



**SELINUS UNIVERSITY**  
OF SCIENCES AND LITERATURE

**STRATEGIC MANAGEMENT OF THE ORGANIZATION  
AS A GENERAL FRAMEWORK FOR CRISIS  
MANAGEMENT AND EMERGENCY PLAN “B”**

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**A DISSERTATION**

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Business Administration program  
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## **DECLARATION**

I hereby declare that. I am the sole author of this research/thesis titled. “Strategic management of the organization as a general framework for crisis management and emergency plan “B”. Submitted for the award of Doctor of Philosophy in Business Administration. And Strategic Management of the Faculty of Business and Media. Silenus University of Science and Literature, is my original work. The contents are solely the result of my readings, research and studies related to the thesis topic.

I certify that all the information contained in this research has been obtained and presented in accordance with academic rules and ethical behavior in terms of obtaining information, classifying it, documenting it, and analyzing it.

All subjects, various school of thought, and other academics consulted/quoted in these research works and thesis are fully and duly acknowledged.

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## **Abstract**

Strategic management in any business organization plays a decisive and vital role in dealing with the organization's crises. This is done through the principles and foundations of strategic management, and based on the strategic plan that is prepared for this purpose. Whereas strategic planning has become an urgent necessity in business organizations to formulate the organization's strategic policy. Therefore, crisis management plans fall within its broad concept. Crises are characterized by speed, suddenness, and often unexpectedness. It has become very necessary to establish foundations for predicting the occurrence of crises for the organization. This is done by studying the internal and external environment of the organization. In addition to competition policies in the business environment. If the crises are of economic, political or social origin. As for crises of natural origin. Such as natural disasters such as earthquakes, volcanoes, hurricanes, floods, etc. It may be difficult to predict the exact time of its occurrence, and this is what magnifies its negative consequences. And its impact on the business organization. Therefore, organizations seek to find alternative emergency plans. Often called "Plan B". It is implemented in the event that the organization's normal and routine work systems are halted due to the impact of a crisis or emergency. The emergency plan (B) continues until the effects of the crisis disappear and the organization returns to its pre-crisis situation. That is, the normal operation of its work systems. This, of course, requires special tools and strategies to confront crises and emergency situations. The organization is working to activate it and push it vigorously to overcome the crisis and its consequences. Analyzing the organization's situation in terms of its opportunities, weaknesses, strengths, and potential threats. Which crisis management must work to transform into opportunities for the benefit of the organization. All of this is done through a general strategic framework that addresses the issue of the crisis according to its foundations, data, analysis and plans. It evaluates the effects of the crisis and a plan to address it. The necessary correction is being made to benefit from it in the future. Learn the lesson from the current crisis to confront future crises. With more accurate, rational and practical strategic plans. To overcome the crisis or reduce its negative effects to the lowest possible degree.

## **Keywords**

**Strategic management. Business organization. Strategic management process. Strategic planning. Crisis. Crisis classifications. Crisis management. Crisis management plan. Emergency plan (B). Emergency management.**

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## **Section ONE : Introduction, basics of research**

### **1.1 introduction**

Strategic management is the management of an organization's resources to achieve its goals and objectives. Strategic management includes setting goals, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management implements strategies across the organization. In addition, strategic management is the continuous planning; monitoring, analysis and evaluation of all the necessities that the organization needs to achieve its goals and objectives. It is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable a company to achieve its goals. There are five steps to the strategic management process. That must be followed, in chronological order. It is setting goals and clarifying the organization's vision. Then analysis collects data and information relevant to achieving the set goals. Then formulate the strategy. Then implement the strategy. Finally, evaluation and control procedures for the strategic management process. As a result, strategic management is a continuous process that organizations apply to analyze the internal processes and resources that provide these products. Therefore, all business organizations agree that strategic management is an urgent necessity and not a kind of luxury. Because it increases the performance of organizations now and in the future as well. If its principles are applied well.

On the other hand, it is one of the reasons for using strategic management for any business organization or company. Alternatively, any commercial project. It boils down to two topics: Rapid changes in the business environment. The intensity of competition in the work environment increases. In any case, it is certain that organizations and companies that are managed strategically. It has superior performance to those that do not use strategic management. Which consists of three different components or “levels of strategy”. These three levels of strategy can be illustrated in what is called the “strategy pyramid.” There are five basic tasks of strategic management. It includes developing a strategic vision and mission, setting goals, formulating tactics to achieve those goals, implementing the tactics, and evaluating and measuring performance. It is important

in developing the organization to identify the external and internal factors that influence strategic management. In order for strategic management to be effective, there must be strategic planning, which is a systematic process for developing the direction of the organization. It also clarifies the goals and actions required to achieve that future vision, and sets metrics to measure success. Strategic planning is extremely important. Because it enables these organizations to identify the opportunities available in their work environment. As well as the challenges, you may face there. In addition to analyzing the elements of strength that the organization enjoys. Weaknesses that constitute a risk factor for the organization. Strategic planning relies on its own tools, which are techniques and models that business leaders use to determine where their business is at the present time, where they want it to be in the future, and what are the key metrics and initiatives that they must track and pursue to achieve that target state.

A crisis is a major event that affects an organization, its reputation, services, activities, products, and stakeholders dealing with it. Alternatively, an event leads to chaos in the organization and determines its future capabilities to succeed, achieve profit, and survive in the market. Crises have different types and different classifications related to the reasons that led to their occurrence. In addition, the extent of its impact on organizations in material and human terms. The crisis often goes through several stages, starting with the pre-crisis stage. Then the crisis phase. Then the response phase, followed by the post-crisis phase. In order to confront crises in the organization, there must be a specialized department called crisis management, which is a purposeful activity based on research and obtaining the necessary information that enables the administration to predict the locations and trends of the expected crisis. In addition, creating the appropriate climate to deal with it. By taking the necessary measures to control and eliminate the crisis or change its course for the benefit of the organization. The task of crisis management is to reduce the harmful effects resulting from a serious crisis by using limited resources under severe time constraints. There are special stages and models for crisis management that organizations apply to overcome their crises. The elements of strategic planning for crisis management consist of identifying the potential sources of the crisis internally and externally. As well as early warning of the occurrence of a crisis. In the end, there must be systems that track the effects of the crisis. Here it is necessary to point out the time element, which is one of the most important variables governing crisis management.

Time is the only element whose scarcity poses a serious threat to the perception of a crisis. And the process of dealing with it. Because if it is lost, it can never be replaced, especially during a critical crisis stage. As a result, the types of crises, their characteristics and their impact differ. Creating the need for unconventional strategies to deal with crisis management. The spirit of the modern era and continuous development helped the development of these strategies.

Crises create the need for an emergency plan (B) to be dealt with when a crisis occurs. Therefore, there is an emergency response plan. Or Plan B, that explains the actions that the organization must take immediately after the accident or crisis occurs. It includes potential interactions with external assistance that may or may not have been previously planned within the crisis management plan. The emergency plan (B) of any organization or administrative entity cannot be successful. Unless the basic requirements necessary to implement the emergency plan are available. The greater the availability of these requirements, the greater the organization's emergency preparedness. Here the role of emergency management is highlighted, which consists of the following five basic interconnected components: prevention, mitigation, preparedness, response, and recovery. These five components of emergency management. Are often implemented by all emergency practitioners, and organizations. To implement the emergency plan in the correct manner required. There are a set of duties that everyone must adhere to. Regardless of whether it is from senior management, managers and supervisors in middle management, or ordinary workers. There must be emergency executive procedures for evacuation, rescue, ambulance, etc. plans in the event that the emergency mode is activated in the organization.

## **1.2 Research problem**

The main research problem lies in crises. In addition, how to address, and overcome them. Considering that, an almost normal symptom affects most business organizations. As a result, of changes that occur in the internal or external environment of the organization. Alternatively, because of the fierce competition policy taking place in the business environment with the aim of achieving greater profits or gaining greater market shares. On the other hand, there are crises in which the human element or economic conflict has no role. Such as natural disasters that affect a business organization, or even the entity or region in which it is located, or even the organization's

country. Volcanoes, earthquakes, or hurricanes cause major crises that are sometimes difficult to overcome, and their effects may be extremely destructive and cause the organization significant material and human damage as well. Therefore, it has very significant repercussions during and after the crisis. Here, the organization may need external support and assistance to get out of these crises or at least reduce its losses.

There are artificial crises that have an economic, social, political, or military nature, or sometimes they have more than one character. It is designed specifically for those organizations or entities that have good internal capabilities that enable them to overcome their regular crises. Therefore, the form of the artificial crisis is such that it does not fit at all with all the plans of these organizations or entities to confront it. It cannot be avoided or its consequences avoided. This is known as crisis management.

In any case, as long as there are crises that may affect business organizations of all shapes and types. These organizations must have an emergency plan (B). It is placed in a way that takes into account all the possibilities that the organization may face during the crisis and according to each type of crisis. With instructions and procedures that must be implemented when activating the emergency, plan (B). Its launch means that the organization has entered a critical stage and its basic plans (A) have become unsuitable for working according to the requirements of the current situation, that is, during the crisis.

### **1.3 Research importance**

The importance of the research comes from the fact that it highlights an important, vital and fundamental role for management in general and for strategic management in particular in the issue of crises. Which has become the nightmare that terrifies business organizations. Regardless of the causes of these crises, whether they are natural, human, or artificial. It aims to harm the business organization in one way or another or to expel it from the business market. Therefore, for business organizations, it is an existential threat. Therefore, it was necessary to have a strategic management for every business organization. It works on developing strategic plans for the organization. It takes into account the study and analysis of the organization's work environment and identifies its

opportunities and threats, as well as its weaknesses and strengths. So that the positive elements are focused on and supported to strengthen the organization's position and work to avoid weaknesses and threats to a minimum. If strategic management is unable to transform threats into opportunities for the benefit of the organization.

With this comes the role of specialized management to confront crises, which is called crisis management, which possesses strategic insight, an open mind, rational and logical thinking, and relies on scientific foundations in analysis and evaluation. This administration must include people with experience in various fields that help get rid of the crisis and its effects. When the cause of the crisis is financial or financial policies of competitors towards the organization, for example, efficient financial elements come into play in crisis management. If the reason is labor demands or something similar in the organization, the role of human resources experts in the crisis management team comes. Thus, this team is specialized, trained, and qualified to confront all different crises.

For crisis management, work to be ideal there must be a strong crisis management plan. A plan that includes all stages of the crisis and how to overcome all the difficulties facing the organization during and after the crisis. Detailed plans that include all aspects of the organization, both financial and human, and the extent to which it is possible to benefit from all of them to confront the crisis. Alternatively, requesting external aid, whether technical, human, equipment, rescue units, ambulance, evacuation, or the like. This is in the event that the organization's capabilities are insufficient to secure the requirements for crisis and disaster management during and after its occurrence. Then resort to applying one of the modern strategies in confronting crises to confront the crisis and its repercussions on the organization.

One of the foundations for successful strategic management of crises is that the business organization should always have an emergency plan (B). The organization works to activate it when its basic or regular work plans (A) stop. The organization's emergency plan must include how to deal with the crisis or emergency and overcome its negative effects. Which may affect the organization, its production facilities, or its human elements. Therefore, it requires the presence of evacuation plans for human personnel, ambulance, and rescue personnel, and securing dangerous areas in the organization from explosion or fire, which may multiply the consequences of a catastrophic crisis.

As a result, crisis management requires strategic management as a general framework that operates according to its principles and plans and in a manner consistent with the organization's goals and position. It maintains its reputation and presence in the business environment. With an emergency, plan (B) that reflects the procedures for exiting the crisis and returning the organization to its pre-crisis situation.

## **1.4 Research hypotheses**

### **1.4.1 The first main hypothesis:**

The strategic management of the organization, through its concept, stages of development, importance, and tasks, reflects the fact that it is the framework that paves the way for drawing up a strategic plan of action for the organization that ensures it avoids crises as much as possible.

### **1.4.2 The first sub-hypothesis:**

The importance of strategic planning for a business organization lies in creating a sense of the goals, priorities, and vision of the organization to be achieved.

### **1.4.3 The second sub-hypothesis:**

The success of the organization's strategic plan comes through the quality of its components, patterns, and tools used in its preparation. To evaluate it and address its deviations, if any.

### **1.4.4 The second main hypothesis:**

Crises are a reality that cannot be controlled. It affects business organizations and causes them huge losses. On the financial, human and even reputation levels of the organization in the business environment.

### **1.4.5 The first sub-hypothesis:**

The causes of the crisis play a major role in the negative impact on the business organization. Especially those whose occurrence cannot be expected, such as natural disasters sometimes, or the emergence or collapse of economic blocs. Alternatively, neglecting to feed back the organization's customers and clients' comments.



#### **1.4.6 The second sub-hypothesis:**

Crisis management in business organizations is considered. The lifeboat that can save the organization from the catastrophic consequences of the crisis. At least mitigates its negative repercussions on them.

#### **1.4.7 The third sub-hypothesis:**

Strategic management is considered the general framework for managing crises through the elements it possesses in strategic planning for crises, the stages of preparing the strategic plan, and time management in crises.

#### **1.4.8 The third main hypothesis:**

The emergency plan (B) is considered necessary and basic for every organization, administrative or economic entity, or society. It is an alternative solution plan in the event that the basic work plan is interrupted due to a disaster or crisis.

### **1.5 Questions that the research will answer:**

- 1- What is the importance of the organization's strategic vision? What are its benefits that reflect its importance to the organization?
- 2- What are the rational justifications for using strategic management in a business organization?
- 3- Do the strategy levels reflect the organization's position in the business environment?
- 4- What are the tasks of strategic management for a business organization?
- 5- What is the mission of a successful organization? What are its objectives for a business organization that relies on strategy in its work?
- 6- What is the impact of the internal and external environment on strategic management? What are its dimensions?
- 7- Is there a role for strategic planning in business organizations? What are its types?
- 8- Is the strategic planning process going smoothly? Alternatively, are you facing difficulties to achieve it?
- 9- What are the components, patterns, and tools used to prepare a successful strategic plan?
- 10- What are the crises? Do they have types? What are the reasons for its occurrence?

- 11- Do all crises have the same characteristics and characteristics? Alternatively, does it differ according to its stages?
- 12- What are the different effects of crises on business organizations?
- 13- What is crisis management? What are the requirements for its formation for business organizations?
- 14- Is crisis management important for a business organization? What tools do you use in this?
- 15- What are the basic stages that crisis management goes through in order to overcome crises? What are its models?
- 16- What are the reasons that lead to failure of systems management?
- 17- Does crisis management have leaders? What are their characteristics?
- 18- How does crisis management differ from crisis management? What is its purpose?
- 19- What are the stages of crisis industry?
- 20- What are the obstacles to applying crisis management?
- 21- What is the crisis management plan? What are its components?
- 22- What are the elements of strategic planning for crisis management?
- 23- What are the stages of developing a strategic plan to confront crises?
- 24- What is the importance of time in strategic crisis management?
- 25- What are the modern strategies for crisis management?
- 26- What is emergency plan (B)? In addition, the administrative concepts associated with it.
- 27- What is emergency response planning?
- 28- What are the basic requirements for an emergency plan?
- 29- What is emergency management? What are its basic components?
- 30- What are the duties in the emergency plan for supervisors and workers?

## **1.6 Research Methodology**

The search will depend on:

1. The theoretical foundation of the research topic will be based on what it relates to References, scientific literature, previous studies, university libraries, university theses, master's and doctoral dissertations.

2. The descriptive analytical approach: It relies on data provided by agencies, academies, and Organizations specialized in this topic. The deductive approach is followed through Theoretical abstraction and logical arguments to draw conclusions and recommendations

## **1.7 Data source**

Both primary and secondary data were used in this research.

1- Primary sources: through laws and draft laws, Instructions and communications issued by business organizations and official authorities in emergency and crisis organizations, regulations, treaties, statistical information, scientific data, photographic evidence, Maps, and everything related to strategic management, crisis management, and emergency plans.

2- Secondary sources: These are books, studies, scientific journals, and applied research. Articles, dissertations, and media bulletins issued by international organizations Websites concerned with the topic of crisis management and strategic management. In addition to the results and decisions of regional and international conferences.

## **1.8 Literary studies**

### **1.8.1 Al-Udayani's study (2014)**

Aimed to know the role of strategic planning in reducing and confronting crises in the General Directorate of Border Guards in the city of Riyadh in the Kingdom of Saudi Arabia. . The research concluded with a set of results, the most important of which is that the members of the research sample are neutral in their agreement on the axis related to the reality of strategic planning in the General Directorate of Border Guards. They are also neutral in their agreement on the axis related to the nature of the crises facing or expected to face the border guards. They agree on the obstacles that limit the role of strategic planning in reducing and confronting crises from the point of view of officers working in the General Directorate of Border Guards. The members of the research sample agree on ways to activate strategic planning in reducing and confronting crises

from the point of view of officers working in the General Directorate of Border Guards (Al-Adyani, 2014).

### **1.8.2 Study by Al-Kubaisi and Hussein (2013)**

Which aimed to determine the role of strategic planning in the effectiveness of crisis management through its management stages. The research concluded with a set of results, the most important of which is that the Ministry of Planning has employed strategic planning with all its indicators in its crisis management. It turned out that the contribution of the change in strategic planning brought about more changes that are positive in the effectiveness of crisis management throughout the stages of crisis management (Hussein., 2013).

### **1.8.3 Al-Hadrawi and Montazer's study (2013)**

Which aimed to identify the most important factors for the success of strategic scenario planning in the study population and to demonstrate the impact of the interactive relationship between the success factors and performance indicators of the strategic scenario in effective crisis management. The research concluded with a set of results, the most important of which is that the local administration in Najaf Governorate can increase the effectiveness of work teams in detecting early warning signals by using the strategic scenario technique and the performance indicators it contains. It can also increase the effectiveness of the strategic vision and work teams in preparing for and preventing crises by How to use the strategic scenario technique and the performance indicators, it includes. It can increase the effectiveness of all the success factors of strategic scenario planning in containing and reducing damage with the strategic scenario technique and the performance indicators it contains. It can increase the effectiveness of external strategic analysis, strategic vision, and strategic capabilities in restoring balance and activity with the strategic scenario technique and the performance indicators it contains. It can increase the effectiveness of external strategic analysis and work teams in strategic learning by using scenario technology (Hamid Al-Hadrawi, 2013).

#### **1.8.4 Al-Azzawi's study (2010)**

Which aimed to identify the extent of the practice of strategic planning in crisis management and its impact on confronting crises that obstruct its growth and progress. The research concluded with a set of results. The most important of which are: Strategic planning cannot be implemented (implemented in the organization). If there is no environmental analysis of the internal and external environment. In addition, knowing what are the strengths and weaknesses of the organization in the internal environment. In addition, what are the opportunities and threats in the external environment? Moreover, this is what Known as SWOT analysis. There is no environmental analysis in the minds and thoughts of the executive leaders responsible for managing banks and lending institutions. These leaders failed to manage the crisis because they did not apply the concept of crisis management, because management means planning, implementing, and following up on negative feedback in light of environmental variables. Thus, we note that there were efforts to manage the crisis and not applying management functions in light of the concept of the system (Al-Azzawi, 2010).

#### **1.8.5 Altok (2010) study**

Which aimed to identify the relationship between the vision and the applicable mission and the impact of strategic management on resolving the crisis. The research concluded with a set of results, the most important of which is that the vision and applicable mission are considered the basis of strategies. Which can have an effective impact on resolving the crisis. Having an applicable vision and mission strengthens the organization in its environment or in a crisis. If the vision and mission are formulated correctly, they will improve the company's position through motivation, while more importantly, they will form a culture for the organization that makes it stronger to face crises. When the organization's shared vision and mission are supported by the organization, it must be ensured that the vision is clear and the message is successful. The organization reaches its goals much faster, encouragingly and more securely than its counterparts, who have not yet realized this. All of this will form a stronger organization in times of crisis and uncertainty (Altok Pinar, 2011).

### **1.8.6 Unlu, A. and Others (2010) study**

Which aimed to clarify the extent to which the crisis and disaster management systems of the Turkish government and regime have developed. The research concluded with a set of results. the most important of which are: The Turkish system has a major problem in coordination, as there is no clear mechanism for cooperation and coordination between institutions working in crisis and disaster management, and therefore there is dispersion and lack of concentration, which causes duplication in the system, and accordingly, plans and procedures fail in achieving Implementation status. The Turkish government focuses on crises and disasters after they occur, in the response and recovery phases. Therefore, it has no prior planning or preparation for disasters and crises if they occur. In addition to the lack of political support, capabilities and resources necessary to activate the crisis management system. As well as not benefiting from previous experiences of crises and disasters, that occurred in previous times. The insufficient organizational capacity in some Turkish provinces, which makes it difficult to transfer resources and capabilities to them from another province. The research discovered that decision-making is in the hands of the head of the Crisis Management Center, yet he does not have the authority to provide the technical and material capabilities in the event of a crisis. In addition to all of the above, there is neglect of civil and non-governmental organizations and not including them in emergency plans, especially in rescue and search teams. Despite its importance and effectiveness in these operations and its wide spread on the ground and in civil society (Unlu, 2010).

### **1.8.7 Study by Al-Araji and Daqamseh (2000)**

Titled: "Crisis Management from the Point of View of Those Who Work in Supervisory Jobs in the Greater Amman Municipality." The study aimed to identify trends in supervisory jobs towards the availability of a crisis management system at its various stages. Individually and collectively. In the Greater Amman Municipality. In order to determine the extent of readiness and readiness that this institution enjoys the ability to deal with crises. As well as determining the extent of the relationship, .that exists between the stages of the crisis management system with each other. The study reached the following results:

- a- The study revealed a flaw in the crisis management system. As it was found that, there was a discrepancy in the degree of availability of the basic elements. That characterize successful crisis management in the five stages of the system. Which represent the integrated perspective of crisis management. In addition, the degree of availability of these elements was higher in the stages. Executive and remedial (containing damage and restoring activity) including preventive and planning stages (detecting signals, preparedness, prevention, learning), which means that crisis management efforts in the Greater Amman Municipality are remedial efforts and a reaction to the various crises that occur, and to a greater degree than they are preventive and preparedness efforts for what It can happen from crises.
- b- The researcher presented a set of recommendations, the most important of which are: working to achieve balance in the crisis management system by activating or increasing the provision of the basic elements that characterize successful crisis management, and paying attention to administrative training aimed at developing and consolidating administrative and behavioral skills and capabilities for crisis management. (Assem Al-Araji and Mamoun Daqamseh, 2000).

### **1.8.8 Study by Chieh Tai (2004)**

Titled: "Analysis of crisis management through the structured thinking approach."

The aim of the study was to know the primary source of the crisis and the factors that cause the crisis. As it assumes that, the cause of the crisis is from not only a natural source or human error. However, was the result of a wrong decision on the part of the decision maker .who believed he was right at the time? The study found several Results include that the crisis is divided into two parts:

- a- A crisis that gradually arises due to a previous incident and which can be resolved by following a specific methodology for exchanging opinions on the topic of the crisis.
- b- A historical crisis that comes as a result of making a wrong decision due to not following the decisions of the scientific methodology, which negatively affects the future and the crisis has negative future results and effects.

- c- The study recommended that before a decision turns into a crisis, one must know the decision that would create that unpredictable crisis. It recommended that the decision maker should use scientific models and study the situation well before it turns into a crisis (Tai, 2004) .

