the identification process becomes comprehensive (Cox, 2010). Also, it needs to be tested using the 5Es approach. This test is to ensure that every recommendation given has conformity to the aspects being studied. The information is presented in Table 7 and Table 8.

Table 7. New Normal CATWOE

Element	Results
<i>Customer</i>	Community, Health facilities, Organizations (profit and non-profit), Government
<i>Actor</i>	Community, Health facilities, Organizations (profit and non-profit), Government
<i>Transformation</i>	There is no integration in dealing with new normalities -> Management of new normalities in integrated businesses
<i>World view</i>	Synergy with each actor to know the interests, so that the new normalcy can run well.
<i>Owner</i>	Government
<i>Environment</i>	Value, Communication, policy, integration, and synergy

Table 8. Performance Measurement of 5Es on the New Normal Model

Element	Information
<i>Efficacy</i>	New normality in a synergized and integrated business
<i>Efficiency</i>	New normality changes with time and cost
<i>Effectiveness</i>	New normality with the accuracy of occupational health and safety.
<i>Elegance</i>	Cooperation between regulators, operators, and the public.
<i>Ethicality</i>	A new normalcy process that can provide confidence by all parties

The next process is that stage is activity modeling. This process uses information that has been obtained previously. Bjerke (2008) explains that making an activity model that is not fixed can be modified many times by the needs and development of the situation. The activity model formed must be based on the CATWOE root definition and 5Es so that it can be accounted for (Fitriati 2015).

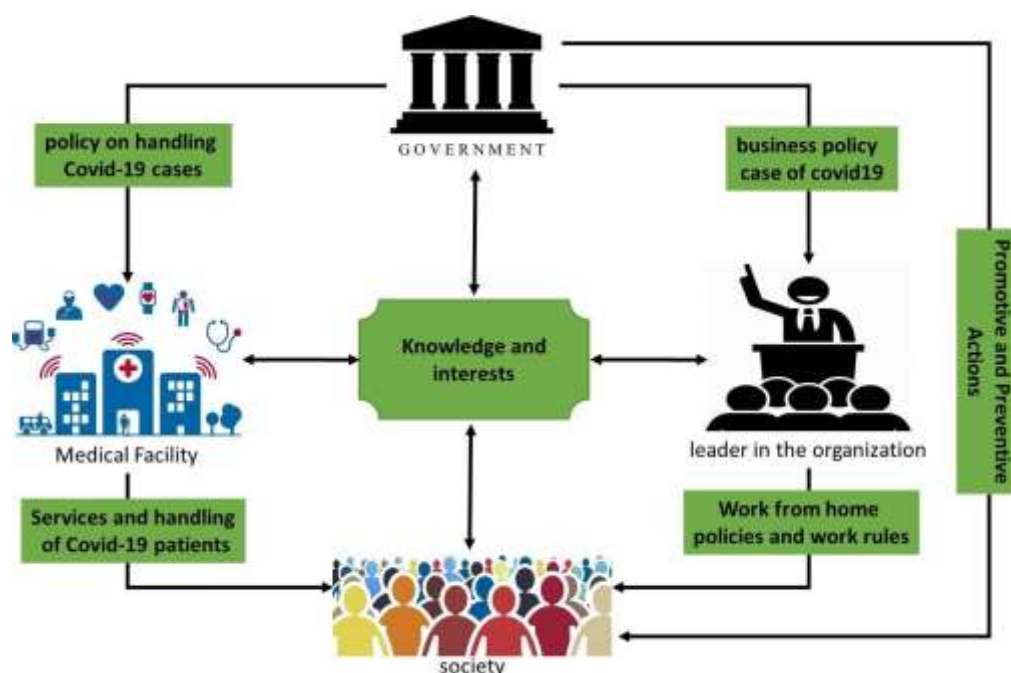


Figure 5. Model of covid-19 activity in Indonesia

Figure 5 shows the concept of a bidding activity model that can be applied in Indonesia to increase the space where all parties can exchange information to get the best formulation in facing the new normality due to the Covid-19 pandemic, this model is only a general description that needs to be seen according to the type of organization. The process of sharing knowledge is an essential part of making structure and modeling; this is due to developing, creating knowledge, and modifying (Abu Bakar et al. 2017). Joint decisions based on knowledge sharing and knowledge transfer can provide a more precise view Paulin, and Suneson (2012) explain that an organization's decisions can produce advantages for all parties.

New normalcy in life will be confronted with several important things 1) Survival mode (individuals, organizations, and countries). 2) New risk assessment in all activities. 3) Special regulations which are capable of new normalcy. 4) Development and use of technology (artificial intelligence, cyber-physical intelligence, robotic). 5) Cultural and social changes in socializing. 6) Maintaining health and safety, in which case the health expert is the primary informant.

Conclusion

The Covid-19 pandemic has had a significant impact on all aspects of life. Where all parties expect a way that can make life back to normal as before, the concept of new normality must be implemented by each party at this time, aiming to improve performance slowly. Good normalcy can occur if it starts with a transfer, knowledge sharing, and interest. Also, all parties involved are required to obey the regulations and health protocols that have been set.

Recommendation

This work was financially supported by Research Center for Biomaterials through "DIPA 2017". Therefore, we are grateful for this funding and support of this research.

The new normalcy resulting from the Covid-19 pandemic has a significant impact and is very different from the usual conditions. The pandemic is realized that the dynamics of the workforce have changed significantly. This illustrates that there has been a change in the way things work in many organizations; besides, there has been a change in the organization's schedule. This can change the focus,

acceleration, and targets of each organization. Decision-makers need to balance the new prevention requirements aimed at the safety of individuals and groups.

The organization (non-profit and profit) must make a work plan according to Covid-19 risk management, which will be based on the health protocol that has been decided. During the implementation process, each actor can report to the task force team that has been formed to provide appropriate actions as determined. The leader of the organization will be asked to control the risk that has been implemented well in all lines in the organization.

The government realizes that the Covid-19 pandemic harms the economy; in this case, the government can provide a stimulus by lowering business taxes. Multinational companies are currently thinking of looking for other alternatives to find the right country to be chosen for their new factories. The government can withdraw by providing tax reduction or tax exemption rules for companies that make a foreign direct investment.

The government can work with academics to get the risk level coefficient calculation from the new normality. This will be useful to find out which groups of individuals are vulnerable to being infected with Covid-19 so that all regulations will have a strong foundation with an appropriate risk calculation. On the other hand, the government can issue regulations that reduce deposit rates, so that the owners of funds will try to find other alternatives to mobilize the money they have. Organizations that want business processes to return can create a budget that is intended to carry out audits. Safe workers will be directly employed and given the education to continue implementing social distancing, for workers who are proven to be advised to carry out care safely and are ready to work normally again.

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