



Challenges and Opportunities Created in Business Due to Pandemic Coronavirus and Strategic & Tactics to Manage Critical Conditions

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ABSTRACT

Nowadays, the rapid spread of Severe Acute Respiratory Syndrome (DCS) has led to a worldwide outbreak that has created many challenges for businesses: small and medium-sized businesses. However, small and medium-sized businesses face large industries and have many advantages over them; including added value, innovation, job creation, and more flexibility. The borderless coronavirus has also affected the economic situation, higher and lower prices of commercial goods, the relationships between countries and their governments, the opinions and projects of experts and economists throughout the world, and those countries' exports and imports in different areas. The closure and reduction of the level of economic activity have resulted in a reduction in labor and a reduction in labor demand and supply. As a result, as a result of the reduced capacity to collect taxes on economic activities and the measures needed to support businesses and those affected and increase government health care spending, the government's budgetary deficit will increase. In this paper, we attempted to examine the economic effects of the virus epidemic on businesses and economic activities at various levels. There should also be an examination of its positive and negative consequences for the organization. Finally, possible economic recovery scenarios of countries and crisis management solutions and immediate actions for businesses in times of coronavirus pandemic crisis are presented. Generally, this article attempts to provide solutions and experiences to be effective for businesses and help them safely overcome the barrier of critical conditions. Though, this can be accomplished by developing knowledge, raising awareness, and gathering information and experiences from others.

Key Words: *Coronavirus Pandemic, Economic Recovery, Business, Crisis Management, Value Chain, Supply Chain.*

1. INTRODUCTION

This document is a template. An electronic copy can be downloaded from the conference website. For questions on paper guidelines, please contact the conference publications committee as indicated on the conference website. Information about final paper submission is available from the conference website. Before submitting your final paper, check that the format conforms to this template. Specifically, check the appearance of the title and author block, the appearance of section headings, document margins, column width, column spacing and other features. On March 11, 2020, the World Health Organization (WHO) announced the outbreak of the novel coronavirus, and the world was facing a dangerous reality in those days. With the discovery of the coronavirus in Wuhan, China, and its rapid spread to other parts of the world, financial markets worldwide have reacted a great deal. However, the ravages caused by this outbreak have even surpassed expectations. Countries worldwide have taken strong measures to prevent rapid transmission of the virus; like enforced quarantine, border closures, etc. [1].

Corona emissions in China led to the setting up of the first restrictive economic measures, and China's economic growth has fallen from 6% to 4.5%, meaning that global demand is declining. Lower demand and lower world economic growth has resulted in lower demand for manufacturing entities, such as crude oil and metals. In terms of supply, we have a downward pressure on the economy. With the disruption of international trade and even domestic transportation, the value chain of a wide range of products is disrupted, and the production capacity of units is reduced due to a lack of access to institutions [2].

Global effects of the coronavirus outbreak include rising world unemployment, severe shocks to the world economy, heavy damage to foreign trade in most of the countries involved in the corona, the possibility of closing the doors of the world to foreign exchange, and so on. Some argue that governments are turning to policies to reduce imports and build them domestically through policies to weaken currencies, thereby increasing domestic growth and exporting unemployment to various countries. This government-imposed action has also resulted in random stochastic effects on the environment and natural ecosystems [3].

Small and medium-sized businesses play an important role in the economy, employment, and developing countries' environment. These enterprises are the pillar of the economy in the process of industrialisation. This section is very important and necessary for Economies in Transition of developing countries. In India, 95 percent of industrial units are small industries, which account for 40 percent of production, and 35 percent of exports are associated with small industries [4].

The share of small and medium-sized businesses in the Iranian economy exceeds 95% [5]. Statistics show that small and medium-sized companies are now the most vulnerable to the coronavirus pandemic [6].

Gustic data from 2020 show that 96% of small business owners in the United States felt the effects of this pandemic, and 75% of them experienced sales decline [7].

The impact of the coronavirus outbreak on the various economies is going to be different, and the spread of the virus could significantly impact the economies that depend on tourism receipts. On the other side of the coin, as demand diminishes, businesses, especially small businesses, are impacted by the coronavirus outbreak. The cost of an in-house budget program is an overarching plan primarily used to organize businesses, depending on the budget or expenses required [8].