### **1.8.9 Study by Jemy Honson (2013)**

Entitled: “Learning in Crisis: Reconsidering the Relationship between Organizational Learning and Crisis Management”

The aim of this study is to identify the main and important role of organizational learning during crises, as this represents a new method of learning, especially in difficult times. The study also aimed to clarify that lack of interest in organizational learning may be a cause of subsequent crises. The study reached the most important results:

There is a relationship between organizational learning from crises and the efficiency of organizational crisis management, as it enhances the learning process from crisis management. It also recommended the importance of qualifying and training those in charge of crisis management on organizational learning on scientific foundations, especially through study missions, as deficiencies in this contribute to the occurrence of organizational crises. In the future (Honson, 2013).

### **1.8.10 Genti (2014) study**

“Creative business models and crisis management”

The aim of the study is to provide a rationale on the need to invest in creative business models according to previous literature to help make the right decisions when dealing with crises. The comparative study was used for two major companies in Albania, Mango and Abertis, where Mango is an international facility. In the design and manufacture of clothing and shoes, while Abertis is a company specializing in infrastructure management through private companies. The study concluded with the following results:



- a- The two cases showed that technological progress and other variables enabled the creation of new business models, while companies that focused on local markets and traditional business models would lead them to failure.
- b- The main conclusion is to show that failure in many companies did not occur only because of the crisis, but because the company's management did not innovate new models for creative business.
- c- The results highlight a change in the rules and roles of crisis management, as they show the important role of creative works in this field (Genti Beqiri, 2014).

### **1.8.11 Al Salem's study (2008)**

Titled: The extent of preparedness for crisis and disaster management, "A survey of officers of the security services in the Najran region."

The study aimed to identify the extent of readiness for crisis and disaster management in the security services in the Najran region. This is done by knowing the type of crises and potential disasters. In addition, the availability of the necessary information. Training programmers, equipment and capabilities. In addition to appropriate emergency plans and preparedness constraints. In addition, the extent of the impact of all of this on crisis and disaster management. The study showed the following results:

- a- Availability of the necessary information to prepare for crisis and disaster management.
- b- Weakness and the need for training programs necessary for disaster and crisis management.
- c- Availability of the necessary equipment to deal with crises and disasters.
- d- Availability of emergency plans necessary to deal with disasters and crises.
- e- Weak coordination with other concerned parties regarding the issue of crises and disasters.

Therefore, the study recommended the need to provide specialized training programs. Increasing rates of effective coordination between agencies concerned with confronting disasters and crises.

Providing modern equipment and technologies. Allocating an independent budget to agencies specialized in crisis and disaster management (Al Salem, 2008).

#### **1.8.12 Larsen, and Massey (2006) study**

“Crisis management in real time: How to develop a successful plan to deal with crises”

The study aims to measure the success of the Southern California train company Metrolink in managing the crisis. In addition, maintaining its organizational reputation, after the crisis that occurred because of the train accident that caused human casualties and injuries among passengers in 2002. Then, a theoretical case study was developed based on this crisis as a basis for preparation to confront similar crises if they occur in the future. The results of the study showed that Metrolink was successful in developing crisis management plans and efforts to manage communications during the crisis. Based on these results. The study specifically recommended organizations suffering from crises. Take a proactive approach to crisis management by developing crisis management plans. Which includes establishing a crisis management team. In addition, managing the communications activities necessary to restore consumer or customer confidence. Maintaining the organizational reputation of the organization and emerging from the crisis successfully (Larsen, 2006).

#### **1.8.13 Kash,T. and Darling, J Study (1996)**

Entitled: “Crisis Management: Prevention, Diagnosis and Intervention”

The study aims to survey the environment of some companies and determine the nature of the crises they are experiencing. Then track these crises, the companies’ ability to prevent and diagnose them, and their ability to intervene to manage these crises. Emphasizing that the basic hypothesis of the research was: That crisis can be managed more effectively. If companies prepare for it.

In this study, the researcher reviews some recent crises and the way they were dealt with in some companies. In addition, linking it to crisis management, after dissecting it and looking at its symptoms and what can be learned from it.

The study found that companies that prepare for a crisis are more capable of dealing with it efficiently and more successfully. If strategic planning and forecasting of emergencies in the advanced stage is done correctly. It is entirely possible to treat crisis situations early. Analyzing information and developing appropriate scenarios. Communicate and coordinate with responsible authorities. It will reduce the damage that tarnishes the reputation of these companies and harms their interests. All of this success is based on prevention, diagnosis, and intervention to manage crises (Toby J. Kash, 1998).

#### **1.8.14 Study by Ali (2012)**

Entitled: Activating the role of crisis management in supporting the marketing strategy in the tourism sector.

The study aimed to clarify the important role that crisis management plays in supporting the marketing strategy in the tourism sector. The researcher used the descriptive analytical method and a sample of officials from various departments at the Egyptian General Authority for Tourism Promotion was surveyed. The study reached the following results:

- a- The absence of the true concept of the role of crisis management in dealing with the crises facing the tourism sector. and the importance of this role in supporting the marketing strategy as crisis management in its true .sense passes through stages that begin with discovering warning signals, the importance of which lies in reducing the possibility of problems and eliminating many obstacles. That can appear.
- b- The absence of the role of marketing research in predicting the crisis before it occurs, and thus the absence of its role in facilitating the possibility of learning from the crisis through the lessons learned from it to confront similar crises.

The study issued several recommendations, the most important of which are:

- a- It is necessary for crisis management to take its place within the administrative composition of the tourism sector, as it is a permanent independent department. Like the rest of the departments, that have an effective role in supporting the marketing strategy in the tourism sector.

- b- It is necessary to allocate an appropriate budget .that allows for conducting research and studies that will support and improve the performance of crisis management in all stages of crisis management. In a way that achieves the activation of the role of crisis management in supporting the marketing strategy in the tourism sector. As the cost spent for effective crisis management is in the truth is an investment in preventing future crises. (Ali, 2012).

### **1.9 Comparison of the current study with previous studies (similarities and differences)**

There are points of convergence and dissimilarity between the previous studies included in our research and the subject of our research. For example, the study by Al-Adhyani (2014) aimed to know the role of strategic planning in reducing and confronting crises. While the study by Al-Kubaisi and Hussein (2013). aimed to determine the role of strategic planning in the effectiveness of crisis management, through its management stages. The study by Al-Hadrawi and Montazer (2013) aimed to identify the most important factors for the success of strategic scenario planning in the study population and to demonstrate the impact of the interactive relationship between the success factors and performance indicators of the strategic scenario in effective crisis management. While Al-Azzawi's study (2010) aimed to identify the extent of the practice of strategic planning in crisis management and its impact on confronting crises that hinder its growth and progress. While the study by Altiok (2010) aimed to identify the relationship between the vision and the applicable mission and the impact of strategic management on resolving the crisis. Likewise, the study by Unlu, A. and Others (2010) aimed to clarify the extent to which the crisis and disaster management systems of the Turkish government and regime have developed. As for the study of Al-Araji and Daqamseh (2000). the study aimed to identify the trends of supervisory functions. towards the extent of the availability of a crisis management system, at its various stages, individually and collectively, in the Greater Amman Municipality. in order to determine the extent of readiness and preparedness, that this institution enjoys in dealing with crises, as well as determining the extent to which The relationship between the stages of the crisis management system and each other. While the study of Chieh Tai (2004). was aimed at knowing the primary source of the crisis. and the factors that cause the crisis. it assumes that the cause of the crisis is not only from a natural source or human error. but it came as a result of a wrong decision on the part

of the decision maker. Who believed that, he was right in that time. As for the study by Jemy Honson (2013), the aim is to identify the main and important role of organizational learning during crises, as this represents a new method of learning, especially in difficult times. The study also aimed to clarify that lack of interest in organizational learning may be a cause of subsequent crises. Likewise, in Genti's (2014) study, the aim was to provide a rationale about the need to invest in creative business models according to previous literature to help make the right decisions when dealing with crises. In the study of Al Salem (2008), the study aimed to identify the extent of readiness for crisis and disaster management in the security services in the Najran region. On the other hand, the study by Larsen and Massey (2006) aimed to measure the extent of the success of the Southern California train company (Metrolink) in managing the crisis. And maintain its organizational reputation. While the study of Kash,T. and Darling, J (1996) aimed to scan the environment of some companies and determine the nature of the crises they are experiencing. Then track these crises, the companies' ability to prevent and diagnose them, and their ability to intervene to manage these crises. Finally, Ali's study (2012) aimed to clarify the important role that crisis management plays in supporting the marketing strategy in the tourism sector.

From studying the objectives of all these studies, we find that each study focuses on a specific topic, such as strategic planning or the extent of the need for crisis management. Or crisis management requirements. Or the logical foundations for dealing with crises. Or companies seeking to preserve their reputation that was affected by a crisis. In addition to the importance of organizational learning for crisis management and other important details in the subject of crisis management.

While our study addressed the issue of confronting crises and their effects that may affect the entire organization. This is based on strategic management as a general framework for managing these crises. How to effectively plan successful strategies for crisis management. There is a need to follow a modern, non-traditional strategy to confront the crisis. Arriving at the emergency plan (B), which must be activated immediately when crises occur. The organization's traditional work systems stopped. How to plan, implement and manage emergency plans. To ensure the organization returns to its pre-crisis situation.

## **1.10 Research Objectives**

This study sought to achieve the following objectives:

- 1- Determine the importance of strategic management for business organizations in general. This is based on the vision and strategic rational thinking of senior management. Which spares the organization from many of the problems that face business organizations and may cause them a crisis.
- 2- Pointing out the role of strategic planning in facing organizational crises. It is extremely important for any successful organized work in the organization's business environment. Successful strategic planning requirements and tools.
- 3- Shedding light on the issue of crises in general. Crises that affect business organizations in particular. And the extent of its impact on the reputation and position of the organization in the business environment.
- 4- Focus on crisis management to confront crises and their repercussions on the business organization. The foundations of crisis management. How to plan effectively for crisis management. And strive to study and evaluate the organizer's opportunities to make the most of them. And the organization's threats to confront and overcome it and turn them into opportunities for the organization. As well as the organization's weaknesses and the importance of getting rid of them. And the elements of its strength that must be focused on to confront competitors. Maintaining the organization's reputation.
- 5- Show the importance of having an emergency plan (B) for business organizations or any other entity. Its goal is to work to get the organization out of its crisis and return it to the normal state of the organization before the crisis.

## **Section tow: Strategic and its concept and Strategic management for business organization**

### **2.1 The concept of the strategic vision**

There is a similarity among researchers about the nature of the strategic vision. However, with relative discrepancies in determining the details of its content and requirements. They are known to represent:

- 1- A desirable state for the future of the organization. It thus reflects the ambitions of strategists.
- 2- It is the catalyst that seeks to change the present. Depending on the capabilities available to reach the desired future.
- 3- Mental construction that directs the behavior of others towards the desired future.
- 4- The concept of vision simply means, “Looking into the future today.”

Vision has been described as the greatest wish. There is no other wish above her family. Being the way to success. Others believe that it does not mean the goal by itself. Rather, it is a guiding point that guides the movement of the organization in a specific direction. In addition, it is to the extent that it is realistic and real. It addresses the feelings and intelligence of workers. Whenever this leads to motivating the organization and putting it in the right direction.

Thus, we can say that the strategic vision is part of the ingredients and products of strategic thinking. It represents an important source for guiding the paths of the organization and stimulating the employees' feelings. At their various administrative levels. That is through belonging to it and ensuring their sincerity in performing the tasks. Because of their fulfillment of the condition of conviction. This is what the organization wants to achieve during the next stage. In addition to its implicit role in unifying the organization's efforts to achieve the organization's future aspirations and prospects (Nuaimi, 2018).

## **2.2 Importance of strategic vision**

A strategic vision is a comprehensive, long-term picture of an organization's goals and the ways to achieve those goals. It directs the company's strategy and decisions towards the goals to be achieved from this strategic vision.

It also allows the organization to identify and respond to environmental changes, regardless of whether these changes are in the organization's internal or external environment. Then setting clear goals and priorities to be achieved, and allocating resources to achieve those goals. That is why the vision must be realistic, real and applicable. According to the resources available to the organization. They help focus the organization's efforts and ensure that all of its actions are in line with its mission and objectives. Commensurate with its capabilities and resources.

For all of this, developing a strategic vision usually involves thinking about a number of important things:

- The current position of the organization and its resources. Its position in the business environment and the resources available to it to develop the required strategic vision.
- Also its strengths and weaknesses opportunities and threats in their environment. In line with swat analysis.
- stakeholder expectations and needs. Because achieving the goals of the organization involves achieving the goals of stakeholders as well.
- It also involves defining the organization's goals, values, and organizational culture and knowing how it will differ from its competitors. With your privacy. In its culture, structure and strategy towards change. In line with the basic strategic, vision (QuestionPro, 2023).

## **2.3 Benefits of strategic vision**

The strategic vision is the cornerstone for the company that sets the overall future and direction of the company. The major benefits and importance of the strategic vision can be mentioned below:



- 1- Provides guidance: Strategic visions provide long-term direction to the organization. It reflects a long-term or medium-term plan at the very least. It is necessary to keep it in mind as it provides a roadmap for future activities to be carried out in the upcoming as well as uncertain environment. It is the future aspiration of the company or organization, it defines the desired future for the organization and develops strategic plans on how to obtain and enhance organizational and business participation.
- 2- Evidence for decisions: If an organization takes strategic decisions or decisions against its vision statement, that is, in a way that contradicts the statement on which its strategic vision was developed. The organization will not achieve its desired future state. You will not achieve the desired goals. There is a conflict between the vision and the relevant strategic decisions. This reflects negatively on the organization and its strategic plans. Strategic vision is the means for making strategic decisions and plans. In addition, to find compatibility between them and ensure that there is no conflict, it directs managers to take strategic decisions after the statements of the strategic vision to ensure its achievement. If this is done, it is likely that the general goal will be achieved. The strategic vision is the main component of the strategic plan.
- 3- Shapes strategy: Strategy is the effective way to achieve the company's long-term goals. Strategic management always follows the strategic vision while developing strategies. This is to ensure complete harmony and non-contradiction between them. The strategic vision shapes strategies such as company level, business level, and functional level strategies that are developed following the vision statements. In doing so, strategy at the functional level helps achieve objectives at the business level; the business level helps achieve objectives at the corporate level, and ultimately helps all three achieve the company's vision. That is, each strategic level is the basis for achieving the higher strategic level. The general strategic goal is not reached without going through the multiple levels of strategy.
- 4- Sets priorities: Strategic vision also helps to set priorities through some important questions. Such as what to do, what not to do, how to do it, what is necessary, what is not, where to do it, when to do it, etc. It helps in the strategic plan of the organization. The strategic plan also helps to develop an effective strategy for the company as well

as effective implementation and increases the chance of achieving organizational goals and the competitive advantage that all organizations seek. It also guides where the organization is heading. Its upward or downward trajectory. How it will go through the resources available to it? In addition, whether it exists or not.

- 5- Balance between people and activities: By aligning people and activities appropriately within the organization in order to achieve the strategic vision, the strategic vision also benefits the organization in obtaining the effectiveness that it always seeks to achieve. The strategic vision must be commensurate with the nature of the organizational nature and cultures in force in the organization. The manager must communicate the vision statements clearly and smoothly to employees in a way that ensures that they and other stakeholders understand it in order to obtain the support and commitment from them that are necessary for the success of the vision. The vision must be inspiring and valuable to all stakeholders to gain maximum support. Because it achieves their desired goal and desired goal. Which can be for each of the stakeholders according to his desire.
- 6- Reflects core values and beliefs: The strategic vision shares the basic values and beliefs with the general management system of the organization. Because there should be no conflict between them. Otherwise, it will lead to an obstruction in achieving the strategic vision and plan as well. The values and beliefs of the vision must be fair and acceptable to all stakeholders in the organization. So that all their interests are achieved according to their desires. The values and beliefs of the vision statements should give value to all parties, so by reading them they should feel happy to contribute to the realization of the strategic visions. The fact that they were partners in it and in its completion. That is, they are part of this strategic vision of the organization.
- 7- Employee Empowerment: The strategic vision always focuses on empowering employees. In addition, activate, train and qualify them so that they do their best to achieve the vision. Which is of great benefit to them. Since the employee's motivation, satisfaction, dedication, empowerment and interest are vital to the best institutional performance and success, and the success of the organization is the success of the employee and the achievement of his goals in increasing his qualification and material

gains. Therefore, the strategic vision aims to define a strategic motivational direction for employees. Serves the organization's strategy and contributes to achieving it.

- 8- Bring change: Strategic vision is the means to bring about change in the organization. Which is the state of health that gives the organization permanent renewal. In addition, vitality in its culture, organizational structure, chain of command and guidance. The strategic vision is inherently unique. It aims to bring about real change in the company; this change is the key to shifting towards the right strategy. In addition, which is different and superior to other companies. Paying attention to the need for change to be in the interest of stakeholders. To adopt it and not oppose it (Sujan, 2022).

## **2.4 Is strategic management a science or an art**

We can look at the strategic management process as a "meaningful and systematic approach to making major decisions in a region," but strategy management cannot be considered an abstract science that in itself leads to achieving an accurate and correct strategy by following that scientific approach. Rather, it is in fact an attempt to organize a group of Descriptive and quantitative information in a way that would allow effective strategic decisions. Under conditions of uncertainty. Which is often faced by any of the organizations. Hence, strategic decisions compared to non-strategic decisions that rely entirely on intuition and guesswork are mainly based on objective criteria and scientific analysis. Not just on a person's past experience. In addition, his judgment and feelings and sensations (Al-Adili, 2018).

Management is art and science. Management combines the features of both science and art. It is considered a science because it contains an organized body of knowledge that contains certain universal truths. It is also called art because management requires certain skills, which are personal property of managers. Science provides knowledge and the arts with the application of knowledge and skills. A manager who is successful in his profession must acquire scientific knowledge and the art of applying it. Therefore, management is a judicious mixture of science and art because it establishes principles and the way in which these principles are applied is a matter of art. Science teaches, "Knowing," and art teaches "doing." It is not enough for a manager to know the principles

first but he must also apply them in solving various managerial problems, and for this reason, science and art are not mutually exclusive but complementary to each other (manju, 2009).

In the end, strategic management can be both a science and an art. It is a science because the formulation of company plans requires scientific research. On the contrary, strategic management is an art because the stage of plan implementation differs with regard to the style and characteristics of the managers (ivypananda, 2022).

## **2.5 The concept of strategic management**

It is very difficult to find a single standard definition of strategic management. This applies to all social sciences in general. In addition, management sciences in particular. (Mady, 2003). Thompson and Strickland argue that strategic management is the development of appropriate strategies for the organization and the selection of the appropriate pattern for its implementation (Douri, 2005). In addition, David defines it as the formulation, implementation and adjustment of decisions that will enable the organization to put its goals into practice (David, 1987). Strategic management is the management of an organization's resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization (KENTON, 2023). Strategic management is the ongoing planning, monitoring, analysis and assessment of all necessities an organization needs to meet its goals and objectives. (Linda Tucci, 2022) . As for (row), it defines an organizational concept of strategic management. Where he explained that it focuses its attention on the internal and external environments of the organization. In addition, its main goal is to achieve proportionality between the capabilities of both the organization (strength and weakness) and the external environment (opportunities and threats) in order to formulate strategies that lead to achieving the goals of the organization (Row. A. S. And et al, 1994).

Strategic management can be defined as the formal process for defining company vision & mission, assess internal & external environment, formulate strategies under resource constraints, implement strategies, and evaluate the strategies. Strategic management is the art and science of

formulating, implementing and evaluating cross function decision that enable the business to achieve its objectives. Lamb Robert (1984) – Strategic management is an on-going process, that evaluates and controls the business and the industries, in which the company is involved. Assesses its competitors and sets goals. In addition, strategies to meet all existing and potential competitors. Then reassesses each strategy annually or quarterly [i.e., regularly] to determine how it has been implemented. In addition, whether it has succeeded or needs replacement by a new strategy. To meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment. Bowman, Singh, and Thomas (2002) – The strategic management field can be conceptualized as one centered on problems relating to the creation and sustainability of competitive advantage, or the pursuit of rents. (Avishikta R, 2022)

There are five strategic management process steps. That must be followed in their chronological order.

- 1- Goal setting: This is essentially clarifying the organization's vision. The vision will include short-term and long-term objectives, the processes by which they can be accomplished, and the persons responsible for implementing each task that culminates in the set goals.
- 2- Analysis: Analysis involves gathering the data and information that is relevant to accomplishing the set goals. It also covers understanding the needs of the business in the market and examining any internal and external data that may affect the organization's goals.
- 3- Strategy Formulation: A business will only succeed if it has the resources required to reach the goals set in the first step. The process of formulating a strategy to achieve this may involve identifying which external resources the business needs to succeed, and which goals must be prioritized.
- 4- Strategy Implementation: Since the purpose of strategic management process is to propel an organization to its objectives, an implementation plan must be put in place before the process is considered viable. Everyone in the organization must understand the process and know what their duties and responsibilities are in order to fit in with the organization's overall goal.

- 5- Evaluation and Control: The evaluation and control actions for the strategic management process include performance appraisal as well constant review of both internal and external issues. Where necessary, the management of the organization can implement corrective actions to ensure success of the strategic management process. (stratadecision team, 2018).

## **2.6 Stages of strategic management development**

The strategic management process is more than just a set of rules to follow. It is a philosophical approach to business. Upper management must think strategically first, then apply that thought to a process. The strategic management process is best implemented when everyone within the business understands the strategy. The five stages of the process are:

- 1- Vision clarification: The purpose of goal setting is to clarify the vision for the business. This phase consists of defining three main aspects: First, defining short and long-term goals. Second, defining the process of how to achieve the goals. Finally, tailor the process to the company's employees, and give each person a task they can succeed at. We must bear in mind during this process that the objectives are detailed, realistic, and consistent with the values of the vision of the company or organization. The final step in this phase is usually writing a mission statement that briefly communicates the goals to both stakeholders and employees.
- 2- Information collection and analysis: Analysis is a key stage because the information gained in this stage will shape the next two stages. At this stage, the largest amount of information and data relevant to achieving the organization's vision must be collected. The focus of the analysis should be on understanding the needs of the business as a sustainable entity, its strategic direction and identifying initiatives that will help the organization's business grow. Any external or internal issues that could affect the goals and objectives of the organization must be examined. As well as making sure to identify the strengths and weaknesses of the organization or company. As well as any threats and opportunities, that may arise along the way.
- 3- Formulate a Strategy: The first step in shaping the strategy is to review the information gleaned from completing the analysis. It defines the resources the business currently has

that can help in reaching the set goals and objectives. We also identify any areas in which the company should seek external resources. Priority must be given to the problems facing the company through their importance to the success of the company or organization. Once the priorities are set, we have to start formulating the strategy. Since business and economic situations are fluid, it is critical at this stage to develop alternative approaches that target each step of the plan.

- 4- Implement your strategy: Successful implementation of the strategy is critical to the success of the business venture. This is the action stage in the strategic management process. If the overall strategy does not work with the company's current structure, a new one must be installed at the beginning of this stage. Everyone within the organization must be clear about their responsibilities and duties, and how these fit into the overall objective. In addition, any resources or financing for the project must be secured at this point. Once the funding is in place and the staff is ready, the plan must begin to be implemented.
- 5- Evaluation and Control: Strategy evaluation and control procedures include performance measurements, consistent review of internal and external issues, and taking corrective action when necessary. Any successful evaluation of strategy begins with defining the criteria to be measured. These parameters should reflect the goals set in the first phase. Where progress is determined by measuring actual results against plan. Monitoring internal and external issues will also enable us to respond to any material change in our work environment. If we determine that the strategy is not moving the company toward its goal, corrective action must be taken. If these actions do not work, then we repeat the strategic management process. Since internal and external issues are constantly evolving, any data obtained at this point should be preserved to aid in any future strategies. (Clayton, 2019).