This step must be carried out primarily to assess the performance of the business, whether it is profitable or uneconomic. Budgeting is relatively significant for businesses, especially for calculating the total budget made in a business plan in the coming period. Without clear planning, contractors will not be able to meet the opportunities they seek. When the economy worsens because of the coronavirus, people should pay attention to their decisions; an adequate and practical strategy is needed to continue the enterprise. One way for a business to do this is to do accurate accounting, and all financial transactions, including revenues, expenditures, and other transactions, need to be well documented [9].

In addition, small and medium-sized businesses can use cloud-based online accounting software to handle economic pressures [10]. Some believe that the coronavirus crisis is forcing companies to make digital transformations and accelerate changes in the learning and work-at-home industry, which is expected to become a habit after the coronavirus outbreak. [11].

As a result of the market slowdown during Corona, sales of small and medium-sized businesses did not increase, and the impact on revenues was not as anticipated. The company's financial balance has been disrupted [12]. The worst-case scenario could be that, given that one can expect the existing funds to end before the business starts and the development or return on investment, the business can end as a result [13].

By creating a sound business and investment environment, the capital market can foster openness and professionalism. This function of the capital market can also accommodate the working population, thereby reducing unemployment and generating revenue in society. To determine the corporation's capital structure, there are many factors, including fundamental or internal factors that affect the corporation. For instance, business size, profitability, business risk, investment opportunities and business growth [14].

It is easy for SMEs to create billing or payment documents. Invoices can be sent or received via e-mail for formal notification, and small and medium-sized partners do not need to meet with customers to conduct transactions physically. It will be easy to create an invoice if you use online accounting software; invoicing is completed with various professional designs according to the business needs of the company, and along with details about the number of goods and services, unit price, and total price, as well as the date of purchase, is invoiced. An additional feature that can be used is that it is easy to receive payments from clients, not just the capacity to pay by credit card and transfer money with the lowest commission and only after coordination and management. Instead, incoming payments will be automatically recorded in accounting records immediately. Consequently, the sales invoices of small businesses have become easier, faster, and more professional [15].

On the other hand, a crisis in something as dangerous as this epidemic can put a lot of pressure on everybody. Emergencies can include epidemics, natural disasters, technology, mismanagement, terrorism, war, and scarcity. Crisis management is the process of an organization whose main events threaten the organization, stakeholders, and the public at large. There are also three common elements to defining crises; the existence of threats to organizations, elements of surprise, and short-term decisions. As for crisis management, it deals with threats that already exist. Crisis management is about a crisis relationship and the key to success in crisis management [16].

Critical conditions are communicated to all parts of society, consumers (customers), and company employees. Companies should also be able to provide information on employment laws in the event of a coronavirus outbreak and measures to prevent coronavirus infection [17-19].

The World Health Organization (2020), from a trade perspective, has stated that the crisis will lead to instances where people's concerns will become more serious. Critical conditions can completely disrupt the good image and name of the business, the business's day-to-day routine, and the work system of a business. Economists believe that the risk of coronavirus (COVID-19) is

so high that it can be seen as the beginning of a recession in the global economy, and they said that the fundamentals of the global supply and demand chain would be weakened. The world will suffer an economic disaster. The only way to get through this dangerous gorge is through crisis management and planning principles in this area, which this article discusses at length.

2. IMPACT OF CORONA ON SUPPLY CHAIN, ECONOMY, AND WORLD TRADE

The value chain model started with the work of Porter, which was first examined at the enterprise level, then at the national level [20]. This is referred to as the Government Value Chain (GVC) at the international level and has many applications. The value chain understands and analyses management and business issues and differs from conventional management discussions. This channel has been gradually expanded and used. The notion of the value chain in World Trade has developed progressively in recent decades and cannot be studied without considering it and especially without value-added. Policy development has recently entered the realm of governance and governments, and governments worldwide have taken decisions on that.

The value chain is also a leader in world trade, particularly in the case of intermediate goods, which represent 60% of world trade. We would now like to illustrate the value chain concept with an example: Imagine that the wireless computer is part of the final product in Malaysia and exports it to other countries. Where that product is exported to other countries, based on the customs statistics of those countries, it is imported from Malaysia, and people believe that the entire cost of this product goes to Malaysia, but the truth is something else. Note that part of this may be value-added, and actual export statistics are obtained after deduction of the required requirements. Because of this, it may seem strange that the export statistics are high somewhere and that there is no prosperity or economic development. This is because of the difference between actual and understood statistics and limited value-added [21].