Others argue that the stages of development of strategic management consist of three stages as follows:

- 1- Simple financial planning stage: A guide to procedures and systems is prepared to help in making administrative decisions. However, of limited importance. Alternatively, the normal routine. To gain time to prepare for important decisions. At this stage, the current

and investment budgets of the company or project are prepared. These budgets are a planning tool in themselves (Naem, 1993).

- 2- The stage of planning based on forecasting the external factors surrounding the organization: Here, long-term planning appears. Forecasting is done using statistical and economic analysis tools. Here are the preparation of long-term plans that may be taken by the administration. Alternatively, neglect it and turn to short and medium-term plans. Here it must be noted that these plans were prepared by taking into consideration future variables. That may occur in the future in the work environment (Al-Aref, 2003).
- 3- The stage of strategic management: or strategic planning. In which multiple alternative plans are prepared to deal with possible or most likely scenarios in the future (Naem, 1993). This method is very useful in cases of uncertainty about one factor or more of the set of variables (Yassin, 1998).

From what has been reviewed, it can be concluded that companies are gradually dealing with future conditions according to several stages, which are briefly:

1. Lack of interest in the future: This stage is characterized. No clear direction. Focus on current decisions under current circumstances only.
2. Simple financial planning: where a guide to systems and procedures is prepared to help make important decisions. As well as preparing budgets.
3. Planning based on external factors: includes adapting to the future. In addition, prepare single plans to deal with the variables most likely to occur.
4. Strategic management: creating and adjusting the future according to the company's requirements and plans. Use the script entry (Naem, 1993).

According to the most important concepts, it can be considered. Strategic management is the concept of defining, implementing, and managing the strategies that managers implement to achieve the goals and objectives of their organization. It can also be defined as a set of decisions to be taken by the manager, which contribute directly to the performance of the company. The manager responsible for strategic management must have a thorough knowledge of the internal and external organizational environment to make the right decisions (talentedge, 2020).



It can be said that strategic management theory is an assumption, A proposition or system of ideas intended to explain the origin, development, principles, and Strategic management applications. Strategic management theories stem from reality from a systems perspective, contingency approach, and IT approach for corporate management. Among the theories of joint strategic management noted and Applied to modern industrial and government organizations is profit maximization Competition-based theory, resource-based theory, survival-based theory, and human theory resource based theory, agency theory, and contingency theory (O.A., 2011).

Strategic management is an ongoing process that organizations apply to analyze the internal processes and resources that deliver these products. There are four main phases, that need to be implemented with each strategy, and decision makers must understand the purpose of each phase and they are:

- 1- Plan formulation: Drafting is the process of selecting the most profitable course of action for success. This is the stage of setting goals and defining ways and means to achieve them. An analysis of a company's strengths, weaknesses, opportunities, and threats reveals critical areas surrounding products and services that need attention.
- 2- Executing Strategies: Implementation is the implementation of the strategies needed to achieve the goals that have been set. To ensure success, all employees must understand their roles and responsibilities. Appropriate activity measures provide necessary feedback with facts that identify positive impacts and areas for change. At this point, companies pay attention to detail and monitor processes to implement quick changes as needed.
- 3- Evaluate the results of the strategy: Evaluation of strategies used in the implementation phase serves as performance feedback. Some companies use gap analysis to compare company performance to set goals. An analysis of the current condition in comparison to the desired future state determines the need for new products or additions to existing products.
- 4- Modification and amplification: The adjustment phase is essential in correcting any weaknesses or failures that are discovered during the assessment. The strengths identified can lead to implementation in other areas. One example of this is a strategy to sell a set number of products on the Internet and the sales data shows a large profit. Deciding to add

more products and improve the process can lead to a new profitable endeavor. An amplified marketing plan including search engine advertising in an effort to attract additional customers to the website can also be examined (Moore, 2019).

## **2.7 The importance of strategic management**

All business organizations agree that strategic management is an urgent necessity and not a kind of luxury. Because it raises the performance of organizations now and in the future as well. If its principles are well applied. (Al-Aref, 2003). The strategic management method has several benefits, including:

- 1- It enables the organization or company to make the best use of the resources available to it. That is, investing all resources with the highest possible productivity (Cook, 2003).
- 2- Granting business organizations and companies a continuous competitive advantage. Based on the future strategic plan and expectations of the external conditions that may surround the work of the organization or the company in the future.
- 3- Defining a roadmap for business organizations and companies. Through which its location is determined within the geography of future business (Albaiz, 2005).
- 4- Developing the ability to think strategically and creatively among managers. Which drives them to participate in making events and making decisions. Not receiving orders and decisions. To be a tool for implementation, not planning (Khalil, 2005).
- 5- Contribute to increasing the ability of the organization or company to face intense competition. Whether it is from local, regional or even international bodies.
- 6- It gives many opportunities for the participation of all administrative levels in the process. Thus, everyone becomes partners in decision-making and cooperates to make it a success. This, in turn, greatly reduces the chances of pathological process or decisions. Especially when a change occurs in the organization. In addition to creating an atmosphere of homogeneity of thought and administrative practices for the director of the business organization or company (Bakr, 2000).

Strategic management is generally thought to have financial and nonfinancial benefits. A strategic management process helps an organization and its leadership to think about and plan for its future existence, fulfilling a chief responsibility of a board of directors. Strategic management sets a direction for the organization and its employees. Unlike once-and-done strategic plans, effective strategic management continuously plans, monitors and tests an organization's activities, resulting in greater operational efficiency, market share and profitability (Tucci, 2016).

Others argue that, Strategic management is important because it guides organizations on how to meet their long-term goals:

- 1- It instils agility in organizations to deal with external environments & change
- 2- Strategic management enables organizations to evaluate their current performance and devise ways to improve.
- 3- Having a strong strategy based on deep market research helps organizations remain competitive, as well as identify opportunities for growth.
- 4- Strategic management improves efficiency by helping organizations align their goals with resources.

Strategic management has a significant impact on businesses. An effective strategy can lead to increased profitability, improved competitive advantage, better customer relationships & increased organizational efficiency & productivity.

It can also help to attract and retain talented employees, identify and develop new markets, and ensure the sustainability of the business. A successful strategy can lead to improved efficiency, better decision-making, and higher employee morale. Overall, strategic management can help businesses to be more successful and competitive in their respective markets (SINGH, 2023).

## **2.8 Advantages and disadvantages of using strategic management**

The use of strategic management in the business environment. Regardless of commercial organizations and companies. On the other hand, not even commercial. That is, in profitable or non-profit projects. It has a range of financial and non-financial benefits. In addition to a set of defects. Because every method, policy or plan. It has advantages and disadvantages. Successful

strategic management must balance these advantages, benefits and disadvantages. We will show that below:

- 1- The financial benefits of strategic management: the following Some financial benefits of strategic management:
  - a- Liquidity control: Strategic management enables companies to monitor cash flow and ensure that the funds they have on hand are in line with long-term goals.
  - b- Better revenue generation: Senior executives may adjust their strategic vision to consider local realities by soliciting candid and diverse perspectives from heads of business units. This collaborative back-and-forth method helps the company understand its customers and ultimately increase sales, making revenue generation one of the biggest benefits of strategic management.
  - c- Increase market share and profitability: This is one of the important benefits of strategic management. One can approach the appropriate target market with the help of strategic management skills. All industries can ascertain which consumer segments, products and services are best, as well as understand the market conditions of the sector they are involved in, if they have a highly focused plan and strategic thinking.
  - d- Prevent legal risks: One of the main benefits of strategic management is that it enables companies to include personnel policies. In addition, it enables the organization to develop internal procedures and checks to address conflicts of interest between board members and shareholders (herovired, 2023).
- 2- Non-Financial Benefits of Strategic Management: Listed below are some of the non-financial benefits of strategic management:
  - a- Discharge of the Board of Directors.
  - b- It gives discipline in strategic management.
  - c- Make better business decisions.
  - d- Support understanding and buying.
  - e- Enables Measurement of Progress.
  - f- Rejuvenate human resources.

- g- Provides an Organizational Perspective.
  - h- Creating a better future.
- 3- Disadvantages of strategic management: The following defects also creep into strategic management:
- a- Complex process: Strategic management involves various types of ongoing processes that check all types of major critical components. This includes internal and external environments, long-term and short-term goals, strategic control of the company's resources, and finally yet importantly, it has to check the organizational structure. This is a long process because a change in one component can affect all factors.
  - b- Time-consuming process: In order to implement strategic management, it is necessary that the top management spend proper quality time in order to get the process right. The managers have to spend a lot of time researching, preparing and informing the employees about this new management. This type of long term and time-consuming training and orientation would hamper the regular activities of the company.
  - c- Tough implementation: When we speak the word strategic management then it seems to be a huge and large word. However, it is also a fact that the implementation of this management system is difficult as compared to other management techniques. The implementation process calls for perfect communication among the employees and employer.
  - d- Proper planning: When we say management systems then it calls for perfect planning. You just cannot write things on paper and leave them. This calls for proper practical planning. This is not possible by just one person but it is a team effort (Reddy, 2013).

## **2.9 Justifications for using strategic management**

The main reasons for the need for strategic management of the enterprise are:

- 1- Increasing Rate of Changes: The environment in which the business operates' is fast, changing. A business concern, which does not keep its policies up-to-date, cannot survive for a long time in the market. In turn, the effective strategy optimizes profits over a long run.
- 2- Higher Motivation of Employees: The employees (human resources) are assigned clear cut duties by the top management viz. what is to be done, who is to do it, how to do it and when to do it. ? When strategic management is followed in any organization, employees become loyal, sincere, goal oriented, and their efficiency is increased.
- 3- Strategic Decision-Making: Under strategic planning, the first step is to set the goals or objectives of a business concern. Strategic decisions taken under strategic management help the smooth sailing of an enterprise. Strategic planning is the overall planning of operations for effective implementation of policies.
- 4- Optimization of Profits: An effective strategy should develop from policies of a concern. It takes into account actions of competitors. It considers future operations in respect of market area and opportunity, executive competence, available resources and limitations imposed by the Government. An effective strategy should optimize profits over the long run.
- 5- Miscellaneous: Mr. H.N Broom in his book on 'Business Policy and Strategic Action' has mentioned that a strategy has a primary concern with the following:
  - (a) Marketing opportunity: Products, prices, sales potential and sales promotion.
  - (b) Available distribution channel and costs.
  - (c) The scale of company operations.
  - (d) The manufacturing process required to implement their scale of operations (with an optimal production cost)
  - (e) The research and innovation programme.
  - (f) The type of organization.
  - (g) The amounts and proportions of equity and credit capital available to the firm and their combined adequacy.
  - (h) The planned rate of growth.

Thus, strategy is important because it makes possible the implementation of policies and long-range plans for attaining company goals, creation of effective business strategy requires a basic knowledge of economic theory, management principles, accounting, statistics, finance and administrative practice (Chand, 2013).

On the other hand, others argue that it is a reason to use strategic management for any business organization. Alternatively, companies. Alternatively, any commercial project. It mainly boils down to two issues:

- 1- Rapid changes in the business environment: There are two types of variables. That must be followed up in the business environment. The quantitative changes related to the number of events and economic phenomena exist in the business environment. In addition, qualitative changes that relate to the type of these phenomena. Moreover, the extent of its impact in general on the business environment. In addition, the organization or company concerned in particular. Here, the role of strategic management emerges, which helps the business organization to anticipate all these quantitative and qualitative changes, and even the earliest date for their occurrence. Thus, it gives the possibility of formulating and implementing an appropriate strategy to deal with these variables.
- 2- Increasing competition in the work environment: For example, international or local changes sometimes create new competitors. As well as agreements, economic blocs and global trade agreements. All of them have a clear effect on creating or bringing in new competitors across different business environments. For example, globalization has turned the world into a small village. All business organizations and companies became available according to a new work environment. With different protective conditions. With different commercial licenses. Various and reduced customs exemptions. Allowed to cross companies and business organizations. It varies in size from market to market. From one work environment to another. The problem of a strong competition element, especially for companies with a well-known brand. Compared to local trademarks and their specifications. In addition, the emergence of giant economic alliances. Led to control new markets. Its needs were met by local business organizations. In addition, with a level of quality commensurate with the local market and the purchasing power of its individuals. In

light of all these changes and strong competition strategies. Highlights the role of strategic management to mitigate the effects of this commercial sweep. In addition, the entry of giant competitors to the local business environment. In addition, harmonizing its production and marketing plans and strategies. In keeping with this new reality. On the basis that it is an integrated system for taking and implementing strategies that reflect the best alternatives available to a business or corporate organization (Yassin, 1998). Moreover, all the studies implemented on the reasons for using strategic management. I concluded that organizations and companies that are managed strategically. It has better performance than those that do not use strategic management (Al-Qatamin, 2002).

## **2.10 Strategy levels**

Strategy is the basis for every decision to be made within an organization. If the strategy is poorly chosen and formulated by top management, it can have a significant impact on the effectiveness of employees in almost every department within the organization. The strategy consists of three different components or "levels of strategy". These three levels of strategy can be illustrated in the so-called "strategic pyramid". Here are the three levels of strategy:

- 1- **Business-level strategy:** The Business-level strategy is what most people are familiar with and is about the question "How do we compete?", "How do we gain (a sustainable) competitive advantage over rivals?" In order to answer these questions it is important to first. Have a good understanding of a business and its external environment. At this level, we can use internal analysis frameworks like the Value Chain Analysis and the VRIO Model and external analysis frameworks like Porter's Five Forces and PESTEL Analysis. When good strategic analysis has been done, top management can move on to strategy formulation by using frameworks as the Value Disciplines, Blue Ocean Strategy and Porter's Generic Strategies. In the end, the business-level strategy is aimed at gaining a competitive advantage by offering true value for customers while being a unique and hard-to-imitate player within the competitive landscape. That is, this strategy is focused on defining the areas of business that the organization must enter in order to achieve its strategic goals (Ezzat, 2015).



- 2- Functional-level strategy: Functional-level strategy is concerned with the question “How do we support the business-level strategy within functional departments, such as Marketing, HR, Production and R&D?” These strategies are often aimed at improving the effectiveness of a company’s operations within departments. Within this department, workers often refer to their ‘Marketing Strategy’, ‘Human Resource Strategy’ or ‘R&D Strategy’. The goal is to align these strategies as much as possible with the greater business strategy. If the business strategy is for example aimed at offering products to students and young adults, the marketing department should target these people as accurately as possible through their marketing campaigns by choosing the right (social) media channels. Technically, these decisions are operational in nature and are therefore NOT part of strategy. Therefore, it is better to call them tactics instead of strategies. This strategy achieves the horizontal consistency that occurs between the strategies in a particular job and the strategies of other jobs (Rahman, 1995).
- 3- Corporate-level strategy: At the corporate level strategy however, management must not only consider how to gain a competitive advantage in each of the line of businesses the firm is operating in, but also which businesses they should be in in the first place. It is about selecting an optimal set of businesses and determining how they should be integrated into a corporate whole: a portfolio. Typically, major investment and divestment decisions are made at this level by top management. Mergers and Acquisitions (M&A) is also an important part of corporate strategy. This level of strategy is only necessary when the company operates in two or more business areas through different business units with different business-level strategies that need to be aligned to form an internally consistent corporate-level strategy. That is why corporate strategy is often not seen in small-medium enterprises (SME’s), but in multinational enterprises (MNE’s) or conglomerates (Bruin, 2020). These strategies include most of the strategies at the level of the organization in addition to the strategy of competition (Maher, 1996).

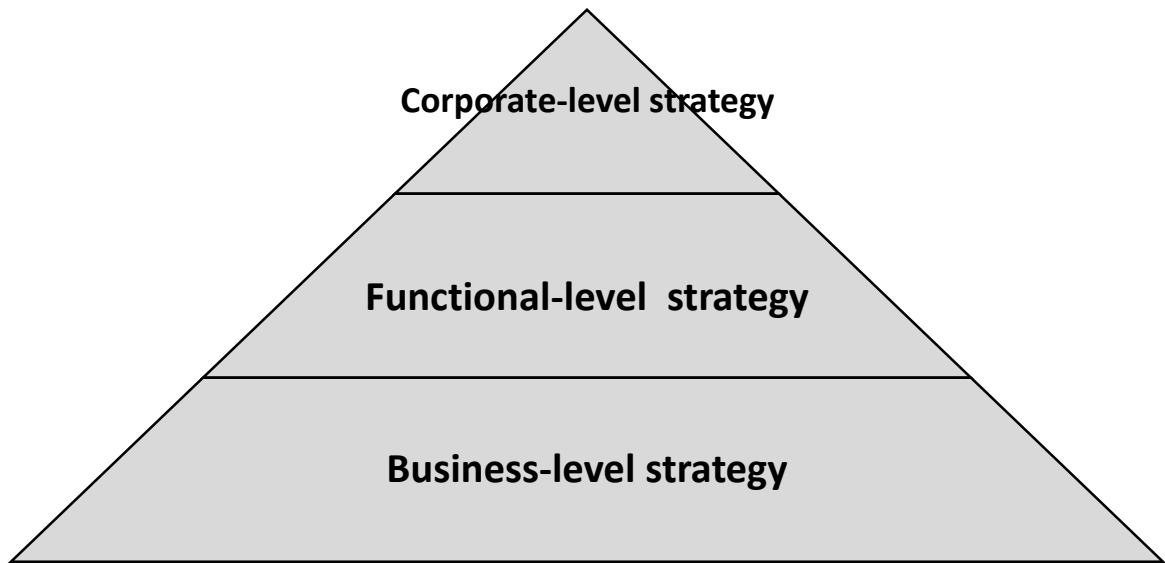


Figure 1: Three Levels of Strategy Pyramid

*Figure 1: Three Levels of Strategy Pyramid*

## **2.11 Strategic management tasks**

Businesses need to think strategically to survive and thrive in this highly competitive world. There are five basic tasks of strategic management. They include developing a strategic vision and mission, defining goals, formulating tactics to achieve those goals, implementing and executing tactics, and evaluating and measuring performance. We will review them as follows:

- 1- Developing a strategic vision and mission: The first step, developing a strategic vision and mission, involves putting management's long-term vision of where the company is going on paper and communicating it to company employees. This step consists of vision and mission. Here, the positive reasons for the existence of the company or business organization in the available work environment are often identified. In addition to the perception drawn by the administration about where the organization or company is going according to its strategy. Here is the main role of the CEO who translates all plans and expectations into action. The company's strategy is based on it. Executive leadership should not pull the mission and vision out of thin air. However, it depends on what was built in the plan. The majority of companies have a vision and ideas about the reality of the company and its development. Unfortunately, sometimes the heads of senior management imprison this vision. Here, middle management and employees

must be aware of this vision in order to turn it into a tangible reality. A clear and concise vision and mission will help the company work together for the same purpose. It is also used in other steps of strategic management.

- 2- Setting goals: The second step, goal setting, takes the strategic vision and creates specific goals that will happen to achieve what is laid out in the vision statement. Here is a very important point about goals. Which must be characterized as effective and not easy to achieve. However, at the same time, it is achievable if it is properly prepared. These types of goals are called "stretch" goals because they force the company to go as far as possible to achieve the goal. That is, it will make every effort to succeed and achieve these goals according to all possible means. Here it must be noted that if the goals are set very low, then it will be easier to achieve them. Self-satisfaction will occur because of its realization. Setting these goals also removes the confusion that employees may feel about what should be achieved from simple goals that lead to the main goal. In this case, managers can set both financial goals and strategic goals. The financial objectives are those that define what the administration wants to achieve financially, denominated in the currency of international financial money "in dollars and cents." Alternatively, in the local currency. Strategic objectives are the objectives that strive to increase the competitive position of the company among its competitors. Alternatively, to gain a share in the market. Either in the local or international market. Alternatively, increase the market share in a market. On the other hand, entering new markets. Alternatively, developing a competitive advantage that gives the company the distinction that constitutes a distinguishing mark for the company in the competitive market. The strategic objectives have a wider space in the work environment, and the ability to motivate and urge to take actions compatible with the expansion of its capabilities and vision. As for the financial objectives, it can be viewed as a limited financial accounting entry. Managers must define both objectives but focusing on strategic objectives is sure to yield better results. In addition to the above, it is also important to set long-term and short-term goals. Because both goals have means and ways to achieve them. Where short-term goals will motivate current performance. In addition, the completion of interim tasks related to the general objective of the

organization. While the long-term goals will put the company in the appropriate position to achieve what was identified in the vision that was approved by the senior management in participation with the employees. In most companies and business organizations, priority is given to the long-term goals over the short-term. Because companies that emphasize short-term goals. Strive for quick but small achievements. They often end up in short-term businesses. That does not require a real detailed strategy to accomplish the goals.

- 3- Formulation of Tactics to Achieve Organizational Objectives: It is the third step, and it is the pattern. Through which management determines, how to achieve the set objectives. In terms of the means, methods and tools needed for this. Thus management decides how best to respond to changes in the environment, regardless of the internal or external conditions of the business environment. How to rise above the competition you will face, and how to move with poise and deliberation towards the company's vision and strategic goals set.
- 4- Accomplishment and implementation of tactics: The fourth step includes determining the company's resources that must be allocated to each activity, whether financial, technical, and human or other resources. Developing its own policies, motivating employees to implement these policies, providing the necessary resources to achieve goals, and encouraging a culture of continuous improvement, development and modernization in the business organization. However, one thing is, the tactics must be tailored to the capabilities and organizational culture in order to work efficiently. Because the tactics will reflect this culture in one way or another. The organizational culture will create an environment conducive to implementing the tactics. Change is likely to be required, but the amount of change varies depending on how new the tactics are. Overall change is a healthy state of the company. This typically involves reviewing policies or allocating resources, relocating people, retraining and retooling, or making changes to reward systems. Usually, the change leaders are the ones who are the main ones in updating the tactics. Each manager should look at the tactics and his department to determine the best way to implement each tactic correctly. That is, conduct monitoring and evaluation of the tactics in line with its objective.

5- Performance evaluation and measurement: The fifth step is the most important step. It is how management determines whether tactics are being implemented effectively to achieve organizational goals and comply with the strategic vision. The mirror reflects the effectiveness of the tactics applied on the ground. Their seriousness and effectiveness. If performance does not meet expectations, corrective action must be taken. It aims to re-track performance to match tactics and strategic vision. Performance can be measured in various ways such as financial statements, customer satisfaction, quality reports, employee satisfaction and capital utilization. Each of these type of tactics analysis measures should be used to get a complete picture of the success of the tactic. The more varied and accurate measurement methods. We got better analysis results for tactics (Vanderburg, 2004).

Section tow: The strategic direction of the business organization through the organization's mission and objectives

Strategic direction is the set of activities and decisions that a company needs to take in order to achieve its goals and objectives. Setting strategic direction ensures that owners, managers, and employees focus on the company's goals. It also ensures that all business decisions made by the organization are focused on these goals. In addition, by using different tools as the message of the organization.