After the Pandemic, World Trade and production declined sharply due to restrictions, quarantine, value chain cessation, and pre-Pandemic Mega Trends changed; the digital industry has evolved, and the importance of physical production has decreased, and production has increased gradually. Discussions ensued on changes in the environment, warming, and sustainability. With the spread of corona, policies and decisions have been made to get producers back to their countries. Furthermore, trade in services, such as tourism and transport, has decreased. Nevertheless, some subsectors have experienced growth, such as electronics and textiles. This pandemic has also impacted the food industry, and the quality certificate for perishable products has been revoked due to restrictions [22].

In China, the U.S., and Europe, exports have fallen dramatically, including machinery, automobiles, agriculture, metals, mining, clothing, etc. Of course, because China is one of the raw material hubs and China's share of imports is high, changes in China's economy must be carefully considered. Still, another way, China has a strong value chain. In addition, when the pole ends because of the chain's existence, the entire world is affected by it and falls; weak suppliers are spreading through the chain [23].

Overall, the coronavirus outbreak presented several challenges, and for businesses, it has reduced benefits and work, and in addition to global change, we've also seen regional change. The spread of the coronavirus has led to a rethink of the definition of basic goods, and certain items, such as masks and disinfectants, have been replaced. Another point is that international cooperation, especially in the region, can be efficient but insufficient; countries should not depend on each other but do their best to achieve self-reliance. The centralized (dependent) supply chain has been hit even harder by this pandemic. Of course, the capacity of organizations has changed and has become more flexible; for example, digital technology and IT has increased, and their usage has increased, including E-Commerce and telework, etc. [24].

In the post-Corona period, trade policies changed due to the shock because some countries made hasty decisions when the Corona epidemic started. Such as export controls, food by increasing tariffs and quotas in response to concerns. The other point is that export and import restrictions have been disruptive. The uncertainty surrounding the current situation and the interferences will affect future investments and the value chain.

Economic Harm, The spread of the virus is important to the world economy as a whole. Corona's effects are tangible and irreversible in the short term. One of the largest impacts is affecting the tourism industry. There is no doubt that the current crisis is reducing the volume of domestic and international travel and influencing the activities of tourism agencies and all those involved in the tourism industry. It certainly involves medical and medical costs. In addition, retail trade will also face serious losses. These are all short-term but tangible blows to our national economy. There is no doubt that many companies are suffering greatly from this situation. Domestic hotels and restaurants suffer severe financial losses [25].

Certainly, in addition to activities such as tourism and restaurants, stadiums, cinemas, shopping centers, conferences, exhibitions, beauty parlors, hotels, transport, in various areas of the Land, rail, air, and other areas in which communities are

formed; they will suffer the most from this crisis. If management is not serious and preventative, the damage that the coronavirus does to the Canadian economy and the agricultural sector is irreparable in the short term.

3. POSSIBLE SCENARIOS FOR COUNTRIES RO RECOVER

For determining the economic performance of countries, in this paper, two main parameters are defined according to the stock market index of the studied countries to draw possible economic scenarios based on the rate of return and the potential for a full return to the pre-corona situation. The speed at which the pre-storm returns to normal means how long industries, businesses, and factories adapt to the changing conditions. The potential of a full return to pre-commercial status means the potential for industries, enterprises, and factories to return to full pre-commercial status.

South Korea appears to be the country with the greatest likelihood of a rapid and comprehensive economic recovery. The situation in the US also shows the possibility of complete recovery, but more slowly, because of the size and economic structure of the country. While the Chinese economy is showing one of the most rapid signs of recovery; however, China's stock index does not show what happened during the illness. China's relatively rapid recovery could be logical given the country's large industrial capacity and flexibility and the resources available to take strong action. Italy is currently experiencing negative economic consequences due to its pre-Corona economic situation and its high dependence on industries that have been severely affected by the Corona.

4. CRISIS MANAGEMENT SOLUTIONS

The coronavirus outbreak has helped some organizations adjust and fulfill their wishes, and others were injured and suffered casualties. In this section of the article, we outline the solutions we need to make to minimize damage.

4.1. Speed of action in decision-making

One of the features of a successful leader is that under critical conditions such as Corona, where changes related to within and outside the organization have spent a lot, and when conditions are not favourable, he needs to be able to make timely decisions and accelerate decision-making and implementation to advance his goal. The more important the organization, the more complex it becomes, making it more difficult to make immediate decisions. The person in charge of an organization must first choose the most important priorities. It should also prioritize the three to five organizational objectives that are required, including, but not limited to:

1. Maintaining the health of the organization and employees
2. Liquidity management
3. Handling customer affairs
4. Continuation of executive activity

But management teams must be prepared to adjust priorities, assess the options available, and compare them with priorities so that they can make the best use of them. It is important and necessary to collect this information, take care of these cases, and prepare the ground for the organization's future success.