## **The third section: The strategic direction of the business organization through the organization's mission and goals**

### **3.1 The mission of the organization**

Organizations were found in order to achieve a purpose. Although the purpose may change with time, it is still essential. As it shows to the shareholders that the real reason for the existence of the organizations is the mission of the organization. Thus, the message was defined as the reason for the existence of the organization and its purpose. The organization's message also tries to answer questions related to the organization's field of activity. In addition, the work to be performed in the future. The message occupies a great place to achieve the goals and objectives of the organizations. However, it needs to interact with a very large environment. The message is a guide for the work of individuals and departments in the organization. Through it, they can work independently to achieve the comprehensive organizational goals. It is a statement indicating the driving force of the organization (Jones & Hale, 2001). Which is the central engine that drives the organization's efforts forward (Maher, 1996) .

Although its relative distinguishes the organization's mission stability compared to the objectives and strategies that are characterized by continuous and frequent modification, development and change. However, it also changes over time. This change is usually slow and gradual. The reasons behind the change in the organization's message are due to the changes taking place in the organization's external environment. In addition, the emergence of serious threats to the continuity of the organization. Thus, we can say that any change in the mission of the organization must reflect the strategic thought of the organization. It embodies the general philosophical vision of its administration. Moreover, its abilities to express its organizational culture. In addition, defining its strategic objectives that should change according to the change in the message, with the strategic management defining the strategy that achieves those desired goals and objectives (Al-Douri, 2005). In addition, some

organizations have a message at the level of the organization and a message at the level of strategic business units emanating from the message of the organization as a whole (Mady, 2003).

### **3.2 Characteristics of a successful message**

The good formulation and writing of the mission of the organization and its dissemination clarifies the image of the organization in front of the stakeholders. In addition, it reduces the loss of their support for it (Bryson, 2003). The characteristics and features of the message differ from one organization to another. In general, the basic characteristics of a successful message must be available, as follows:

- 1- The message expresses the organization's philosophy. In addition, what it wants to be in the future? Comprehensively and realistically
- 2- Conformity with the goals and objectives of the organization. The mission of the organization should be consistent with its strategic goals and objectives.
- 3- Harmony, which is the need to develop strategies and policies in line with objectives at the level of the organization and/or the level of the business unit.
- 4- Adaptation, the mission of the organization should take into account the nature of the external and internal environment in which the organization currently operates and what it expects in the future. In order to adapt to these circumstances to conform to or outweigh them.
- 5- Effective Description: A successful message is characterized by an accurate description of how the organization achieves its desired goals through the work and activities it performs. Whether it is production or service.
- 6- Integration, the successful message is represented by its ability to create a state of integration between the parts and components of the organization. Both activities and sections. Alternatively, at the level of the organization and the level of business units.
- 7- The possibility of achieving the objectives of the employees with the organization.
- 8- The ability to achieve social responsibility.

- 9- The ability to consolidate the values and beliefs of the organization. In accordance with the values and conditions of society at a specific time and place. Because the good and written formulation of the organization's mission and its dissemination establish values over time in the organization (Mady, 2003).
- 10- The ability to achieve the competitive advantage of the organization. By achieving the first place in terms of services provided to the customer. In terms of safety and the environment.
- 11- Looking to the future and taking the past as a (ibid).
- 12- Flexible to accommodate emergency changes (BMPK experts, 2004).

Thompson argues that there are major ingredients for success related to the organizational capacity of the organization, namely:

- 1- Perfect information systems.
- 2- The ability to respond quickly to changing market conditions.
- 3- Extensive experience and high administrative knowledge (Thompson, 1996).

### **3.3 The organization's goals**

Organizational goals: They are strategic goals set by the company's management to determine the expected results that the company takes into account that it must achieve. It also works to direct the employees' efforts to achieve these goals. This achieves multiple advantages. They direct employees' efforts in the right direction, justify the company's various activities and *raison d'être*, define performance standards to be set and monitored, and provide restraints on the pursuit of unnecessary goals. Which does not reflect positively on the company's performance and its desired goals. However, for objectives to have a business advantage, organizations must formulate a strategic plan for selecting and meeting these objectives. The company's big picture strategy and explicit mission also includes organizational goals.

In any case, having organizational goals is very important for a business organization. It helps them grow and achieve compliance, setting their overall financial goals to be achieved. For all of this,



organizations set specific goals to help measure their progress and identify tasks that need to be improved. Where these goals should be characterized as:

Specific,

Measurable,

Realizable,

Related and

Right on time.

Together, these standards make up the SMART goals, a framework companies use to set their organizational goals (Lutkevich, 2022).

### **3.4 Types of Organizational Goals**

The organizational objective can be classified according to several classifications, including:

- 1- On the basis of the organizational hierarchy: that is, at the management level, where different types of objectives with different impact and importance can be formulated according to this classification, which are:
  - a- Mission objective: The organization's mission statement is the mission objective. It reflects the vision of senior management about the work of the organization to be implemented. Focuses on the image, mission, philosophy and aspirations of the organization.
  - b- Strategic objective: It is the official statement of the purpose set by senior management to achieve the mission. The top management with middle and lower management discussing also sets strategic objectives.
  - c- Tactical objective: middle level managers for management purposes set these objectives. These objectives are set to achieve the strategic objective and have shorter times than the strategic objectives.

- d- Operational objective: These objectives are assigned to the lower level managers. The main objective of setting operational goals is to run the daily operations efficiently and achieve the required performance.
- 2- Based on the time horizon: Organizations also need to set different goals for different times. Some goals should be set for a short period while others should be longer based on the time required to achieve the desired goals. Based on the time horizon, organizational objective can also be of three types:
- a- Long-term goals: These goals have a long-term impact. These goals are formulated for the long term, especially for more than five years.
  - b- Medium term goals: To achieve the long-term goals, the organization needs to break down the goals into departmental goals for shorter periods. Each department formulates its objectives according to its field of function and within its period. These goals are called medium term goals. The time for such a goal is 3 to 5 years.
  - c- Short-term goals: Short-term goals are formulated to conduct regular activities more effectively and quickly for a period of less than one year. Unit managers or supervisors set these goals. It relates to achieving initial and interim goals. Its purpose is to prepare for the achievement of medium and long-term goals.
- 3- Principles of Organizational Objectives: The organizational objective to be achieved must be effective. For this, the company's organizational strengths and weaknesses must be aligned. In addition, environmental opportunities and threats better while setting goals. For a swat analysis to be effective, the organizational goal must include these five principles also referred to as the SMART goal:
- a- Specific: Objectives must be clearly defined. It should not be vague and overly ambitious. So difficult to achieve. It should also be clear so that most employees can understand these goals. The goals of each unit and department must be specific and linked to the overall organizational goals. It seeks through its achievement to achieve the same comprehensive goals.
  - b- Measurable: The organizational objective should be as measurable as possible in number, i.e. quantity. However, scaling can be in terms of quantity, quality, cost and time. Measurable goals help evaluate the progress made in achieving the goal and the

employee's performance. Because if the goals are not measurable, they become discretionary. That is, inaccurate and not based on scientific foundations, but rather expectations and guesses.

- c- Achievable: Sometimes the principle of achievable organizational goals is also called acceptable. That is, it fulfills the conditions required to be considered an achieved goal. That is why the goal must be achievable. It just means that feasible goals that can be achieved motivate everyone in the organization. Because it is realistic and its results can be touched in a tangible way. Especially with regard to the benefits, incentives and rewards of workers. Stakeholders, including managers, employees, and every member of the organization must believe in the goal. He trusts that their efforts are sufficient to achieve the desired goals in the organization.
- d- Realistic: The organizational objective should be realistic, reasonable and rational. Objectives should be based on facts, not on assumptions or fantasies. Objectives must be balanced and have reasons for their formulation.
- e- Time bound: Each goal should have a specific period for achieving it. There should be a start date and an end date for the goals. Time must be set aside to complete a specific objective. Objectives without a period cannot motivate the employees in the organization. It cannot be measured accurately and is therefore a waste of time (Mahesh, 2023).

### **3.5 Dimensions of the strategy**

Strategy is a dynamic and complex thing. A strategy may be useful one day. However, it is useless the next day. Depending on market forces and changes that lie outside the scope of the organization. Successful organizations adapt by frequently changing strategy to meet needs. Despite the development of an initial and comprehensive strategy when starting out for the first time. However, it is unlikely that the same strategy will continue for very long. As organizations need to constantly make many changes in order to reach strategic superiority. Realizing that the strategy needs to change regularly, Henry Mintzberg transformed it into a model consisting of five dimensions called the 5Ps, which are as follows:

- 1- Strategy as a Plan: This is where strategy naturally begins. When thinking about strategy. Where a plan is being thought to take the organization from its current place to the place it wants to be in the future. Basic business planning is the foundation of a good strategy. It is a platform to start from. However, it will not reach the organization to the promised destination alone.
- 2- Strategy as a Pattern: When the development of the plan relates to the intended strategy. The patterns revolve around strategies that have been implemented before. On the one hand, there are strategies that have achieved the desired result. On the other hand, there are strategies that have yet to be worked out in more detail.
- 3- Strategy as a location: It is about the position of the organization in the market and the interaction between the internal and external context. It is important for strategic leaders to think carefully about how the organization wants to position itself. What would her identity look like? Is it consistent with the idea of stakeholders? This can contribute significantly to developing a lasting competitive advantage. Taking into account the strategic position helps to give the organization a firm position in the market against competitors.
- 4- Strategy as Perspective: Every market action comes from a unique perspective. For example, an organization might run a business focused on making a classic product. It has been for sale for many years. Rather than innovation, their perspective on business is quality, execution, and cost control. On the other hand, if the organization is trying to bring new ideas to the market, they will have a perspective and culture oriented in that direction. A big part of successful strategies is defining the organization's exact market perspective. Therefore, you can direct all decisions to fit this concept.
- 5- Strategy as a maneuver: In this part of the strategy, the turn to competitors. There is no way to ignore competition in business. Using a certain maneuver to disrupt all that competitors can do. Good opportunity to sell at auction. It may be able to control its own market segment. The page layout of the page, drawn from the page layout, is linked to a general view.

As a result, the strategy (Henry Mintzberg) and it is useful to employ it in planning is a process. It provides relevant information in the early stages of the strategy. It is possible to perform operational processes. Fifth, use the 5Ps as a final test for the strategy developed at the end of the strategic planning process. In order to discover whether there are inconsistencies. Nothing is missing. In addition, identifying problems during the planning stage. It can save the organization a lot of money in the end (Hakim Rashid Sultan, 2021)

### **3.6 The impact of the internal and external environment on strategic management**

The business exists and operates in the conditions of an external and internal environment. The internal environment of the organization enables its development and operation. Maybe To be a source of business expansion or problems that disrupt its existence. The external environment provides the organization with the resources necessary to support its internal capacity. At the organization level, external and internal environmental factors influence on the overall process, innovation, management decision-making. Therefore, it is an important step in the development of the organization that the external and internal factors of influence are identified on strategic management (Shatilo, 2019). Some of the factors of the external environment include political and legal factors, while some of the factors of the internal environment are the organizational structure and mission.

3.6.1 External factors: include forces outside of the organization that affects the business. The six main external factors can be remembered using the PESTEL acronym, which stands for political, economic, sociocultural, technology, environment, and legal factors.

- a- Political factors include changes in regulations resulting from who is currently holding government positions. This impact how freely a business can operate within the economy. Some examples include trade tariff policies and tax policies.
- b- Economic factors affect the performance of an organization within the marketplace and include factors such as interest rates, employment rates, and disposable income.
- c- Sociocultural factors affect how a company will present itself and advertise its products to its consumers. Since these factors include demographics and cultural trends, the

company will favorably position itself to attract its target audience based on these factors.

- d- Technological factors within the general environment can influence related businesses and their ability to perform well. As some technology fades out due to other technological advances, it drastically affects the company's ability to sell the obsolete technology.
- e- Environmental factors affect business operations along the supply chain. Changes in climate and natural disasters and trends toward clean energy will affect the choices a business must make about the way it operates.
- f- Legal factors include laws and regulations that affect how a business conducts itself (Sagal, 2022).

3.6.2 Internal factors: is that part of the business environment, which is concerned with the different factors present within the organization. It comprises of conditions, forces, members and events, which has the capability to influence the company's decisions and operations. It determines the procedures and methods in which activities are carried out in the organization, as well as it includes all of the immediate and information resources, such as technical, financial and physical resources of the organization. These factors are:

- a- Value System: Value system can be defined as a set of rules and the logical and consistent values adopted by the firm, as a standard guide, to regulate the conduct in any type of circumstances.
- b- Vision, Mission and Objectives: Vision refers to the overall picture of what the enterprise wants to attain, whereas mission talks about the organization and its business, and the reason for its existence. Lastly, objectives refer to the basic milestones, which are set to be achieved within the specific period, with the available resources.
- c- Management structure and Internal Power Relationship: Management structure implies the organizational hierarchy. The way in which tasks are delegated and how they relate. A span of management, relationship amidst various functional areas. The composition of the board of directors, shareholding pattern and so forth. On the other hand, internal power relationship describes the relationship and cordiality between the CEO and board of directors. Further, the degree of support and contribution received from the

employees and other members of the organization strengthens the organization's decision-making power and its organization-wide implementation.

- d- **Human Resource:** Human resources are the most important asset of the organization, as they play a critical role in making or breaking the organization. The skills, competencies, attitude, dedication, morale and commitment, amounts to the company's strengths or weakness.
- e- **Tangible and Intangible Assets:** The tangible assets refers to the physical assets, which are owned by the company such as land, building, machinery, stock etc. Intangible assets amount to the research and development, technological capabilities, marketing and financial resources etc. (Surbhi S, 2020).

## **Section four: Business strategic planning**

### **4.1 concept, identify of strategic planning**

Strategic planning is a systematic process of developing the direction of the organization. It also clarifies the goals and actions required to achieve that future vision. In addition, identifies measures to measure success. By helping to refocus on foundational purpose, development goals, and opportunities, strategic planning reintroduces the organization to the "big picture." It is the basis for business owners to realize their vision, which they communicate to stakeholders in a strategic business plan and program. A strategic plan is about higher-level thinking and generally looks out to 3 to 5 years (thealternativeboard, 2012). Strategic planning is also defined as "an essential part of strategic management, which means the development of long-term goals and the development of specific programs in order to achieve those goals." (John A- Pearce & Richard B. Robinson, 1996). Strategic planning is also defined as the steps that lead the members of the organization to develop a vision or perception for the future of their organization and to take the necessary steps and processes to achieve this future (Leonard Goodstein and Others, 1993).

The strategic planning process that agencies follow is more in-depth than what most of us use to achieve our personal goals. While each federal agency approaches strategic planning slightly differently and there is no single best approach, a sound strategic planning process includes the following seven key steps:

- 1- Environmental scan: The first step in any strategic planning process begins with environmental research. The strategic planning cycle begins with defining the current strategic position of the organization (Bigelow, 2022). A process identifies and monitors the factors that may affect the direction of the organization in the long run. In addition, it starts by looking at the priorities of the next administration and potential new regulations. They identify climate change, customer experience and equity as some of the management priorities they will need to incorporate into their vision for the future. Therefore, strategic planning is largely focused on managing the interaction with environmental forces, which



include Competitors, government, suppliers, customers, various interest groups, and other factors that influence work and prospects (Scott R. Safranski, 1991).

- 2- Internal analysis: Research does not stop after evaluating the environment outside the organization. You also need to complete an internal analysis, including a strengths, weaknesses, opportunities and threats (SWOT) assessment. They use their annual review process to assess performance across the organization and engage with employees and senior leadership. They compare their operations to the management priorities they identified in Step 1, in this case focusing specifically on climate.
- 3- Strategic direction: The organization uses what they learn from environmental scanning and internal analysis to create strategic direction. They meet with employees and stakeholders and use that input to build an idealistic, high-impact vision for the future. They theorize about how management priorities such as fairness, customer experience, and climate can align with the organization's operations. They define what is actually achievable and what the agency should strive to achieve. Climate is important to agency staff and those they serve. They see it as a big part of the future, and therefore a big part of the organization's vision.
- 4- Developing goals and objectives: After defining their strategic direction and vision, the organization collaborates with internal stakeholders and senior leadership to create a focused set of goals and objectives. A business goal is simply an achievement the company wants to achieve in the short, medium, or long term (Landau, 2022). Therefore, they facilitate focus groups and meet with subject matter experts to come up with strategies, indicators, and desired outcomes for each objective. They use existing processes such as employee engagement, communities of practice, and quarterly reviews to gain buy-in from across the organization. Set metrics, set schedules, and track progress: After setting goals and objectives, the organization adds details to its plan. They identify the bureaus and bureaus responsible for each objective. They determine necessary resource allocations, establish actionable timeframes, and define metrics that best measure success. The organization should appoint a team to lead clean energy initiatives and another team to lead climate literacy initiatives. They set milestones and timelines to ensure they stay on track.

- 5- Write and publish a strategic plan: Once the organization has gathered the information in Step Five, it writes an informed strategic plan that captures the organization's voice and purpose. A business strategy guides how to produce, market, and sell a product or service based on internal and external analysis (Landau, 2022). Their involvement with employees and stakeholders in steps two through five gains organization-wide support for the plan to help ensure that the strategic plan does not end up as a standalone document.
- 6- Implementation plan and future: As they formulate their plan, the organization begins to prepare for how it will be implemented after publication. They include performance measures that track progress and the creation of a formal system for leadership and staff to review the plan annually and update goals and objectives as needed. Implementing the new strategy involves clear communication across the entire organization to ensure that everyone knows their responsibilities and how to measure the success of the plan (Martins, 2022). Each organization follows a slightly different process, but most have been through these seven steps over the past year and a half. (Avery Collins, 2022).

Others argue that there is an important stage in evaluating the strategy. Strategy evaluation involves three critical activities: reviewing the internal and external factors affecting strategy implementation, measuring performance, and taking corrective steps to make the strategy more effective. For example, after implementing a strategy to improve customer service, the organization may discover that it needs to adopt new customer relationship management (CRM) software in order to achieve the required improvements in customer relationships (CFI Team, 2020).

Economists and those interested in business organizations differ about the components of preparing a strategic plan. However, they all agree on the importance of having a strategic plan. Most managers can benefit from having a strategic plan. However, in the absence of a plan, work is still done on a daily basis but it often lacks a sense of purpose and priority. There are seven essential elements to a strategic plan. While a lot is often included in the plan, these seven elements briefly are:

- 1- Vision statement: The vision statement describes the way you envision the work of the organization. As such, this dream should be conveyed to the employees and clients in an inspiring manner.

- 2- Mission Statement: While the vision is described and how the organization sees its work, customers, and stakeholders, the mission statement describes what the organization is currently doing. It often describes what the organization does, for whom and how. It should enable the organization to focus on its mission every day in order to reach its vision.
- 3- Core values: Describe the core values of the organization's beliefs and behaviors. It is the beliefs that an organization has that will enable it to achieve its vision and mission.
- 4- SWOT analysis: SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. A SWOT analysis provides business organizations with an investigation of their position in their market position. It allows her to identify and name important aspects, events, and liabilities in her work.
- 5- Long-term goals: Long-term goals are statements that delve into a lower level of vision and describe how you plan to achieve them. This set of goals typically begins three years later and extends about five years into the future, and aligns directly with the mission and vision statements.
- 6- Annual goals: Each long-term goal should have a few one-year goals that work towards the goals of the organization. Each goal should be as SMART as possible: specific, measurable, achievable, realistic and time-based.
- 7- Action plans: Each goal should have a plan detailing how it will be achieved. The amount of detail depends on how much flexibility you want Organization to be enjoyed by managers and staff. The more detail provided, the less flexibility for those following the plan (McCarthy, 2020).

## **4.2 Types of strategic planning**

As economist and business strategist Michael Porter says, "The essence of strategy is choosing what not to do." Through strategic planning, companies identify their strengths and weaknesses, choose what not to do, and identify opportunities to pursue. Strategic planning is used to set the long-term goals and priorities of the organization. A strategic plan is a written document that defines these goals. We should not confuse strategic planning with tactical planning. Strategic

planning focuses on long-term goals of 3 to 5 years, while tactical planning focuses on short-term goals of one year or less. Here are some examples of strategic planning:

- 1- **Balanced scorecard:** One of the most prominent models of strategic planning, the Balanced Scorecard is designed to give managers a comprehensive overview of their company's operations in a tight period. It considers both financial and operational metrics to provide valuable context on how the business has performed in the past, performed now, and is likely to perform in the future.
- 2- **Objectives and main results:** The OKR strategic planning model is all about translating broader organizational goals into objectives and tracking their key outcomes. The framework is based on defining three to five achievable goals and three to five outcomes that should flow from each. Once that is done, you plan tactical initiatives around those outcomes.
- 3- **Theory of Change (TOC):** The TOC model is about organizations setting long-term goals and essentially "working backwards" to achieve them. When leveraging strategy, you start with setting a bigger goal and a bigger picture. Next, you outline the mid-term adjustments and plans you need to make to achieve your desired outcome.
- 4- **Hoshin planning:** Hoshin Planning is a process that aims to reduce friction and inefficiency by promoting active and open communication throughout the organization. In this model, everyone within the organization—regardless of department or seniority—is informed of the company's goals. Hoshin Planning is based on the idea that holistic communication creates cohesion, but this requires more than contributions from leadership. This model requires that results from each level be shared with management (Hart, 2023).

Classic types of strategic planning Three classic strategic planning models: rational, incremental, and organic. It will be briefly presented as follows:

- 1- **Rational Model of Strategic Planning:** The rational model is a step-by-step process in which a company or business organization analyzes its industry, competitors, and environment to identify opportunities and threats. Any analysis of the internal and external environment and competition in the work environment. In addition to the opportunities that may be available in this environment. In addition to the threats that may constitute a positive

stimulus factor if they are properly managed. and exploited Develops strategies to take advantage of opportunities and address threats in the work environment.

- 2- Progressive model of strategic planning: The incremental model is also a top-down process but it is more flexible than the rational model. In terms of analyzing the work environment, threats and opportunities, and trying to exploit them for strategic planning purposes. Where the company or business organization begins by defining its goals that must be achievable. In addition, objectives of implementing this strategy. In addition, laying the foundations for preparing special strategies to achieve them all in detail. Down to achieve the general strategy of the company or business organization.
- 3- The organic model of strategic planning: The organic model is a bottom-up process in which a company allows employees to develop ideas for business improvement. Because the organization that seeks to make a real change in its strategies. Workers must be involved in laying the foundations of these strategies. Being an essential element later in its application. In addition, to the extent that they accept them, they will be successful and applicable. Then the employees will develop these strategies to implement these ideas. They were put forward by the workers and adopted by the management (Davies, 2023).

(Steiner) believes that it is necessary for us to have a deep and comprehensive understanding of strategic planning from four angles (Steiner, 1979), namely:

- 1- Future in decision-making: Strategic planning deals with the future effects of current decisions. He looks at a series of reasons. The impact of expected results from current or expected decisions. Any vision for the future, expectation of decisions, their results and effects.
- 2- Process: Strategic planning is a process that begins with defining goals and then defining strategies. Followed by defining policies and developing detailed plans to ensure the implementation of those goals. Strategic planning includes prior identification of the types of organizational efforts required. And when is it taken? And who takes it? In addition, what will be done with the results achieved?
- 3- Philosophy: Strategic planning is a direction and a way in life. It is an important part of the administrative process. It does not only represent a series of procedures, rules and means.

Therefore, the managers and employees of the organization must be convinced that it is useful and important. It must be practiced in all major activities, and this can only be done through the presence of a well-established philosophy among managers in any institution, based on the adoption of this type of planning at work.

- 4- Integrated System Structure: Strategic planning is an integrated structure or system. By linking strategic plans and medium-term programs. And short-term operating plans and budgets.

### **4.3 The difference between strategic planning and long-term planning**

There are many administrators and managers in departments at all levels who confuse strategic planning with long-term planning. This is because there is a similarity in the purpose, which is planning for the next stage. That is, it is not operational plans or production plans. We can show these differences through the following (Al-Attal, 2008):

- 1- Long-term planning is based on assumptions made in the past. It is based on rational analysis. In addition, anticipation and prospects for technological, environmental and economic development. That is, the future is an extension of the past and can be predicted (Qahf, 1992). As for strategic planning, it is a prediction of future trends affecting the organization. And determine what must be done to adapt to these trends. It does not encourage them to control the future of the organization. In addition, thinking about what the organization should be like in the future (Treoge, 1995).
- 2- Strategic planning is based on insight into the organization's mission and goals. And it is main path, and identify the processes and activities necessary to achieve this. It is an attempt to identify the difference between the organization's current positions. And the target position on the other (Digman, 1990).
- 3- Strategic planning is a structured process, usually carried out by the executive branch that sets long-term organizational goals. The final strategic plan usually consists of a number of statements and objectives of what the organization should focus on, what they think it should look like, what markets it should be in and expected financial performance. None of these goals can be implemented directly. And here comes the

role of the long-term plan. Because it contains the steps and procedures necessary to achieve the goals of the strategic plan. (riverlogic, 2023).

- 4- The differences between strategic planning and long-term planning can also be reviewed through the following table (ONENTREPRENEUR, 2023):

*Table 1: differences between strategic planning and long-term planning*

	<b>Long-Range Planning</b>	<b>Strategic Planning</b>
<b>Time Horizon</b>	Typically covers a period of Time Horizon 3-5 years or more	Usually focuses on the next 1-3 years
<b>Focus</b>	Sets goals and outlines steps for the future	Formulates and executes strategies for success
<b>Scope</b>	Broad and encompassing	Narrow and specific
<b>Level of Detail</b>	Provides a general framework	Involves detailed analysis and action plans
<b>Purpose</b>	Provides a roadmap for achieving long-term goals	Positions the organization for success
<b>Adaptability</b>	Less flexible and may require adjustments over time	Emphasizes adaptability to changing circumstances
<b>Resource Allocation</b>	Guides resource allocation based on future requirements	Optimizes resource allocation for strategic advantage
<b>Risk Mitigation</b>	Identifies potential risks and develops contingency plans	Considers risks and develops strategies to mitigate them

<b>Stakeholder Engagement</b>	Involves key stakeholders in the planning process	Encourages collaboration and collective responsibility
<b>Relationship to Strategy</b>	Provides the context for strategic planning	Translates strategic goals into actionable plans

#### 4.4 The importance of strategic planning

For commercial organizations and companies, strategic planning is very important. Because it enables these organizations to identify the opportunities available in their work environment. As well as the challenges, you may face in it. In addition to analyzing the strengths of the organization. And weaknesses that constitute a risk factor for the organization. If it is not remedied. After all this, measures and actions that will achieve the goals of the organization are taken. For this comes the importance of strategic planning to ensure the adaptation of the organization with its external and internal environment. For all of this, strategic planning is very important. We review some of its most important advantages (Sheikh, 1995):

- 1- Strategic planning helps achieve the organization's long-term goals. This is done by translating the strategic plans and objectives set into detailed plans, programs and budgets that can be implemented. In this type of plan, you set goals for the business (both financial and non-financial) and plan the steps needed to achieve those goals (MOHR, 2022).
- 2- The optimal distribution and utilization of resources. This is because it is used according to the plan. Based on the detailed plans prepared for this purpose.
- 3- Strategic planning helps to increase competitiveness. This is because strategic planning focuses on constantly studying environmental factors and taking the necessary measures. Because strategic planning involves studying market conditions, researching competitors' next moves, and creating innovative ideas for product and customer satisfaction (adniasolutions, 2020).



- 4- Helps managers to set priorities for dealing with major issues facing the organization. It provides the organization with a better performance appraisal system. It leads to rational decision-making within the organization (Melhem, 1997). In addition to the evaluation and review through which strategic planning helps business leaders to periodically evaluate progress against the plan and make changes or adjustments in response to changing circumstances (Bigelow, 2022).
- 5- An important benefit of strategic planning is that it creates a single vision focused on the future that can reconcile the organization and its stakeholders. By making everyone aware of the goals of the organization, how and why those goals were chosen, and what they can do to help reach them. And create an increased sense of responsibility throughout the organization.
- 6- Draw attention to biases and flaws in thinking. Decisions made by the organization come with an inherent bias. However, participation in the strategic planning process forces the organization to examine and explain why it made each decision and support it with data, projections, or case studies, thus combating the organization's cognitive biases.
- 7- Track progress based on strategic goals. Developing a strategic plan enables the organization to track progress towards goals. When each department and team understands the organization's larger strategy, their progress can directly influence its success, creating a top-down approach to tracking key performance indicators (KPIs) (Cote, 2020).

Others argue that fluctuations in the business world cause companies to adopt reactive rather than proactive strategies. The reactive approach is only suitable for the short term and requires significant resources and time for implementation. However, a strategic management plan helps organizations prepare proactively and address problems from a long-term perspective. Among the primary benefits derived from strategic planning are (Chopra, 2023):

- 1- Improves employee retention and satisfaction: Implementation of strategic planning helps employees feel connected and responsible in their work, and is used for initiatives such as career advancement, benefits, and creating a better work atmosphere. In addition, to have happy and well-trained employees (Hall, 2013).

- 2- Enhance communication between employers and employees: Bridging the communication gap is important to the success of the strategic planning process. It is because employees know what the organization does? And its purpose. Strategic planning makes the goals of the organization achievable and precise, and employees can easily understand the relationship between their performance and the success of the organization and salary. Therefore, a strong strategic planning process gets everyone involved and invested in the organization (Betz, 2022).
- 3- Increased durability and sustainability: Organizations are constantly adapting to change, especially in the world of digital transformation. Strategic planning aims to project potential internal and external shocks and prepare the business to adapt more effectively. With the business environment of the organization.
- 4- Increased profitability: Strategic planning requires in-depth research on valuable market information. This allows organizations to gain useful insight into the industry and its customers. It also helps organizations prepare effective sales and marketing plans, which ultimately leads to increased profitability.
- 5- Creating business continuity: The world of marketing and business is changing faster than we thought, and organizations that do not have a solid foundation and rely on opportunity probably will not exist. This is because the competition is fierce. Technical development opens the door to broad competition. For the organization to continue, it must keep pace with the market and developments in the business environment.
- 6- It enables individuals working in the organization to: Employees feel more effective and important to the success of the organization if there is excellent communication and dialogue at all stages. Organizations should decentralize strategic planning by including managers and lower-ranking employees.
- 7- Create a sense of direction: Strategic planning helps create a sense and direction for the organization. It also helps in setting realistic goals and objectives that align with the vision and mission. It provides the basis and boundaries needed to allocate resources and make effective decisions in the areas below (eg, budget allocation, staffing decisions, and operational processes are covered. it sets measurable goals. It is a useful tool for guiding

day-to-day decisions and for assessing progress and changing approach going forward (Scherr, 2023).

- 8- Increase operational efficiency between driving: Leadership is a critical component of strategic planning. If more clarity is needed on, what changes are needed? And their complexity, the organization's vision may fail to be implemented. This is where strategic planning comes in. A plan is a roadmap that provides leaders with the information they need to coordinate the functional activities of the organization to reach set goals.
- 9- Increase job satisfaction consistently: One of the most important reasons for leaving an organization is job dissatisfaction. People need to be motivated to come to work and feel part of the team. It has been proven that employees are the greatest source of innovative ideas. On which the administration should base its strategic plan.
- 10- Develop an organization culture that values and implements the annual planning, budgeting, and forecasting process because effective strategic planning requires time, effort, and constant re-evaluation. However, the annual strategic planning process and performance management system are very powerful tools for guiding an organization towards success, and applying them diligently will produce above average results (SABACON, 2022).
- 11- Reduces risks: If the organization understands and follows the importance of strategic planning and makes each step understand its nuances and intricacies, the risk factor is minimal. It helps the organization to visualize and anticipate bottlenecks and problems that may arise in the near future and take corrective actions beforehand (Bhasin, 2022).

#### **4.5 Benefits of strategic planning**

The application of strategic planning in any organization has positive effects and repercussions on the organization and its performance due to a set of factors, including (al-Khazindar, 1991):

- 1- Formulating and developing the organization's mission and goals.
- 2- Defining and directing the course of action in the organization.
- 3- Determining and formulating the strategic goals and objectives of the organization.

- 4- Determine and provide performance improvement requirements. And achieve the growth and progress of the organization.
- 5- Ensure that the strategic objectives are linked to the aspirations and goals of the owners of the funds and senior management with the interest of the members of the organization.
- 6- Directing resources and capabilities to economic uses.
- 7- Directing research efforts to develop the organization's performance and strengthen its competitive position.
- 8- Ensuring the coherence between the organization's mission and objectives. And the policies, rules and regulations that are put in place for work.

On the other hand, most business owners agree that having a business strategy is important and necessary for every business to grow and compete effectively. Therefore, strategic planning helps to increase the operational efficiency, market share and profitability of the organization. That is why we present here the five benefits. That an organization can derive from strategic planning (actiosoftware, 2021):

- 1- The work of the organization should be proactive and not reactive. In addition, to be more proactive than reactive in countless situations. This allows the organization to predict its future and prepare adequately. That is, the organization has a better ability to keep pace with the ever-changing market trends, and always stay ahead of the competition.
- 2- The strategic plan helps determine the direction the organization should take. In addition, it helps to set realistic goals and objectives that align with the organization's vision and mission.
- 3- Well-structured strategic planning provides a kind of road map for aligning the functional activities of the organization to achieve the set goals.
- 4- A well-organized and directed approach to turning all your sales and marketing efforts can lead to the best possible results. In addition, to go a long way in increasing the organization's profitability and market share.
- 5- Increase the strength and breadth of business. Because many organizations close their doors at short notice because they were not strategically prepared. But the opportunities are more favorable to those who have a solid and well-defined strategic plan.

## 4.6 Difficulties in strategic planning

Opposition to strategic planning has been growing for some time. Considering that, the main charge against it is that it is in fact not strategic at all. More precisely, it does not produce strategic thinking, and this basic criticism has been supported by management experts who see the concept of "strategic planning" itself as an oxymoron. That is, planning and strategy are two different things. Where they say that planning is analysis, strategy is synthesis, and that the former cannot produce the latter. In addition, planning gives you a plan, but not necessarily a strategy. Therefore, the combination of planning and strategy contains a great fallacy for the following reasons (Dickson, 2020):

- 1- Predictability: A major fallacy is to assume an organization or company will "hold out" during the development of a plan, and then stay on track while executing that plan. In fact, the environment within all business organizations is far from being static and predictable. They are changing at an ever-faster rate, which means that plans can quickly end up becoming outdated or irrelevant. That is, it does not keep pace with the rapid developments in the business environment. As a result, there is a tendency for the plan to become an end in itself, after it was a means to achieve the goal of the major organization. It must therefore be pursued, even when unexpected changes in the environment render the assumptions on which it was based invalid. In addition, following the blueprint becomes a very poor alternative to addressing the local realities. It has become inconsistent and never compatible with the continuous dynamic changes in the difficult-to-predict business environment.
- 2- Objectivity: The second fallacy is the assumption that the keys to an effective strategy lie in the objective measures of the data used for analysis and measurement, and the consequent neglect of the software underlying the data used. Effectiveness and compatibility with the basic data. The truth is that this weakness is often crucial to choosing the right direction for an organization- whether it be small or large. In addition, affects them directly. It may lead to the loss of the plan drawn towards the programmed strategy based on the available data.

- 3- Construction and Organizational Structure: A third and closely related fallacy is the assumption that structuralism and the "rational hierarchy" - from analysis to managerial actions to ultimately action - is superior to human judgement. That is the structure of the organization and its containment of advanced technological challenges and modified programs. It may be the way to structure the organization's work according to technology, without the human factor having any interference in it. In fact, official procedures hardly "predict outages" or create new strategies. Instead, it prompts planners to focus on means rather than ends; it is about "how to do things" rather than "why you do things." That is, focusing on the plan rather than the strategy. Therefore, the best ways to achieve the current goals have been lost, as well as the need to reconsider the goals that should be pursued. This mistake can be dangerous and costly. Because the organization loses its true compass to achieve its goals.
- 4- Tradition: Few strategic plans are truly original. That is, it is built mainly according to the requirements of a specific business organization and its objectives only. Most of them tend to base their future forecasts on the recent past and borrow heavily from competitors' plans. That is, creating a hybrid strategic plan according to different requirements and multiple components. They tend to reflect the current administration's fads. Thus, producing a strategic plan that imitates other plans adopted in similar or close business organizations.
- 5- Dim model: That is, a dull pattern or model does not lead to strategic thinking and prevents its occurrence. For many critics of strategic planning, the larger fundamental issue is that the strategic planning project itself is a fad, a weak or incoherent paradigm. It does not usually contribute much objective value. Even opponents think that strategic planning has become a fad. It cannot be relied upon to achieve the goals of the organization. Alternatively, maintain its position in the business environment. Or confront its competitors.

On the other hand, the use of strategic planning is not really easy. Because there are many obstacles facing the administration. When starting the strategic planning process. The obstacles vary according to the organization's structure, culture, detailed plans, objectives, or the extent of

stakeholder interaction with each other. Alternatively, the extent of the participation of employees or middle management in preparing these strategic plans. We can review some of them as follows (Al-Attal, 2008):

1- The unwillingness of senior management or managers to implement this strategy, and this may be due to several reasons, including:

a- The belief of senior management or managers that there is not enough time to carry out strategic planning.

b- Some managers believe that this work does not fall within his job responsibilities.

C - The belief of managers that they will not be rewarded for doing this work. Lack of motivation because of organizations' failure to motivate team members using monetary or non-monetary means (Kabeyi, 2019).

2- Turbulence of the external environment, which may make planning obsolete before it begins, for reasons:

a- A rapid change in the elements of the environment, legal, political and economic.

b- The high cost of closely and continuously following up on this change.

3- Problems of strategic planning, which usually leave a bad impression on the minds of managers for the following reasons:

a- Problems with setting up the system and its ambiguity, which limit managers' acceptance of the idea.

b- Data collection and analysis problems to develop the strategic plan. Which does not make the manager appreciate the importance of the idea.

C - There were errors in managing the previous strategic plan. Makes the manager think that the idea is useless.

4- Weakness of the available resources, the difficulty of accessing them, the difficulty of managing them, and the lack of the necessary capabilities for that. The lack of

transformational leadership in particular, which works for Overcoming resource constraints, support and advocacy Strategic planning process (Qian Hu, 2019).

- 5- Strategic planning takes time and costs. Because discussions about the mission and goals of the organization take a long time from the senior management. It also requires a huge amount of expensive information and statistics.
- 6- The inability of the strategic manager to realize the real opportunities and risks. Failure to use strategic planning models and frameworks to achieve the organization's goals transparently towards stakeholders, in addition to lack of leadership thinking and acting strategically (Giraudou & Mclarney, 2014).
- 7- The tendency to ignore information about unfamiliar trends in change. As well as the lack of deep knowledge and planning awareness among those in charge of the strategic planning, process (Wanjala & Rarieya, 2014).
- 8- Gathering inappropriate information about strategic variables in the environment.
- 9- Lack of ownership: An effective strategy requires feedback across multiple departments and functions from all parts of the organization. However, to avoid creating a disjointed strategic plan, someone must still own the final assembly, documentation, and implementation of the strategy (lucidspark, 2020).
- 10- Another big hurdle that executives face when planning strategies is when the team doesn't line up behind the proposed roadmap or doesn't understand the tasks or goals ahead (Marco, 2022). Failure to involve other stakeholders including suppliers and customers in the strategic planning process can have a negative impact on the process (Thomas, 2019) .

## **4.7 Components of the strategic plan**

During the strategic planning process, the organization takes three steps: Adopt or modify the founding strategic vision and mission. You stick to the goals. Develop a long-term plan to achieve goals. A solid strategic plan lays out the organization for success and clearly defines it at every level. Here are the six vital elements of strategic planning (leads, 2022):

- 1- Definition of vision: An organization's vision statement is an ambitious description of what it wants to achieve in the future. The vision statement is a clear guide to choosing



current and future courses of action. It is a definition of where you want the organization to be in the long term. With just three sentences, a vision statement tells us exactly what the organization aims to achieve. The last sentence of the vision statement adds in the statement of purpose (aka the company's raison d'être): "We also believe that everyone has the right to a vision." Therefore, purpose is what motivates employees to join and stay in the organization. Not all leaders include a focus on social impact in their company's vision and purpose statement. However, this is becoming increasingly popular now. A strong vision statement helps the organization's employees focus their work in the right direction. The mission statement should include a clear reason for the organization's existence. Like to become the best value supplier to meet our customers' requests quickly, accurately and economically. Alternatively, to control the markets in which we compete (HARTNEY, 2014).

- 2- Create the mission: While the organization's vision is an organization-wide goal, the mission is how the organization plans to achieve the vision. Without a mission, the organization lacks a why and how. If there are multiple private interpretations of a vision, this can lead to conflicting strategies and initiatives.
- 3- Setting Goals: Objectives are specific results that a person or organization aims to achieve within a time frame. Defining success early lets you know if the organization is on track to achieve its mission and vision. Articulating the goals of the organization clearly creates goal posts against which the organization can gauge its overall health and impact of strategic initiatives. But a common misconception is that strategic planning ends with goal setting; however, effective strategic planning always includes an action plan and a guide for tracking progress toward achieving the region's vision and goal (Diligent team, 2019). In general, good goals should be clear, measurable, and supported by multiple strategic initiatives across the organization. And to be comparable, to choose the strategic alternative that maximizes the achievement of goals (Khattab, 1985).
- 4- Strategy development: An organization's strategy is a long-term plan that enables it to achieve its goals. An effective strategy combines vision and execution. Strategies are much more specific than the organization's vision, mission, and goals. They are usually

shared only within the organization and are ideally designed around the needs of the organization and the market context. Strategies should set long-term plans for actionable goals and steps, foster innovative thinking, as well as anticipate and mitigate potential risks. Strategic plans often last 3-5 years and there may be a separate plan for each individual goal within the organization.

- 5- Outline of the organization's approach: The approach provides a methodology for implementing the organization's strategy. This approach is a framework for answering key questions that will later define tactics. In addition, how tactical plans should be developed based on the specific goals and objectives of the company as well as the operational plans that support the implementation of the elements of the tactical plans. To strive to achieve the strategic goals and objectives of the organization (Gutterman, 2023). Additionally, it guides the organization on how to implement the strategic plan.
- 6- Getting down to tactics: Tactics are focused initiatives, projects, or programs that allow organizations to implement a strategic plan. Tactics are key to execution. It is the actions taken by the organization to achieve the strategic plan.

#### **4.8 Strategic planning patterns**

Planning is an essential part of every business, be it in the form of developing a strategic framework, or developing contingency plans for emergencies. Organizations that are not well planned may face severe consequences. The four main plans are strategic, tactical, operational and contingency according to the following (Williams, 2021):

- 1- Strategic planning looks at the long-term issues of the organization and helps in creating a plan for growth or change of business function. Objectives developed at the strategic planning level are often augmented by dividing them into tactical and operational levels.
- 2- Operations planning focuses on day-to-day issues, such as staffing levels or inventory quantities. Operational-level planning includes more detailed objectives with concrete deadlines and task assignments.
- 3- Tactical planning is used to reach the goals set out by strategic and operational planning. Tactical planning includes short-term objectives and tasks designed to create specific

results within a limited time span. Tactical plans often include operational level plans, and make way for the development of contingency level plans.

- 4- Contingency-level planning includes more detailed action items with specified responses in case of unexpected events or emergencies, such as natural disasters or extreme weather events that disrupt business operations.

As a result, the general classification of strategic planning methods brings valuable insights for a better understanding of these methods. Which serves the strategic planning process in general (Marek Lisiński1, 2006).

#### **4.9 Strategic planning tools**

Strategic planning tools are techniques and models that business leaders use to determine where their business is at present, where they want it to be in the future, and which key metrics and initiatives they should track and pursue to achieve that target state. We will present four tools, namely (Conrad, 2020):

- 1- In a SWOT analysis, strategic planning teams think about the various strengths, weaknesses, opportunities, and threats of their business, and then list those items in four quadrants. Teams can then look for connections between the quadrants (especially connections between strengths and opportunities) to inform their strategy. However, what kind of companies should use this analysis? While a SWOT analysis can be adapted to a variety of situations, it is ideally suited to growing companies that are able to make significant changes to their strategy in order to take advantage of market opportunities. These may include organizations, start-ups, and the operations of individual entrepreneurs. It can also be used in the early stages of a new strategy and with a specific goal in mind. We can try the SWOT approach when setting priorities, such as implementing new technology or restructuring your organization or business (Leapsome Team, 2017).
- 2- Objectives and main results: Goals, objectives, and outcomes are used by defining a clearly defined goal (the objective) along with a set of key results. Measurable

checkpoints are built towards the intended goal. In addition, desired outcomes. Ideally, teams should only have about a 70% success rate on key results. If teams are constantly hitting 100%, it likely means that the ultimate goal was not ambitious enough. However, what kind of companies should use this? They are well suited to established, profitable businesses that may need to make incremental adjustments to continue growing without throwing away a successful formula.

- 3- Pest analysis: Through PEST analysis (Political, Economic, Social, Cultural, and Technological), strategic planning teams evaluate the social and economic factors in their business forecasts. PEST analysis is also frequently modified to include legal and environmental factors (PESTLE analysis). For PEST analysis to be used effectively, it is helpful for the organization to have representatives on the strategic planning team who have a working knowledge of the constituent factors. On the one hand, this requires an experienced strategic planning team to use PEST analysis effectively. On the other hand, this makes PEST adaptable to changing conditions. We have to think of all the factors that make up PEST as advantage tools. When the market changes, we may have to pull one or more of these levers to adjust our planning. However, what kind of companies should use this? Due to its complexity and the expertise required to use PEST analysis effectively, it is best suited to large, well-established companies with sufficient resources to perform this analysis or later PESTLE. The results of the PESTEL analysis can be used in the strategy formulation step of the strategic planning process either. As input to other business tools. Such as, for example, SWOT or directly, as targets for a strategy map that addresses specific challenges (Savkin, 2023).
- 4- Balanced scoring card: The Balanced Scorecard is a strategic planning template designed to integrate financial and non-financial metrics (customer, internal, and innovation). To use the balanced scorecard, strategic planning teams seek to answer the following four questions: How do customers see us? What should we excel at? Can we continue to improve and create value? How do we view shareholders? Teams must answer these questions in four quadrants, string them together where possible (similar to a SWOT analysis), and then translate those answers into operational strategy, individual performance goals, and business planning. However, what kind of companies

should use this? The Balanced Scorecard is open enough to be used by almost any type of business, including automotive, financial, healthcare, manufacturing, technology, education, and just about anything in between.