Another option is to set up a crisis room. Don't forget; you're not the only one who makes decisions and hires people to help the organization. Please note that the organization's reference pyramid is expected to be lower, not higher.

Be practical and do not fear minor mistakes. Making timely decisions is usually a mistake, but remember that the consequences of not making a decision are far more important than making a mistake when making a decision.

4.2. Compatibility

Leaders who succeed in critical situations do not fear ignorance and do their best to gather information and data and benefit from the experience of experts. They also identify prohibited articles and put aside certain questions, and are decisive in this respect. We, therefore, need a new method. Get rid of the old approach (before the crisis) that worked and the organization may have been successful because they are no longer effective.

Identification and reconstruction of lines of communication. You should know the environment, including knowledge of services and sales, the status of shareholders and employees, and the supply chain. You can collect the required information or get advice from those who know and follow environmental changes from these.

4.3. Directing affairs

Turn him down and try to deal with the situation. Set new standards. Pay attention to the priorities you select and ensure they do not conflict with the criteria. Determine structure and team to monitor the selection criteria and notify employees. Identify a performance indicator (KPI), implement the most important ones, and obtain the report requested from managers. Take care of your physical and mental condition as your responsibilities have become heavier than ever before. You need to be energetic enough to overcome obstacles; such as exercise, rest, and cope.

4.4. Influence

There isn't anything more important than group care and group attention. You have to return the lost motivation to the employees and clearly state the objectives set for them to overcome this situation. It is important to remember that external crises, such as corona, can also lead to financial crises. Maintain regular contact with team members and greet them first, then get to work. Watch out for customers and employees; encourage them to avoid injury and discouragement. Organize their mental condition and provide them with health services if they are physically present. That little case has a significant impact on the organization. Concentrate on organizational successes and the positives and make them important. Encourage employees to make sacrifices as well. Remember that maintaining normal performance under critical conditions is successful in and of itself. Management and executive skills are determined under critical conditions. There is both failure and success on the path, assessing them and making a strong decision to adopt. Sometimes crises are uncontrollable and unavoidable, but we can overcome and achieve as we become more aware and stronger.

5. IMMEDIATE ACTION FOR COMPANIES DURING CORONAVIRUS CRISIS

Take 7 quick steps to protect your business in the event of a coronavirus pandemic.

5.1. Protect employees

For many, the coronary heart attack is emotionally difficult and has changed their daily lives unprecedentedly. Businesses can no longer continue to operate on a day-to-day basis.

They can only start supporting their employees by developing and implementing the most conservative possible solutions and creating the flexibility to modify organizational policies. Some businesses are actively benchmarking their efforts against what others are doing to determine the right policies and level of support for their employees. In addition, the organization's leaders must communicate with their employees in a comprehensive and ongoing manner.

5.2. Put together a team to respond quickly

Businesses must appoint an individual directly under the direction of the CEO to lead the organization's efforts, and they must form a team of members from each department and discipline to help. Once a team is formed, in most cases, team members must move beyond their daily routine and spend more time responding to the virus. There are several ways you can lead the team in most businesses:

1. The health, welfare, and capacity of employees to perform their duties
2. Test the business's financial sensitivity and formulate a possible plan to manage it
3. Supply chain follow-up allows for rapid reaction and long-term flexibility
4. Appropriate actions were taken by Marketing & Sales to respond to demand shocks
5. Coordination and communication with different client groups

These subsidiaries should set specific goals for each week and the next 48 hours according to the scenario defined by the company and continuously review and evaluate these goals and actions. The Rapid Response Team should have a straightforward and orderly function that emphasizes results and decisions. Additionally, the team should not hold meetings that do not address outputs or decisions.

5.3. Ensure sufficient liquidity for horrific situations

Companies have to define scenarios tailored to their business context. Companies need to identify the factors that influence revenues and expenditures through data analysis and specialized knowledge. In each scenario, they should also model their financial documentation such as liquidity flow, profit and loss statement and balance sheet and identify the incentives that may significantly disrupt liquidity.

Next, for each of these factors, determine what steps should be taken to stabilize the organization in each scenario (For example, accounts payable and receivables optimization, cost reduction, divestment, and mergers).