A modern planning tool is being circulated recently. It is supported by a set of modern electronic programs, and this tool is: Systematic Strategic Planning SSP It is the pattern of procedures through which the organization determines its current status, opportunities, long-term goals, and the strategies. That must be achieved. As for the goals of the SSP, they are to impose a view on the future. Thus providing an opportunity to influence the future. or to take a proactive stance To provide a better awareness of the needs and work environment; to help define and focus the goals of the organization; to provide a sense of direction, continuity and effective driving; And to connect everyone to the system. It also saves Accountability standards for allocated people, programs and resources. The techniques used in strategic planning should not be seen as a systematic procedure. Rather, it should be able to be repeated and modified continuously. Depending on the characteristics of the organization in which it is planned. Certain business models are used for that. In contrast, the systematic strategic planning in its full version. It consists of a framework of the stages that the project or organization goes through. And the basics involved any strategic planning project (Bütüner, 2014).

Despite the extreme importance of strategic planning for business organizations. However, some consider strategic planning as one of the less popular organizational processes. Most corporate executives criticize it as overly bureaucratic, insufficiently insightful, and unsuitable for today's rapidly changing markets. Some even argue that strategic planning is a relic, and that organizations seeking to thrive in turbulent times should instead invest in market intelligence and agility (Nicolas Kachaner, 2016).

#### **4.10 Strategic planning evaluation**

A strategic plan is a road map that guides an organization's vision, goals, and actions for the future. And to see if the plan is working and achieving the results you want? Measuring and evaluating the impact of a strategic plan is essential to ensuring that the organization is on the right

track, identifying what works and what does not, and adjusting the organization's trajectory as needed. Strategic planning, monitoring and evaluation focus on performance and results on the ground. Through participatory strategic planning, review and evaluation processes, it provides guidance, advice and technical support for integrating results-based planning, monitoring and evaluation throughout the organization's work so that it can achieve impactful results (Ahmad, 2023). The process of evaluating a strategic plan involves several interrelated steps that are repeated frequently to ensure that the strategic plan remains effective and relevant. The following are the main stages in the strategic plan evaluation process (linkedin, 2023):

- 1- Defining indicators for the organization: The first step to measuring and evaluating the impact of a strategic plan is to identify the indicators specific to the organization. Indicators are measurable and specific criteria that show the progress and results of a plan. It can be quantitative, such as sales, revenue, or customer satisfaction, or qualitative, such as feedback, testimonials, or case studies. The organization must align its indicators with its strategic objectives and make them smart, specific, measurable, achievable, relevant and time-bound. Therefore, that it is dealt with accurately and scientifically. The strategic plan should look as far into the future as it sees fit. So most companies are comfortable with a strategic planning horizon of three to five years as long as they review their plan on a regular basis (Jackson, 2023).
- 2- Data collection: The next step is to collect data about the organization. Data is the evidence that supports the organization's indicators and shows the actual performance of its plan. An organization can use different sources and methods to collect its data. Such as surveys, interviews focus groups, observations, reports or analytics. The organization should collect its data regularly and systematically, using reliable and valid tools and techniques. It must also ensure that its statements are accurate, complete and consistent. In order for the analysis and measurement to be carried out in an orderly manner. There is no distortion in the analyzes because of the distortion of the data or the sources of obtaining them. On the other hand, the inaccuracy of the data on which the strategic plan is organized.

- 3- Organization data analysis: The third step is to analyze the organization's data. Data analysis is the process of interpreting and understanding an organization's data and finding patterns, trends, and insights. An organization can use different tools and techniques to analyze its data, such as charts, graphs, tables, statistics, or software. The organization should compare its data with its indicators and benchmarks, and look for gaps, strengths, weaknesses, opportunities and threats. Any swat analysis procedure. The organization must also consider the context and limitations of its data and avoid biases and errors. Which may lead to incorrect and misleading evaluation results at times. It affects the development of the general strategic plan and the extent of its interaction with data, analysis and evaluation.
- 4- Report results: The fourth step is to report the organization's findings from the evaluation. Reporting an organization's findings is a way to communicate and present its data analysis and findings to the organization's stakeholders, such as staff, managers, or clients. An organization can use different formats and channels to report its findings, such as written reports, presentations, dashboards, or charts. The organization should tailor its report to fit its audience and purpose, using language and visuals that are clear, concise, and compelling. The organization should also highlight the main messages, conclusions and recommendations contained in its report in a manner that does not accept interpretation or conclusion. It should be in a simple language or method that enables it to reach the minds of the target audience by presenting the results.
- 5- Implementation of the organization's recommendations: The fifth step is to implement the organization's recommendations. Recommendations are the actions that an organization proposes based on an analysis of data and results to improve the impact of its strategic plan. It can be short-term or long-term, and involve changes, improvements or innovations. The organization must prioritize its recommendations according to their urgency, feasibility, and impact, and assign roles and responsibilities for their implementation. The organization must also set deadlines, budgets, and milestones for its recommendations. In line with the reality of implementing the plan and its details. In all cases, the CEO and management must lead and develop the strategic plans with

the input of the directors, while the board of directors approves the strategy and measures to evaluate progress in the strategic plan (Nadler, 2004).

- 6- Monitoring and reviewing the impact of the organization: The final step is to monitor and review the impact of the organization. Monitoring and reviewing an organization's impact is a method of tracking and evaluating the results and outputs of its recommendations and plan. The organization should use the same indicators and data sources that it used in the previous steps, and compare them to the baseline and goals. She must also solicit feedback and input from her stakeholders, and celebrate her own achievements and successes. The organization should also identify any challenges or problems, and revise its plan as needed. With the aim of amending it, correcting its course, or enhancing its contents, and building on it later in subsequent strategic plans. After all, if we do not know the purpose of the organization's strategic plan, it is useless to control the action plan and to monitor and evaluate the results (Siteware, 2019).

Ultimately, many writers have argued that strategic planning leads to effective company performance. It has a positive effect on its performance. Although the process of strategic planning is a complex process but that does not mean that it is a futile effort because there is something to be gained at the end. Therefore, strategic planning is vital to ensure continued good performance of organizations and companies. Only, that practice some form of Strategic Planning (Babafemi1, 2015).



## **Section five: Crisis Management**

### **5.1 Crisis concept**

Crises are characterized by their sudden onset, and the involvement of many different actors. And the need to make decisions under intense time pressures and conditions of uncertainty. With raising the attention of the public and the media and spreading news and rumors about it.

Crisis language: means distress and drought (Al-Razi, 1967). The term Crisis is derived originally from the Greek word (KIPVEW), meaning to decide (Jabr, 1998).

As for the Chinese language. It excelled largely in formulating the term crisis. As they pronounce it (Ji-Wet), which is composed of two words: the first denotes (risk) and the other denotes (opportunity). That can be invested, and the ingenuity lies here in imagining the possibility of transforming. The crisis and its risks turn into an opportunity to unleash the creative capacities. That invest the crisis as an opportunity, to reformulate the conditions and find sound solutions (Al-Shaalan, 2002).

It may be impossible to capture all aspects of the crisis in a single definition. However, we can say that the crisis is the situation that confuses the resources of society. In addition, threatens to rip its control systems. Thus, it can destroy the daily life of a large number of people. Here, the type of crisis that is being prepared for may be a flood. Alternatively, destroying a power station. Or a gas leak, or a shipwreck or shipwreck. Or release radioactive materials. Alternatively, an earthquake or a natural disaster such as hurricanes and volcanoes. Or it may be for military reasons such as wars. Or creating crises by groups such as terrorist groups or pirate groups. Alternatively, hackers on computer programs that destroy networks and communications. Even confidential data stored in the databases of organizations, companies or even countries. Or artificial crises, such as stock exchanges and financial crises. There may be crises that threaten the lives of the earth's population at the global level. Epidemics or food or water crises. Or energy crises and wars (al-Burazan, 2021).

“Crisis” is one of those notoriously difficult concepts that abound in society Sciences. Because of its widespread use of the term lacks accuracy and specificity; So that even those who work in crisis intervention and research are reluctant to commit themselves to a single definition (KATHERIN E EASTHAM, 2016) .

And since some researchers defined the crisis in the social, political and economic sense, where he indicated that by saying: “Crisis means from the social point of view:” the cessation of organized and expected events and the disturbance of habits, which necessitates rapid change to restore balance, and to form new, more appropriate habits (Aliwa, 2002).

As for the crisis from the political point of view: “a situation or problem that takes the dimensions of the political system and requires a decision to be taken to meet the challenge it represents, whether it is administrative, political, systemic, social, economic, or cultural(ibid). Or it is a position that leads to the use of military force in confrontation or reaching a solution between the parties.

As for the international concept: it is a series of interactions .that lead to the emergence of a situation that directly threatens the valuesand interests of the state.

As for the organization, a major event affects the organization. Its reputation, services, activities, products, and stakeholders dealing with it. Alternatively, an event leads to chaos in the organization and determines its future ability to succeed, achieve profit, and survive in the market. It can also be defined as an event that is less likely to occur but threatens the continuity of the organization. In the event of its occurrence, it is characterized by the ambiguity of its causes, impact, and ways to solve it. As a result, the crisis is a disturbance that affects the system as a whole and threatens its foundations and the essence of its existence.

## **5.2 Classification of crises**

Crises have different types according to their characteristics, nature and what they entail Different reactions and therefore different methods of administration. The following are the main types of crises (Nteka, 2021):

- 1- Financial crisis: A financial crisis occurs when a business is affected financially by a financial crisis calamity. In addition, such a crisis occurs when the company has incurred losses for long periods or when it is due to a shortage from accountability it loses consumer confidence among other cases (Laeven & Valencia, 2008).
- 2- Technological crisis: The technological crisis arises because of failures in common science and the technological tools and devices we use in business. Common technological crises include software and industrial failures accidents, etc.
- 3- Abuse crisis: All companies compete with each other. However, some competitors take this for granted they are really trying to go to extreme measures below the belt and destroy each other company for their own success. The crisis that occurs because of extreme tactics a crisis is known as abuse, which a competitor or criminal uses to destroy a business. These crises include those that arise through hacking into a company's server their products, etc. (Ahmed, 2006).
- 4- Material crisis: Physical crises refer to those that arise as a direct result of a natural event. Such as volcanoes, earthquakes, etc., and these crises are completely out of control manageable and cannot be prevented, unlike other crises (Bankoff et al., 2003).
- 5- Organizational Crime Crisis: The crisis of organizational errors includes 1. The Deception Crisis. 2. The crisis of brilliant administrative values. 3. Judgment by unjust corrective law. Phishing crisis is the result of hiding important information from management or consumers by management. This is done in order to obtain illegal profit of business and obtaining unjustified riches. This concealment often it causes huge losses in places where such events are hidden.
- 6- Staff crisis: An employee crisis occurs when an employee or individual associated with the company engages in unethical or illegal misconduct. Whether it is within the workplace or an employee's personal life, these situations can lead to a serious backlash against the organization. Since the organization employed or supported this person, its lack of judgment is reflected in the reputation of the organization itself (Fontanella, 2022) .
- 7- Natural crisis: Disturbances in the environment and nature lead to natural crises. Such events are usually beyond human control (Goh, 2021). If an earthquake destroys an organization's offices, headquarters or work area, you might call it a crisis. Although it may

be rare, natural disasters such as hurricanes and earthquakes can have a significant impact on the work of the organization. The best way to deal with natural crises is for the organization to be proactive. And to prepare a contingency plan for commercial operations in the event that the organization has no business offices. Therefore, social media (SM) content has become essential. Because SM posts contain actionable, time-critical information. And utilize them to respond effectively to disasters. (Olteanu et al., 2015; Imran et al., 2016). Automatically extracting crises from SM as they arise can enhance situational awareness and support humanitarian response efforts (Alaa Alharbi, 2022).

- 8- Confrontational crisis: Confrontational crisis can arise in several ways. Employees may fight within the organization. The rift could spiral out of control among the senior leadership. Alternatively, public dissatisfaction with the organization can lead to public outcry. In all cases, the parties involved "are looking forward to having their demands met. This may lead to a public boycott or mass resignations. To deal with a confrontational crisis, the organization must first investigate the concerns of those facing it. It is important that the organization recognize that if they are directed to this point, "The issue must be important. Next, the demands made by both parties, if any, should be reviewed. Can the organization influence change that result in meeting those demands? If not, then the reason must be stated carefully and tactfully." As a result, internal disputes, ineffective communication, and lack of coordination lead to a crisis of confrontation (Juneja, 2015).
- 9- Workplace violence crisis: A workplace violence crisis occurs when a current or former employee commits acts of violence against other employees. Unfortunately, these crises can come suddenly, and it can be difficult to act before they escalate further or become fatal. The best course of action, particularly when de-escalation is not feasible, is to involve law enforcement as quickly as possible.
- 10- Hatred crisis: A hate crisis occurs when opponents of the organization use criminal or illegal means to destabilize the organization, damage its reputation, extort, or even destroy it. Examples include tampering with an organization's product to cause widespread harm, using a company's product in illegal or unacceptable ways, or hacking into an organization's system to steal encrypted data. Common examples of this type of crisis include

cybersecurity threats, hacking, hijacking, spreading false rumors, and product sabotage - all with the intent of harming the organizing company, its stakeholders, and the organization's public image (Fontanella, 2022).

Crises can also be classified according to the speed of their formation or occurrence according to the following (johntalaguit, 2023):

- 1- Creeping Crises – foreshadowed by a series of events that decision makers do not view as part of a pattern.
- 2- Slow-Burn Crises – some advance warning, before the situation has caused any actual damage.
- 3- Sudden Crises – damage has already occurred and will get worse the longer it takes to respond.

### **5.3 Causes of crises**

There are multiple reasons for the occurrence of crises that differ in terms of their occurrence, results and requirements. In general, we can list some of these reasons (Goh, 2020):

- 1- External economic attack: This refers to external attacks from competitors or haters that directly threaten the economic and financial well-being of the organization. Alternatively, aims to destroy the reputation of the organization by distorting the image of the organization or insulting its products or services. Examples include extortion, bribery, boycotts and hostile takeovers of the organization. Distorting the facts and harming the organization's ethics and strategy.
- 2- External information attack: This includes all those attacks on the organization that originate primarily from outside the organization and target its private and confidential information. Information about products, services or customers. Alternatively, customers or sales agents and distribution points. Or the organization's strategies and detailed plans. As well as estimated budgets and closing budgets. All of which aim to harm the organization. And stakeholders in addition to customers and customers. To convert their tendencies and affiliation to other competing organizations.

- 3- Malfunctions: It could be a breakdown in plants, equipment and basic facilities. Work programs, computers, work systems, and follow-up in laboratories. All this for human operators means pressure, human error, and security breaches, which may lead to catastrophic results. It leads to an actual crisis that may be difficult to remedy if there are no proactive programs for such cases. For speed of processing and so on.
- 4- Psychopathology: This consists of criminal activities such as vandalism, product tampering, executive kidnapping, and sexual harassment. And abuse of the organization and its employees or even higher management. As well as forgery and fabrication of lies about the organization's performance. Alternatively, its ethics or the ethics of its employees. Which leads to a suffocating crisis for the organization. You need a quick but rational response based on means of detecting allegations and forgery. With the aim of restoring the status of the organization and its image to its reality.
- 5- HR factors: These relate to poor employee morale that leads to unacceptable results at work. As well as the executive success required by senior management. In addition to the occupational risks that workers may face in the work environment. The human factor and its level of connection with the organization remain. The degree of his proficiency in the work required of him is the basis for creating a crisis in the organization or avoiding it. Internal crises can be managed, mitigated or avoided if the company implements strict compliance guidelines and protocols regarding ethics, policies, rules and regulations among employees (HAYES, 2022).

Others believe that the causes of crises may be internal or external. Natural or artificial. A number of them can be mentioned, namely (Al-Borsan, 2021):

- 1- The weakness of the information system, the decision-making system, and its consequences: the failure to provide appropriate and necessary information for decision-making. In addition to participation in decision-making by unqualified individuals. There is also a technological failure that leads to the sabotage of devices and equipment. In addition, stumbles in the organizations or global communications systems, networks, the Internet, and software. The most important are security breaches

- of organized local networks and their electronic protection systems. In addition, hacking all its data and information that causes a real crisis for the organization.
- 2- Violence, theft and terrorism in the workplace. As well as neglecting secondary issues in the organization. Which grow up and become real problems facing the organization and its existence. And uncertainty of workers about the intentions of the organization. With regard to workers' rights and labor claims. All of these and others may lead to an actual crisis for the organization.
  - 3- The inability of the organization to fulfill its financial obligations. And inability to pay the organization's debts and creditors' claims. In addition to the weakness in the cadres working in the organization in terms of qualification and job efficiency. And the mishandling of these physical, financial and human problems. It will inevitably lead to the emergence of a crisis in the organization.
  - 4- Irrational disregard for warning signs: especially the early ones, which give a realistic picture of the reality of things and how they are heading towards the abyss. For example, the problems of employees with each other and the arrival of some of them to physical abuse. As well as waste and neglect of the requirements of occupational safety or public safety of workers. Frequent complaints and grumbling among employees, customers, agents and clients. Achieving lower productivity completion rates than planned. In addition, other negative indicators that undoubtedly confirm the occurrence of a crisis soon or later.
  - 5- Fuzziness and lack of clarity of the organization's goals: and thus, the lack of clarity of the priorities required to be achieved for senior management. Likewise, it is not possible to measure performance in a correct scientific manner. The work crews were ignorant of what was required of them to accomplish. In addition to the lack of any anticipated future plans to confront future risks. Or the reality of the internal or external environment of the business and anticipating the reactions of competitors towards it. The most important thing is slowness and reluctance in dealing with indicators of the possibility of an approaching crisis.
  - 6- Incompetent administrative leadership: thus ill-considered and unrealistic decisions and weakness in the organization's managerial staff. Every manager tries to remove his

responsibility towards other departments and other managers. Hence, preoccupation with administrative laxity. Not predicting future events. And not making plans to confront it in the correct practical manner. Hence, the inevitable fall into crisis (S.I.S TEAM, 2016).

- 7- Commercial reasons: such as a decrease in the number of customers, sales, orders, excess and sudden increase in the price of raw materials, poor quality, or defective Dangerous products, delays in meeting demand, and inadequate distribution Network, inadequate advertising and market research, etc. are commercial conditions that inevitably lead to crisis for the organization.
- 8- Legal reasons: legal obligations, labor, tax, insurance violations, disputes, etc Conflicts with local residents, organizations and organized interests, not complying with the general regulations in force in the organization's work environment (Nteka, 2021).

There are internal and external causes, subjective and objective, personal and general, planning and executive. Despite the diversity of these causes, it is possible to highlight the most important of them (Al-Hadrawi, 2010):

- 1- Misunderstanding: Misunderstanding is one of the reasons for the emergence of crises and in such cases, Crises are easy to solve once the truth is clarified.
- 2- Misperception: Perception represents the stage of receiving the information. That he was able to obtain and judging the matters presented. Thus, it is considered one of the main stages of behavior. And through this stage the behavior and recognition towards it takes form and content. So if this perception is incorrect or results from interference in vision and confusion. It leads to the incorrect direction taken by the administrative leader.
- 3- Poor assessment and evaluation: This is the most common cause of crises in all fields. Especially military, where he is a member of the imminent war battle a victim of his poor judgment and evaluation of the other party.
- 4- Random management: This type of management works as not only a cause and a motive for crises, he also works, to a more serious degree, as a manager of the administrative entity and a destroyer for his capabilities and abilities.



- 5- Rumors: They are the most important source of crises, and indeed many crises Its only source is false rumors that spark the crisis
- 6- Planned crises: They are also called planned crisis bottlenecks Some competing forces of the administrative entity work to track the paths of action of this entity Through this tracking, the operating processes and stages of production and distribution are revealed. In addition, the needs and circumstances of each of these stages, and then a crisis can be caused Striped.
- 7- Conflict of interests: It is also one of the most important causes of crises occurring on the international or local scale or even within companies and units of economic activity.

#### **5.4 Characteristics and features of the crisis**

It is possible to distinguish a group of crisis characteristics according to which it differs from other concepts, such as (AL-DAHASH, 2016):

- 1- Surprise: as it sometimes occurs suddenly and without any warning. Such as natural disasters such as earthquakes, volcanoes, etc. Which often does not give the management of the organization enough time to deal with it. Alternatively, even be much larger than the capabilities of the organization. Therefore, it is difficult to overcome it. It may also be difficult to predict it or the date of its occurrence.
- 2- Its large size: Some crises may be characterized by their enormity and devastating impact. Therefore, there is no possibility for the organization to overcome or overcome it. Therefore, the entire organization may fall under the influence of this crisis. She becomes completely unable to perform her work.
- 3- Panic and loss of control and control: the result of the horror of the disaster. Which results in confusion and weakness in dealing with the facts of the crisis and its immediate consequences. Confusion in the decisions taken and their effectiveness. And the inability of workers in the organization to remedy the consequences of the crisis. Because of their lack of experience in dealing with such circumstances. Or that the size of the crisis is greater than the ability to deal with it. Crises lead to feelings of anxiety and fear in employees and can threaten the existence of the organization (Bhasin, 2020).

- 4- Lack of sufficient time: The lack of time requires urgent first aid solutions. And a high-level emergency response to face the crisis. Because it may affect the organization's resources, production facilities, transportation, and others. Which takes longer to process and find solutions.
- 5- Some organizations' crises are characterized by escalation: they start small. Then it starts to grow like a snowball. Until it reaches a point where it is not possible to find quick or comprehensive solutions. Rather, the issue has become a need for a policy of change in the organization's systems, internal structures, and sometimes even its culture.
- 6- Lack of information: It may be the lack of available information about the crisis. A major reason for its worsening and reaching an uncontrollable extent. The organization's lack of information about competitors in the market may be a major reason for the organization to lose its position in the market to these competitors. Alternatively, the lack of information regarding general weather conditions for agricultural projects may be a major disaster. In the event that weather, changes are not monitored and measures are taken to limit its negative effects on crops, for example. Therefore, the crisis for the agricultural project is inevitable and may not be surmountable.
- 7- Bad media coverage: Some media campaigns may contribute to deepening the wounds of an organization. Because of wordplay, phrases and arguments about the status of the organization. With the aim of attracting public opinion on the subject of this organization. Which is reflected negatively in increasing the crisis of the organization. And the complexity of its solution mechanisms.
- 8- Crisis is sequential: disturbing situations that harm the organization and pose a challenge occur sequentially. It gets fast, gets there on short notice, and does not give supervisors much time to improvise strategy (Bhasin, 2020).

## **5.5 Stages of the crisis**

Dealing with a crisis can be very intimidating for many business owners. Due to its disastrous consequences for the organization or business environment. In fact, 95% of business leaders know that their ability to manage crises needs to be improved. The rapid response requirements of their

organizations are sometimes not commensurate with the speed of the occurrence and development of the crisis. Therefore, organizations resort to one of the best strategies, which is dividing the crisis into steps or stages. While a crisis may seem like an unpredictable situation. There is actually formula that all crises follow consisting of four stages (MANAGEMENT, 2023):

- 1- The first stage: the prodromal stage (pre-crisis stage) this first stage occurs before the crisis itself hits. In many cases, this pre-crisis phase will be like any other day. That is, there is no clear indication of the occurrence of the crisis or even its signs. Some crises, such as natural disasters, can occur at any time, without any warning. For other events related to financial crises, the organization's crisis management team may be able to notice the warning signs. This is a preparatory phase - where the organization is aware of potential crises that may affect it. If the warning signs are identified, this is the time to take steps to reduce the impact of the crisis – or prevent it entirely. The pre-crisis stage is concerned with prevention and preparation for responding to the crisis (Goh, 2021).
- 2- The second stage: the acute stage (the crisis stage) this is the point at which the organization begins to notice the first signs of an unfolding crisis. This is why this phase is also known as the acute phase, which is the point of no return, where the organization can no longer prevent a crisis from occurring. Which begins to occur and develop. This stage is characterized by the avalanche-like speed and intensity that often accompanies and Characteristics of this stage. Its speed depends primarily on the type and severity of the crisis (JOHN DARLING, 2005). Now the focus of the organization and its crisis management cadres must shift. To risk assessment and risk management so you can respond quickly and mitigate the impact of an event. Although it is often the most severe stage, the acute stage is generally the shortest of the four stages. It is considered an announcement of a crisis. Crisis disrupts daily operations and can cause financial loss and destruction for property and security breaches, personal injury, loss of life, and damage to the organization reputation (Chandler, 2009).
- 3- The third stage: the chronic stage (the response stage) after the organization's response plan is activated, the crisis transitions into the response phase where it deploys the resources needed to address the emergency at hand. Human cadres, equipment, programs, production

facilities, means of transportation and other resources available to the organization. Then the members of the organization's crisis team take the necessary measures to limit the exacerbation of the effects of the crisis. How long this phase lasts depends on the type of crisis. For some events, such as a blizzard, it may take a few days. For others, such as a public health emergency, the response time may be much longer. Few companies could have predicted that their crisis management teams would continue to respond to the COVID-19 pandemic more than two years later. Therefore, the duration of this stage is directly related to the type of crisis occurring.

- 4- The fourth stage: the solution stage (post-crisis stage) At this point, the crisis can be considered over when you move from crisis management to business as usual. That is, according to normal working conditions. Employees return to work and normal business operations can resume. Depending on the type of crisis, the level of safety and learning is restored in the period. And start with continuity mechanisms (Ana Laugé, 2014). The final stage of crisis resolution can take days, weeks, or even months. Here, the organization may need to assess and repair damage to buildings or other assets, or any other material damage. So that the company can begin to resume its normal operations. The recovery phase must also take into account any impact the crisis may have on the mental health, well-being and work balance of employees. They will need to be taken care of and their return to work arranged using schedules that are appropriate for each individual. If the crisis includes negative media coverage, the organization's public relations department may need to work to rebuild its reputation.

Others argue that there are six stages of crisis to successfully implement the crisis management plan. You must have a good understanding of these six stages. Which we can summarize as follows (Barney, 2022) :

- 1- Early Warning: Organizations should look for warnings of a crisis and weigh its probabilities. However, it is natural that crises cannot always be predicted, but there can be some signs that indicate a crisis, such as weather patterns, the national and global economy, and neglect towards cyber security risks. This warning must be taken and dealt with very seriously by the organization.

- 2- Risk assessment: At this stage. The risk management team discusses the risks, damages, and severe problems resulting from crises. Regardless of the reason for their emergence. Whether natural or artificial. Preparation is made for worst-case scenarios involving stakeholders and the organization as a whole.
- 3- The organization's response: Organizations must now choose a crisis management plan. Notifying all concerned parties, such as employees and customers, of the crisis and resolution plan. Therefore, that everyone is aware of the solution procedures and participates in them. To ensure that there is no conflict in the reactions of those concerned with the solution.
- 4- Dealing with crises: This is where the COP plan is implemented. All participants in the plan engage in open communication and begin working to resolve the crisis as one team according to one plan. Positive suggestions are dealt with quickly. Everyone is involved in making this plan a success.
- 5- Resolution: At this stage, the crisis has become under control, as all concerned employees assume their duties in resolving the problem. Each according to his specialization and according to the role required of him. Plans for recovery to normal life should now be implemented, and the organization should return to the work environment it was in before the crisis.
- 6- Restoration or recovery: In this final stage, the crisis ends and the organization returns to its normal daily operations. Which was before the crisis occurred. The organization should fully analyze the crisis, in terms of its causes, indicators, warnings, and plan to deal with it and the interaction of management and workers as well. Lessons learned should be noted for the future. And develop an appropriate mechanism to confront similar crises in the future. Or develop perceptions and models simulating reality for crises similar to or similar to the current one.

## 5.6 The effects of the crisis

Crises that may affect the work of business organizations depending on the specific circumstances of its business. There are several possible events. That may constitute a crisis. (ENTREPRENEURS, 2020):

- 1- Natural disasters: for example, earthquakes, volcanoes, floods caused by burst water pipes or heavy rains, or wind damage after storms. It constitutes a real crisis that requires very great efforts and sometimes-huge capabilities to overcome it. Alternatively, to return to normal operating mode before the crisis. Consequently, the size of large financial and economic losses may not be borne by some medium or small business organizations.
- 2- Theft or vandalism: theft of computers, for example, high-tech or high-tech work equipment, or production facilities can be devastating. Similarly, vandalizing machinery or vehicles can not only be costly, but also pose health and safety risks.
- 3- Fire: Few other cases have such a capacity to actually destroy the business. Fires that occur in production sites or administration buildings or affect production or transportation equipment. Alternatively, even the human element in the business organization. It leads to huge financial losses, in addition to wasting time to rehabilitate what has been burned. In addition to the longer period required for the recovery of workers affected by the fire and their rehabilitation to return to production or management sites.
- 4- Power outages: Loss of power can have serious consequences. What will the organization do if it cannot use IT or communications systems or operate other major machinery or equipment? This is what causes the loss of part of the important information. Or customer or customer data. Or customer orders via the Internet. Consequently, confusion occurs in the organization's work systems. And the need to develop technical alternatives to ensure that such crises do not recur. In addition to employing new IT technical staff. Alternatively, contracting with companies to perform this service. As a result, the organization's expenses and expenses increased in exchange for its revenues. This is reflected in the financial position of the organization and its final statements.
- 5- IT system failure: Computer viruses, hacker attacks, or system failures can affect employees' ability to work effectively. Consequently, there is a loss of data about the

organization, which may be an engineering studies or real estate development company. Or a financial, legal, or other consulting company. It is one of the companies. That rely on data, studies, tables, and programs, to accomplish its work. Therefore, any defect in its work affects the company, its customers, and its reputation. It may also entail financial obligations and other penalties.

- 6- Restricting access to workplaces: How will the organization accomplish its work if it cannot reach its workplace? For example, a gas leak in the administration building, laboratory, manufacturing workshops, or warehouses may lead to the cessation of work. This is due to the difficulty of reaching work centers in an atmosphere saturated with gas. With a high possibility of suffocation of the human element. Or a big fire.
- 7- Loss or illness of a key employee: If any of the organization's employees play an essential role in the running of its business, how will you deal with them if they leave or become incapacitated due to illness? As if, he were the person responsible for the secret mixture of Coca-Cola in the company. Or the person responsible for making the drilling decision in exploration companies. Alternatively, a doctor who specializes in a specific, rare type of surgery in a hospital.
- 8- Disease or infection outbreak: Depending on an organization's type of business, an outbreak of an infectious disease among its employees, on its premises, or among livestock may create serious health and safety risks. It requires more spending to secure quarantine, necessary medications, or vaccines. Or sometimes getting rid of entire herds of livestock or poultry. To preserve public health. Or to meet the requirements of local and international health organizations. This crisis has high-level financial and health repercussions.
- 9- Terrorist attack: Here we mean the risks to which the organization's employees and its work operations are exposed in the event of a terrorist attack, whether at its place of work or in the locations to which its employees travel. Noting whether the attack may have a long-term impact on the market or the organization's private sector. Because it may lead to the destruction of the organization's equipment or offices. Alternatively, its laboratories or the physical or psychological impact on its workers. Or kidnapping and demanding ransom. Or threatening the lives of the kidnapped. This will later be reflected in the performance of the

organization and its cadres. Even clients and customers, especially if the terrorist attack occurred in an organization's sales or distribution center.

- 10- Crises affecting suppliers: hence the difficulty of obtaining alternative supplies. This would delay production lines or commitments with clients and customers. It reflects negatively on the organization's reputation in the labor market. It gives competing organizations an opportunity to gain clients and customers of this organization. Thus gaining market share. This crisis may constitute the end of the organization commercially.
- 11- Crises that affect customers: and the amount of compensation from insurance companies or customer guarantees provided to the organization. This, of course, reflects the customer's inability to take the organization's products or services. This is for reasons related to it, but it constitutes a crisis for the organization. Therefore, the customer crisis is reflected as a crisis for the organization that provides them with products or services.
- 12- Crises that affect the reputation of the organization: How can the organization deal with the case of withdrawing the product, for example? Alternatively, announcing the existence of a fundamental defect in the organization's product. Such as the presence of a defect in the brakes of cars, which necessitates the withdrawal of thousands or hundreds of thousands of cars from the market. To avoid this defect. Because it affects the reputation of the organization locally or globally. Especially in the event of strong competition with other organizations producing the same product. This constitutes a terrifying crisis for the organization in losing its market position. In addition to the financial losses resulting from withdrawing the product from the market. And make repairs to it.



## **Section six: Crisis Management**

### **6.1 The concept of crisis management**

The term crisis management comes in the context of modern terminology. That has occurred in the means of internal and international dealings. In addition, this term has remained restricted by the traditional concepts. That governed relations at their different levels and levels. Until the end of World War II. In addition, after that. It developed significantly due, to the close association with various affairs. The other, then managed to get very high attention from the international community and its methods of dealing. Crisis management is concerned with overcoming the crisis with various administrative scientific tools, so it works to avoid the negatives resulting from it and tries as much as possible to benefit from the positives (Abawi, 2007).

Others believe that the term crisis management has been strongly linked to public administration. Where he was referring to everything that governments care about so that they have the ability to face sudden circumstances and general disasters. Then the concept moved to international relations. Where it was considered a method of foreign policy to face different international circumstances. The concept continued to evolve until it appeared in management science. As organizations began to use it to meet emergency conditions or solve urgent problems.

Crisis management is a purposeful activity based on searching and obtaining the necessary information that enables the administration to predict the locations and directions of the expected crisis. And create the right climate to deal with it. By taking the necessary measures to control and eliminate the crisis or change its course for the benefit of the organization (Alaa Alharbi, 2022).

### **6.2 Definition of crisis management**

“Williams” defines crisis management as a series of measures aimed at controlling crises and limiting their aggravation so that they do not escape, leading to the outbreak of war (Jadallah, 2008). Crisis management is the methodology for dealing with crises in the light of preparations,

knowledge, awareness, perception, influencing capabilities, skills, and prevailing management patterns. Alternatively, it is the application of the functions of the administrative process during the search for the causes of the crisis to determine those causes and their dimensions while waiting for appropriate solutions to them (Abawi, 2007).

As for "littlejohn", he defines it as: a dynamic field that increases the efficiency and effectiveness of the organization in dealing with many incidents that organizations are exposed to, and it applies an administrative method designed to deal with crisis situations while achieving the goals of the organization, and this method tries to apply the most economical means (Majeed, 2008).

Alternatively, it can be defined as a procedural definition: Crisis management is a system and a scientific approach based on knowledge. and the use of data and information and is based on important administrative functions such as planning, control, and distancing from randomness and emotionality in developing alternatives to make the right decision.

Crisis management refers to the process of preparing for, responding to, and recovering from a disruptive event or situation that has the potential to cause harm to an organization, its stakeholders, or the public. The main goal of crisis management is to minimize the damage caused by the crisis and to return the affected organization or community to normal operations as quickly and safely as possible (Akhtar, 2023).

The Administrative Encyclopedia defines crisis management as preserving the organization's assets and property and its ability to generate revenues. As well as protecting individuals and workers against various risks.

It was also known that it means how to overcome crises using various scientific and administrative tools. Avoid its negatives and benefit from its positives. The science of crisis management is the science of management, achieving balances, adapting to various economic, social, political and technological variables, and examining their effects in all fields.

Crisis management refers to the identification of a threat to an organization and its stakeholders in order to mount an effective response to it. Even the best-managed businesses may be hit by a crisis caused by external or internal events. Crisis management is the strategy of

anticipating crises at the corporate level and planning how to deal with them effectively (HAYES, 2022).

The crisis was also defined as “a turning point, or a sudden situation that leads to unstable conditions, and undesirable results occur, in a short time, and requires a specific decision to be taken for confrontation at a time when the parties concerned are not ready or unable to confront.” (Al-Ghouli, 2015) In addition, there are those who knew Crisis is defined as “an emergency situation in the form of a natural disaster, a sudden crisis, or an unexpected accident, which results in the occurrence of problems that require immediate confrontation and the provision of quick alternatives.” (Al-Aqeel, 2017)

Crisis management begins with risk analysis; however, it should not be confused with risk management. In general, crisis management can be defined as: all planned strategies, operations, and measures that are put into effect to prevent crises. Or dealing with crises and minimizing their damage if they occur (ibid).

Others argue that crisis management is the way organizations prevent, prepare for, and respond to events that may harm employees, customers, or the organization as a whole. This field helps identify uncertain circumstances that could cause damage and mitigate the impact if you cannot prevent them. It is an essential aspect of any business and can save millions of dollars in repercussions, not to mention a brand's reputation (Green, 2022) .

### **6.3 Crisis management requirements**

To achieve efficiency and effectiveness in crisis management, the following must be provided:

- a- A clear definition of the objectives, their priorities and the resources available to them. Without this identification, the entity cannot continue to work when facing any real crisis. Full knowledge of the resources available to the entity or institution helps it a lot when allocating those resources to face a specific crisis.
- b- The availability of correct and sufficient information, because the crisis is usually accompanied by ambiguity and a lack of information necessary to take any correct decision.

- c- Opening channels of communication with various interest groups that may affect crises in order to gain their support and assistance when a crisis occurs for the institution.
- d- Crisis management depends on planning and on administrative processes such as organizing, directing and controlling.
- e- The success of crisis management depends on a specialized and trained team to face the challenges of the crisis.
- f- Crisis management relies on the skills and experience of those concerned, administrative officials, specialists and decision-makers at the government level or various institutions.
- g- Analyzing and evaluating previous crises and confronting any deficiencies or defects in the process of confronting or preparing for them, in order to try to prevent their recurrence again, or at least to improve the method of preparation and confrontation. (Abed, 2009)

#### **6.4 Crisis management tools**

The crisis has many distinctive characteristics. The crisis will have the potential to spread rapidly, and will often trump any form of common sense. The crisis has the potential to provoke customers, fans, employees and stakeholders. When a social media crisis hits, it causes much more damage than the damaged brand reputation. It can have a devastating, long-term, if not permanent effect, and as a result, it weakens everyone's confidence in the organization and its ability to achieve its goals (Talkwalker, 2021). Here are 3 electronic crisis management tools that can help organizations manage crises easily:

Google alerts and global search engines: Google Alerts and global search engines monitor search results and send web alerts when a negative comment or query refers to an organization's brand name. This technology enables us to monitor whether people say positive or negative things about our brand and therefore our organization. This is done by scheduling several keywords, phrases and expressions that give signals according to the schedule set by the organization. This allows the organization to analyze negative reviews and take necessary action before its brand image is tarnished. The organization can also respond to negative reviews and use link-building techniques to convert traffic to positive reviews using these alerts. This is done by adopting the

option to choose all alerts or only the best alerts. All of this can be considered an electronic tool for managing the crisis.

- 1- Fractional analysis: Fractal analysis is a theoretical framework inspired by fractal geometry. He points out that a large problem or crisis can be broken down into smaller parts. So that the problem of the crisis is not dealt with as one large bloc. It allows the organization to tackle minor problems one by one, which ultimately leads to getting rid of the whole problem. This is if the problem can be divided. Although it is an effective crisis management tool for financial companies and investment companies. However, it remains inadequate in dealing with major crises that occur all at once, such as natural disasters, for example.
- 2- Real and breaking news: Factual news alerts the organization immediately when global events have an impact on its work, such as political or economic events, climate repercussions, or others. Moreover, the facts you need the organization to maintain the safety of workers, reduce risks and enhance resilience. Close follow-up of urgent and immediate news in various fields enables the organization to receive important signals of the imminent occurrence of a crisis. The organization's crisis management must also have a special team. Its main task is to follow up on breaking news and filter it. So that there is misleading or unimportant news for the organization. Alternatively, inconsistent with its goals. Therefore, only the news that is important to the organization and that gives local or international indications and indications that a crisis is approaching remains.

## **6.5 The importance of crisis management**

A crisis is an event that has the potential to radically change an organization. They represent a tangible threat to the well-being, credibility, reputation, and perhaps even existence of the organization. The task of crisis management is to minimize the harmful effects resulting from a crisis by using limited resources under severe time constraints. Although controlling and containing the damages resulting from the crisis is the most obvious aspect of crisis management, its true essence goes far beyond extinguishing the fire in a fire crisis. Therefore, the first rule of crisis communication is to acknowledge the problem as soon as possible. If the organization is able

to do this before the media becomes aware of the crisis, it can control the message and limit the damage to the organization's reputation. With that in mind, it helps to have a crisis plan in case your business faces a crisis.

It is important for the organization to have a plan ready because even in the event of a crisis, it is not always possible to solve the problem immediately because of its complexity and difficulty in solving it. While it may seem easier to ignore a problem or hope that, it will go away without any direct intervention from the organization, this strategy rarely works and if it does, it may be for small problems that do not constitute a real crisis. That is why the problem may attract more attention to itself or the media may pick it up anyway. When this happens, the organization needs to be ready with an action plan and unified message to address the problem.

Most organizations and companies develop crisis communication plans that deal with many potential crisis situations. In each case, it specifies the steps that should be taken, by whom, and how they will be implemented. A crisis plan also includes guidance on how employees should respond at different stages of a crisis. Overall, the primary goals of crisis management are to (Norton, 2022):

- 1- Inform the general population of an emergency in a direct and confident manner. And it is beyond the control of the organization. Through careful fact checking, and responding as honestly as possible to reassure the public that the administration is able to control the crisis.
- 2- Public health safety information, such as product recalls, should be published as soon as possible. If the product must be recalled for repairs or modifications to ensure public safety. Or to achieve the benefits advertised in the product.
- 3- Email, social media and other forms of communication can be used to reach the target audience. To be closer to any response to any inquiry or clarification of the public's concerns and to deal with them with complete seriousness and interest.
- 4- Tell a story in which the organization explains that it is working in the interest of the community. It meets customers' requests and seeks to overcome the effects of the crisis. And to avoid its bad consequences for the organization and stakeholders on the one hand and customers and customers on the other hand.

- 5- In order to ensure team cohesion, the organization must adhere to any established crisis management strategies. Or that put forward by the crisis management in accordance with the requirements of this specific crisis.
- 6- Ultimately, the organization must use what it has learned from past events to predict and plan for future events. In order to be prepared for any upcoming crises, and their negative consequences would be the least possible, if not all of them could be avoided.

Crises can arise not only because of clumsy organizational structure and inadequate management, but also general economic uncertainty and volatility, technological, political, legal, social and Cultural changes and strong competition arising from the disadvantages and effects caused by the international environment. All of this may cause the emergence of a strategic gap in the business organization, if the organization that suffers from constant change in the environment cannot keep up with it and deal with that. Through conscious and understanding crisis management to remove the current crisis of the organization. The crisis will take its dimensions and cause effects that are more negative and may be disastrous for the organization (Tekin, 2014).

## **6.6 Stages of crisis management**

When people talk about preparing for a crisis, they usually talk about the initial stages. They want to be able to detect the crisis that is taking place and be ready to respond quickly to the situation. However, much more needs to be done to truly prepare for the crisis. During the past years. Businesses and organizations have had to deal with a crisis that has dragged on for months, or even years. Such as the financial crisis of 2008 or the health epidemic crisis such as Covid 19. This brought some great challenges to their communication. That is why organizations and companies have had to think carefully about how they can keep people engaged and supportive of their response when the crisis lasts for years and may take several months to show results. It also has to deal with rumors, speculation and false news, as the organization's crisis continues to interact and occur. Crisis planning in the post-pandemic era requires a detailed approach to managing long-term situations, tackling misinformation and disinformation, and handling the situation in recovery and beyond. Taking into account maintaining strong communication in the stages of crisis management, which can be summarized as follows (Coleman, 2023):

- 1- The first stage is recognizing the crisis :The most important first step is recognizing that the crisis exists and that it is happening. In some cases, this matter is clear, especially if it is a crisis related to natural disasters, but there is a need for early warning to focus attention on what develops and interacts from the outcomes of the crisis. The key at this point is speed and not wasting time, either in recognition or in reaction. At this moment, which is talked about and written about a lot, the previously prepared data can be dusted off and used or modified to suit the reality of the crisis more. It can clarify the message that the organization is sending. It boils down to saying that the organization is aware of the crisis, is actively dealing with it, and will provide more information when it can. Therefore, getting to this point right is important because it underpins what comes next. In addition, it prepares the right ground for him to build an optimal solution to the problem of the crisis.
- 2- The second stage is the initial response: In the first day or two after the occurrence of the crisis. There are a large number of necessary and urgent procedures. That need to be completed. By the crisis management in the organization. Where an organizational structure must be established that helps in making the necessary decisions quickly and with great flexibility. It provides a flow of accurate information based on the data available to the organization or that it may obtain during a crisis. This includes a communication plan for employees, the public, stakeholders and all actors who have a role in managing or overcoming the crisis. And here most of the pre-tests and exercises that have been prepared for this will have already been completed. However, the next stages for the majority of organizations will be almost unknown. It must be dealt with on this basis.
- 3- The third stage is the management of the situation: here the action and response according to the proposed crisis management plan will move to a more stable and less enthusiastic stage after the first two days of the crisis. Here, the organization looks forward to ensuring the required response from all parties, managing the current situation, and working towards a successful outcome that reflects what has been planned for crisis management. For the communicators, the challenge is to continue to share communications that make it clear that the situation is a top priority for the organization and that action must be taken. However, if there is no successful conclusion as planned, this will be a serious test of how to sustain



the narrative developed during the crisis. It is of utmost importance that this stage be viewed as a journey that evolves from pre-crisis to post-crisis.

- 4- The fourth stage is creating resilience in the pre-recovery phase: Before the recovery begins, there is a moment when the crisis is still there but is about to end. This means that the crisis is in its final stages. The organization has an arm in crisis and an arm in recovery from crisis. This means that the organization's crisis management is still dealing with the results of the crisis on the one hand. In addition, it is working on procedures to recover from it on the other hand. This is a very delicate and sensitive position, as trust can either be gained or lost. This is according to what is being dealt with in this critical situation. Moving too quickly towards recovery puts the organization at risk of criticism. It may be seen as not interested in those affected by the crisis. On the other hand, moving too slowly will cause potential damage to the organization's reputation due to the crisis.
- 5- The fifth stage is recovery time: This is a very critical stage for the organization. It includes ending the status quo, starting to move forward and assessing the damage that may have caused the crisis itself. It is a time that needs careful thinking. And planning. And should not be left to chance. Rather, it must be deliberate, lessons learned and conclusions drawn. Then the organizations that emerge stronger from the crisis will have invested time in debriefing, assessing what needs to change, and transferring crisis communication and management to change communication and management. Here, the crisis itself may be a reason for restructuring the organization. Or change its general, market, competitive or environmental strategies. Or emergency plans. And give it the importance it requires. In Buffer what often happens is that the organization tries to quickly get back to 'normal', the learning points from dealing with the crisis are forgotten, and the communicators are under a lot of pressure. Not only are they trying to assess the impact of the crisis and develop recovery communications, they will also be exhausted and likely to lose any additional support. This is why the organization must do more work in planning, training and rehearsing at this stage of the crisis. To consolidate the lessons learned. In addition, establish a culture of learning from the mistakes of dealing with the crisis or previous crises. Developing a communications approach within the stages of crisis management that

ensures a smooth flow of information and data, as well as orders, in implementation of the crisis management plan.