5.4. Ensure supply chain stability

Businesses need to determine the extent and duration of their exposure to the supply chain in areas where the prevalence of the disease is high. This includes the assessment of Grade 1, 2, and 3 providers and their inventory levels. Since most Chinese plants are now in recovery, most companies should initially focus on immediate stability.

Consideration should also be given to the planning required for the use of critical components in production, pre-purchase of contracts, rail and air transportation, use of manufactured warehouses as a bridge for business survival until resumption of production, gain higher priority over suppliers and support to upstream manufacturers. Businesses must plan how to launch supply

management for products that are likely to experience an unusual increase in demand as supply recovers. In some cases, greater supply stability may be needed in the medium to long term, necessitating updates to demand planning, Optimizing the supplier network, and search for and accelerate the qualification of new suppliers. Some of the issues raised, regardless of the circumstances created by the current crisis, can help companies ensure their supply chain resilience. This ongoing challenge is highlighted in the current situation.

5.5. Being with customers

Businesses that create massive market changes often succeed because they invest in their core client groups and anticipate their behavior. For instance, even though Chinese consumer demand has decreased, it has not; on the contrary, demand from people has shifted dramatically to online shopping for a variety of goods, including food and instant delivery.

Businesses should invest in online distribution as part of their distribution channel diversification effort. These include quality assurance for products sold online. Likely, the behavioural changes of other consumers will not return to normal before the epidemic.

5.6. Simulation planning is done to deal with corona

Many high-level organizational teams do not spend time planning for critical conditions until they are in critical condition. If so, the simulations demonstrate their true value. Organizations may use different simulations to define and validate their activation protocols for the different steps and sectors. (Alternative Emergency Programs, Widespread Response, and Other Plans). The simulations should clarify the situation for policymakers, ensuring that the roles of each member of the management team are clear. Unobserved problems can slow down the reaction and ensure that in the event of a situation, the steps necessary for implementing the program are well understood by all and that the required investment is easily accessible.

5.7. Explain the goals

Business power is directly connected to society, and companies must recognize how they can support existing efforts in society; this could include investing, equipping, or using your expertise; an example of this is the modification of several companies' product lines for the production of masks and medical clothing.

6. BENEFITS OF THE CORONA

There are several benefits to the pandemic, and these are discussed below.

6.1. More creativity

A benefit is that companies become more creative; as restrictions emerged, companies were forced to rethink their organizational structure and pursue more innovation to survive. For example, finding a new income model or contracting out work rather than contracting out is one of them.

6.2. Changing consumer behavior

The current situation and the change of business model and success in the digital economy caused the officials of the countries to understand the value of the digital economy and work towards its promotion. For example, starting with a corona:

1. As a result of the reduction in cash usage, the municipality connected the entire Tehran taxi fleet to the Internet payment gateway.
2. Because of the decrease in public traffic in public places, the Samava system for digital authentication was launched.
3. The sale of underground tickets with people's national numbers led to a better selection of people in public places.
4. The online educational platform of education and universities was introduced as a new method and came through the educational system.

6.3. New definitions for human resources

With the Corona outbreak, many companies turned to telework through health protocols. But companies' lack of preparedness to implement this new approach at the beginning of the outbreak has posed new challenges. Initially, telework was popular among most employees, as other employees did not have to spend time and money moving around and liked working in a place like home. Companies, however, have been able to reduce their overall costs by reducing labor and nutrition costs. But gradually, with the loss of work-life balance for employees, teleworking problems such as low work efficiency, lack of motivation, etc., showed themselves, and employees demanded to return to the workplace in person. With the improvement of conditions and the control of the virus through vaccination, the possibility that businesses reappear became severe; but not in the old way we knew it. Now we're talking about a new style of work within the business community. Working spaces with a combination of telework and face-to-face work can be regarded as an ideal and promising model.

6.4. Entrepreneurial boom: Start-ups and technology companies

Recession and turbulent markets have allowed time for another group of stubborn entrepreneurs to emerge to begin their journey into starting a business. The great entrepreneur constantly rises from the opportunities that present themselves and conceives new ways for the life and progress of humanity. During the financial crisis, confidence in the survival and growth of businesses diminishes. However, start-ups and technology-based companies with high performance, cost savings, and transparent

prices are fast-growing companies that can survive financial crises. With the penetration of technology deep into society, there has never been a better opportunity for start-ups today to provide a better life for society by solving real problems and changing the world.

6.5. Effective teleworking

As we talked about earlier, one of the solutions for businesses during Corona was telework. Of course, telework is not specific to that period and has already been widespread worldwide. However, because of the prevalence of severe acute respiratory syndrome, increased attention has been given to it; Therefore, we need to use it virtually to have effective teleworking and help our business.

In simple language, teleworking means that we carry out the work without being with our colleagues at work and doing it is not limited to a specific place, and we can carry out our goal at home, on the plane, in cafes and restaurants, etc. The thing to keep in mind is that you work on your own and have a face-to-face relationship with your co-workers, and it is possible that you will not have a physical meeting with each other. Meanwhile, you can do your work by email and phone and nobody cares what you do and where you do your work. It is also important for you to deliver the project on time or sometimes be asked to complete the process and pace of progress.

Today, as technology advances, the global trend is teleworking, and many businesses are using it to further their goals. We've had freelancers worldwide before, and people were running their projects and not being hired. In addition, the prevalence of corona has caused teleworking and remote working to be done, and its use is becoming more and more prevalent.

We would now like to point out a few elements that can make teleworking effective:

In teleworking, because we have more time and less time is wasted than the physical presence in the organization itself, we must pay attention to this time to avoid wasting it. He also attempted to prevent it from being uniform to telework to be effective. This period must be planned to improve our performance.

We need to have a written plan; for example, exercise, shower, wear special gear, etc. We look at a point in the home or any other place as a working room. Separating the workspace and having a specific location can be very helpful. Follow the principles of ergonomics to work best in different conditions and with environmental tools and facilities, so do not be bothered by sitting on a chair during your working time. Separate personal time from work; Get along with your family and describe the situation to them to understand the difference between working time and the time you want to be with them. The noise is reduced, and the conditions for work are created.

Allow yourself time to relax and socialize as you did when physically present to avoid feeling alone and monotonous. Because you are at home most of the time, physical activity and exercise, along with getting out, can help prevent what is going on again. (That is, complete the routine work before the corona). When you are productive and comfortable, work to increase the productivity of what you do. If possible, hold meetings to gain more trust and use software such as skype, telegram, WhatsApp, google meet, etc., to keep in touch with each other and stay in touch with the team. Use tools that facilitate group work, like team camp, basecamp, google docs, slack, video conference, etc., to simulate space and boost productivity and performance. Separate the software for your work from the work software, which does not notice other programs while doing the work.

7. RESULTS AND SUGGESTIONS

7.1. Results

From what has been examined in this paper, the following results may be inferred:

Today, various economic sectors such as tourism, aviation, automotive, exports and imports, and many effective sectors of the economy in many countries have been directly and indirectly affected by the outbreak of the Coronavirus. The decline in demand for exports of each country's product and the decline in global trade, in general, impact the overall demand for external trade. In the domestic sector, aggregate demand is affected by declining household incomes and declining demand for some goods and services that lead to a higher prevalence of the virus (For example, transport, restaurants, hotels, clothing, etc.). On the other hand, there was a negative shock to the overall supply of the economy. The disruption of the raw materials supply system and restrictions on the activities of some unions have disrupted the economy.

It is preferable for the government, business assistance policy to concentrate on purchasing final products from manufacturing firms. In that way, the whole production chain and suppliers are also supported in a certain way; because their production activities continue.

It is preferable to activate the housing industry through institutions such as the Staffing Organization with government participation and funding. The aim is to support the numerous production units that provide raw materials for housing construction while preventing the unemployment of day workers.

The experience of some countries with the coronavirus epidemic demonstrates the ineffectiveness of their crisis protection systems. This experience seems to be a serious blow to the need for a transparent tax system with an emphasis on taxes on the total income of individuals and at the same time a completely related support system in those countries.

Although the extent of the catastrophic losses caused by the epidemic on the economy, health, and lifestyle can not be assessed, there is a point of hope in this, that is, the vast experience will be gained by humankind in the face of subsequent crises.

7.2. Suggestions

The outcomes of the research suggest the following:

Managers of small and medium-sized industries should continue their operations following the health protocol and with the minimum number of employees.

I want you to focus on your online activities.

Keep attracting new customers and retaining existing customers through virtual networks.

Managers to retain current clients in all cases to meet their needs as in the past while respecting the health protocol.

Encourage people to send orders to customers and continue selling by observing any health problems to maintain personal health and get customer confidence.

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