## **6.7 Crisis management models**

To implement a crisis management model, it is essential that the organization understand how to handle a crisis. It is salvation Crisis .where crises are avoided, mitigated and recovered. Thus the three main phases of crisis management are:

- 1- Imminent problem or potential danger signs are diagnosed.
- 2- Determine the appropriate recovery strategy.
- 3- Change process and crisis control (Kalogiannidis, 2021).

The Crisis Management Model is the conceptual and analytical framework for all aspects of preparing for, preventing, dealing with, and recovering from a crisis. Many models emphasize the importance of dealing with the crisis not by reaction, but by taking the initiative. We can review some of them as follows:

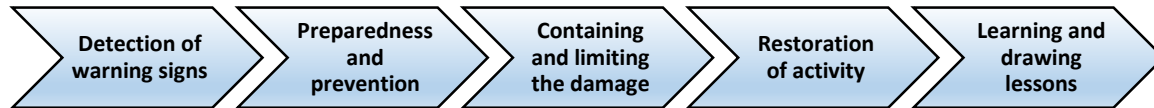
6.7.1 Mitroff Model and its Five Phase: The five stages identified by Mitroff are very similar to the life cycle and are summarized as follows:

- a- Detection of warning signs: These are the warning signs that a crisis sends before it occurs. Like smoke emitted in the air before volcanoes. And the decline in the numbers of customers and clients of commercial enterprises. Or the loss of stocks and the decline of financial or real estate stock exchanges. Alternatively, other indicators that indicate the imminence of the crisis. The failure of the business organization to pay attention to these warning signs means the inevitable occurrence of a crisis. In addition, even persistence in its negative effects sometimes.
- b- Preparedness and prevention: Here comes the role of the organization and the extent of the development of its systems, structures and strategies. This is through the preparations previously made. Which relates to dealing with crises of all kinds, especially the ones most likely to occur for the organization. As well, as plans for

training and rehabilitation of the human cadre to deal with such crises. In addition, provide material and technical capabilities in addition to humanity to face the crisis. And try to overcome them as soon as they happen, or at least mitigate their negative consequences for the organization and its reputation.

- c- Containing and limiting the damage as much as possible: that is, the organization should work with all its capacity. In addition, within the plans prepared by the crisis management cadres. This is in order to limit the damage resulting from the interaction of the crisis as much as possible. In addition, work to find ways to mitigate the negative effects of the crisis on the organization. Although it is not easy to go through this stage. Because it is not possible to predict all the crises that the organization will face and thus prepare for it and reduce its losses. Because there are emergency, uncalculated and unprepared crises that strike the organization and may lead to great damage to it.
- d- Restoration of activity: Here comes the role of the organization to try to return its activity to normal before the crisis. This is done by implementing the plans prepared for that accurately. This stage is delicate and requires no reckless rush. Rather, you need thoughtful and planned speed. For its success, it requires the cooperation of the efforts of all highly qualified and experienced cadres in the organization. And securing the requirements for returning to work in terms of financial, material and human resources as well. In addition, work to broadcast a message of reassurance to the target audience that the organization will return to its previous state. Paying attention to media campaigns that if managed properly. Contribute to the organization's restoration of its reputation, which may have been criticized during the crisis.
- e- Learning and drawing lessons: through the cumulative experiences that the organization's management gathered from this crisis. In addition to the procedures, instructions and successful experiences that led to overcoming the crisis. As well, as failed plans and determine the reason for their failure and the achievement of the desired goal. In addition to the experiences of other organizations and companies that faced the crisis and studying ways to overcome their crisis.

## Mitroff model diagram for crisis management



*Figure 2: Mitroff model diagram for crisis management*

6.7.2 Burnett's model for crisis management: The model consists of three stages, and each stage consists of two sub-steps, according to the following:

- a- Preparing for the crisis: It consists of two sub-stages: the formulation of objectives and the environmental analysis
- b- Confronting the crisis: its two sub-stages are strategy formulation - strategy evaluation
- c- Reconfiguration: It consists of two phases: implementing the strategy - monitoring the strategy

He also aggregated factors that hinder crisis management including:

- Time pressure
- Degree of control and control
- Threat level concerns
- Limitations related to response alternatives

Burnett's crisis management model

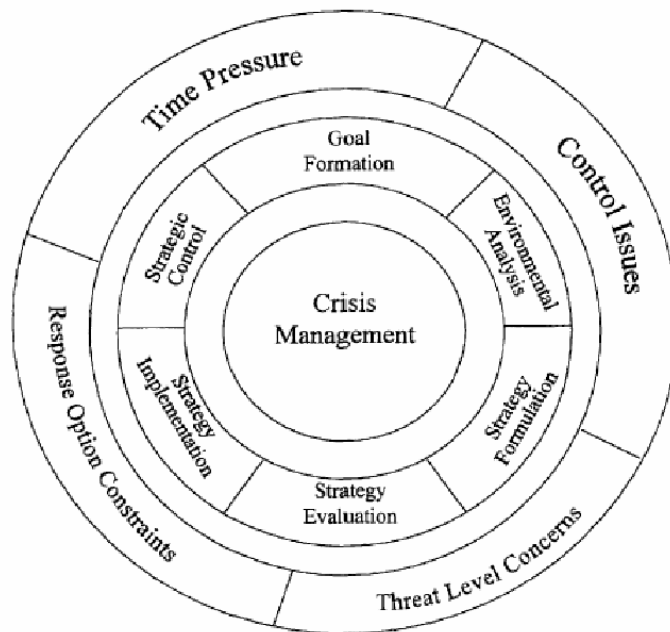


Figure 3: Burnett's model for crisis management

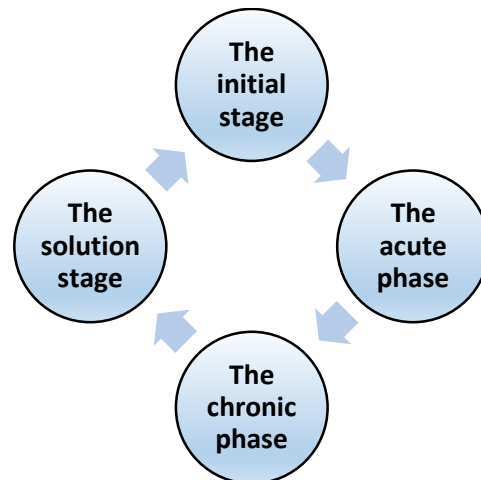
6.7.3 Fink model for crisis management :The model consists of four stages, as follows:

- a- The initial stage: The stage covers the period between early warnings of the crisis and its outbreak. Here is a very important and critical stage for the organization and for the cadres specialized in managing the crisis in it. They must closely monitor and sense the signs of the crisis in an attempt to avoid it. Alternatively, reduce its negative repercussions on the organization as much as possible.
- b- The acute phase: which is when the crisis actually occurs. Then the organization and its cadres must implement the previously developed plans to confront these crises. Alternatively, improvise as much as possible so that it is closer to reality until the adoption of an emergency plan. It is a harsh stage for the organization and a lot of damage and negative repercussions occur on the organization as a whole.
- c- The chronic phase: a phase that may be prolonged. Or shortened according to the type of crisis. The organization faced. In it, the organization counts the direct and sometimes indirect damages of the crisis. It works to repair whatever material damage it can to the organization's facilities, offices, laboratories, or its means of communication and transportation. In addition

to following up on the situation of the human elements affected by the crisis, especially the physical damage in the event of fires, collapses or earthquakes, for example.

- d- The solution stage: It is the stage of the end of the crisis and the statement of its final damage. Understanding the crisis, its causes, repercussions and consequences. And try to learn from the lesson. Develop contingency plans for possible similar crises in the future and ways to solve them. This is all in light of the current crisis. Or by taking advantage of the plans of organizations that succeeded in overcoming their crisis successfully.

#### Fink Crisis Management Model Stage Chart



*Figure 4: Fink model for crisis management*

6.7.4 Crisis Management Relationships Model: Model designer Tony Jacques believes that important processes and activities often occur or overlap at the same time. Crisis management and the field of issue management are two interconnected and complementary systems. Case management includes establishing systems to deal with problems. Although the issues are more routine than crises. However, it overlaps with it because issues cannot become a source of crises if they are not dealt with properly. The relationship model includes four basic elements, each of which includes a set of activities and processes according to the following:

- Prepare for crises
- Preventing crises
- Crisis incident management
- Post-crisis management

Tony Jacques concluded that understanding the relationship between these elements and putting them in the context of a larger organizational management. Reduces losses associated with the crisis.

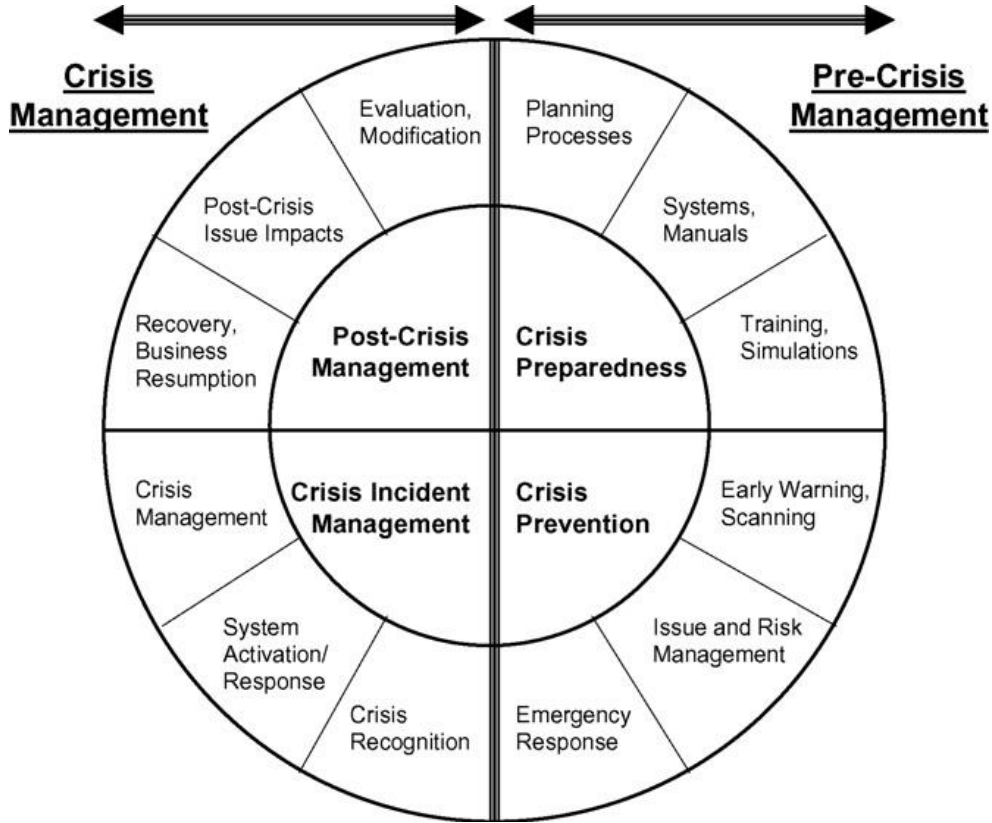


Figure 5: Crisis Management Relationships Model

Diagram of the crisis management relationship model

## **6.8 Reasons for the failure of crisis management**

A crisis can happen to any organization, no matter how big or small. When a crisis occurs, it is important for the crisis management team to be prepared to deal with it effectively. However, unfortunately, many organizations fail in crisis management for several reasons (PreparedEx, 2022):

- 1- Lack of a Crisis Management Plan (CMP): This will create unnecessary chaos. It is one of the main reasons for the failure of institutions in crisis management. Because without a plan, crisis management will struggle to figure out what to do and by whom. This can lead to a lot of confusion, chaos, and loss of valuable documents, which will only exacerbate the situation and make the solution difficult or sometimes impossible. This is why it is necessary for crisis management to have a plan ready so that everyone knows what their role is and what needs to be done. Likewise, the failure of insight, i.e. ability to plan and think systematically about future scenarios in order to inform decision-making in the present. Lead to the failure of the crisis management work (Constantinides, 2013).
- 2- Without a leader, the crisis will falter the lack of a designated crisis management leader who is responsible for making decisions during the crisis. It will be difficult for the crisis management to know who is responsible and what needs to be done. This can lead to a lot of confusion, loss, blurring, and ultimately, not making timely decisions. Thus, the crisis enables the organization and its impact on it in an absolute way. Not to avoid losses as much as possible.
- 3- Lack of understanding of who are the stakeholders in the organization: Thus not taking the necessary time to identify all the key stakeholders involved in the crisis. They are the people who must be constantly informed of what is happening and who will be affected by the decisions that are made, as it directly affects them all. And if we fail to identify them, we risk leaving them outside the circle and distancing them from the circle of the solution. This may damage the organization's relationship with these stakeholders and make resolving the crisis more difficult. Because the interaction of stakeholders, including employees, customers, work cadres, departments, and others. This is extremely important for the success of the crisis management plan. Because they should be part of it and not outside it.



They should work to make it successful and not make it fail if they are not represented in it. In contrast, an organizational crisis is an event that managers and stakeholders view as major Unexpected and potentially devastating. It can threaten the organization's goals and it has profound implications for its relationships with stakeholders (Jonathan Bundy, 2017).

- 4- Failure to create situational awareness as quickly as possible during a crisis: In addition to not monitoring and collecting data, which does not help create situational awareness. Because this data will be necessary to understand what is happening and make decisions about how to resolve the situation. However, many organizations fail to do this effectively, which can hinder their ability to make informed decisions. It forms the nucleus of the required solution to the crisis in a more scientific and accurate manner through data. No predictions that are likely to occur or not occur according to the percentage of expectation. It is also in the absence of a systematic collection of planning information. Such as risk analysis, regulatory information, regulatory guidance, company policy actions, and site-specific data. This leads to the persistence of the crisis in its harm (Sikich, 2021).
- 5- Inability to make timely decisions: Another common mistake is not making decisions in time. This could be due to a number of factors, such as a lack of sufficient information or an inability to agree on a course of action, especially the absence of a leader to manage the crisis. However, it is essential for the organization to be able to make decisions quickly during crises. However, of course, the correct decisions are made, because haste sometimes leads to wrong decisions that increase the crisis. But the longer you wait; the situation may get worse and worse. It is important for an organization to have a decision-making process so that it can make decisions quickly and efficiently. This is where the delegated leader comes into play, focusing on the most important tasks. By putting processes and procedures in place so that he can make decisions quickly and efficiently.
- 6- Lack of tools and resources: Many organizations also fail to have the right tools and resources available during crises. This can include things like not having a milestone log or any other process to document a crisis or similar crisis that happened to the organization or other organizations. As well as other forms of documentation such as the ready-to-use SitRep template. It can also mean not having the right equipment or supplies to respond effectively. For this, the crisis management must prepare well for all the materials,

equipment, data, and crews necessary to overcome the crisis, based on a plan previously prepared for that.

- 7- Failure to include planning for crisis communications: that failing to plan for crisis communications is one of the most common mistakes organizations make. It reflects the failure to include crisis communications planning in its overall crisis preparedness. This can be a huge mistake as it can lead to confusion and misinformation during a crisis. In addition, wasting very valuable time can lead to mitigating the consequences of the crisis, especially if they are natural or destructive. This is why the organization must ensure that it has a comprehensive communication plan in place before a crisis occurs. This is to ensure that everyone knows what to do and who to contact during a crisis.
- 8- If you do not perform regular simulation exercises, you will not know what gaps exist: Many organizations fail to conduct regular simulation exercises, which can be a huge mistake. Simulation exercises are essential to identify any gaps in planning and response. They also allow you to test your plans and procedures so you can ensure they are effective. That is, they are preparatory exercises for times of crisis and demonstrate how organizations deal with crisis management. This is why you must ensure that regular simulation exercises are conducted so that the organization can identify any weaknesses in planning and response. This will help ensure that the organization is prepared to face a real crisis in the future.
- 9- Lack of confidence throughout the crisis management team: Trust is one of the most important aspects of a successful crisis management team. Without trust, the team will not be able to work effectively. This is why an organization must ensure that it creates an environment of trust within its team. And stakeholders, who play a crucial role in crisis response. For the organization to ensure the participation of all parties in the solution and in overcoming the effects of the crisis. As a unified work team, it aims to achieve the main goal of the organization, which is to overcome its crisis.
- 10- Inability to adapt to the evolving crisis: Another common challenge in crisis management is the inability to adapt to evolving events during the life cycle of a crisis. The nature of crises is that they are constantly changing and can be unpredictable, rapid and unlimited. This means that the organization needs to be flexible in its approach in order to be able to

adapt to the changing situation according to the developments of the crisis. The organization must ensure that it has a team capable of making quick decisions and adapting to the ever-changing crisis landscape. That will help the organization must ensure that it is able to effectively manage and resolve the crisis successfully.

## **6.9 Characteristics of crisis leaders**

Crisis leaders have a set of characteristics and qualities that they must possess to be successful leaders in crisis management, which are as follows (Bezkokotova, 2018):

- 1- Seeing Things For What They Are: Strong crisis leaders live on the front line of reality. That is, in the direct image interface. They are aware of events and their significance and are not ashamed of the consequences of what they see. Because they act rationally. Intellectual integrity is an essential element of their intellectual beliefs (Bernstein, 2008). They are thinking about what is best for the organization, not their own personal gain. That is, they harness all their abilities to serve the organization and its goals and to avoid crises and their negative repercussions on the organization.
- 2- Strategy and details: They are able to see the big picture of the organization and the actors of the crisis and the circumstances surrounding it. They can see all the moving parts and understand what the cause is and what the impact on the organization or business environment is. They quickly develop a very detailed knowledge of the issues, being already qualified to deal with such circumstances. These capabilities enhance their ability to see the problem realistically. In a way, that serves the interests of their organization.
- 3- Multiple options: When they identify problems, they are willing to consider multiple ways of how to address them. They also engage others in brainstorming potential solutions without passing judgment, even though they may have a preferred solution in mind. However, it is important for them to brainstorm ideas. They are confident enough to know and accept that their way may not be the best way. Therefore, they exchange different ideas and solutions as well.
- 4- Decisiveness: Having a solution means that the leader must be decisive. When leaders feel they have heard the best advice, they are willing to make a decision. Strong leaders will use

a mix of real-time data. In addition to wisdom based on years of leadership experience. When they make this decision, they must ensure that there is no frivolous opposition to their decision. It leads to obstructing the solution to the crisis problem.

- 5- Collaboration: Strong leaders take ownership of the problem and its solution. This is because they realize that a long-term solution requires the input and participation of many stakeholders. They identify these individuals and work together collaboratively to come up with a solution that most people support and can live with. That is, they create a cooperative environment composed of all parties related to the organization's crisis and managing its solution. They ensure that this cooperative environment remains constantly informed of developments.
- 6- Listen to unpopular advice: Unsuccessful leaders only listen to those who agree with them and often encourage unilateral thinking or decision-making. Whereas, a successful crisis leader looks for individuals who have a different view on an issue. Among them are individuals who may not agree with them and whose advice may contradict that of their closest advisors. Which works to raise an atmosphere of discussion and deliberation of ideas and solutions to issues. It extracts the best and most appropriate approach to the organization. Resilient leaders also have the confidence and conviction to identify new opportunities, take calculated risks and make important decisions that are in the best interest of the entire organization. This usually involves sticking to their decisions while also being open to receiving new information and adjusting the path forward accordingly (Bailey Group, 2022).
- 7- Calm, Courageous, and Positive: They feel a sense of urgency and remain calm despite the great stress they receive. They are aware that an organization is watching them and they know that the way they present themselves will provide nonverbal cues to the audience awaiting their decision. They will deliver bad news when they need to, such as announcing an emergency plan in case of natural disasters. However, they do so in a way that avoids panic and provides a realistic level of hope for the future. This is done by narrating facts or recalling the results of previous disasters that were more deadly. For all this, they must be brave enough to make the decisions they think are the right ones, regardless of whether they

- are the most popular or not. Because they are the most knowledgeable about these decisions and their current or future consequences for the organization, its stakeholders, or the public.
- 8- Taking Risks in the Face of Risks: Crises often bring a leader face to face with a set of situations he has never seen or dealt with before. Therefore, there are questions they do not know the answers to. Since the leader seeks to gather contradictory viewpoints from individuals who may not agree with them, this likely means that they may create solutions that have not been tried before, and whose results may be unknown or unexpected. However, if the leader finds that this solution is the best, a strong leader is willing to take calculated risks. And take the decision to adopt it and bear all its consequences for the organization. A great crisis leader needs to be able to adapt under many different circumstances. They must understand multiple ways to solve a problem and know how to choose the ideal solution for the organization (fallstongroup, 2021).
  - 9- The 80% rule: Leaders certainly want to make the right set of decisions. Strong leaders realize that they will not always get all the information they might want. For a number of reasons, it may be related to a lack of information, inaccuracy, or it being inconsistent and not meeting the need for it. They know that making an imperfect decision may often be better than not making a decision at all. Thus, the organization was left facing its crisis without any action or decision proposing an appropriate solution mechanism. Even if the decision requires “fine-tuning” to implement, they are comfortable making it. It at least represents a solution plan for the crisis, albeit with a varying success rate.
  - 10- Willingness to admit mistakes: There is no doubt that courageous leaders who take calculated risks will make mistakes at some point. Because the business slogan is: He who works makes mistakes. Deep crises require continuous decision-making. The scale of decisions required in multi-faceted crises almost guarantees that not every decision will be 100% correct. Strong leaders are willing to admit their mistakes. Because they may be forced to make their decision in situations where they are not completely sure of the data available to them. Alternatively, from the resources and capabilities available for the solution. Or changing working conditions in the work environment due to the crisis. Accepting responsibility therefore means that in exchange for a leader getting a lot of

prestige, he must also accept the lion's share of the blame for the decisions he has made (CHURCH, 2020).

## **Chapter seven: Management by Crisis**

### **7.1 The concept of Management by Crisis**

The term crisis management or crisis manufacturing is used to refer to creating imaginary crises as a means of covering up and camouflaging the problems that actually exist. Where the forces of behavioral and economic action are directed to perpetuate crises as a method of control, guidance and pressure (Al-Amoudi, 2019).

Alternatively, it is the process of generating crises out of nothing and fabricating them with the aim of diverting attention from the current existing problems and directing attention to other issues far from the real problems. It is a method practiced by a specific party against another party over a period of time.

Crisis management means an activity carried out by the administration in response to the threats and pressures it faces resulting from the crisis. There is no clear plan that can confront problems or prevent them before they occur. But you leave things and events to fall apart until a crisis occurs. Then the administration moves and makes efforts, which are often difficult and intense, until the crisis ends. The administration then returns to stillness and immobility (Al-Ahmad, 2002).

Crisis management is essentially based on creating crises, and considering them as a means of covering up and camouflaging the existing problems of the individual or organization. That is why some call it the “crisis industry science” in order to control and control others. Since every crisis has a goal that must be reached. Without achieving this goal, the pressure causing the crisis will not disappear. Alternatively, reduce the impact of its detachments on the crisis (Othman, 2004).

Crisis management is the process of generating crises and fabricating them for international, regional or internal purposes with the aim of diverting attention from the real problems and directing attention to other issues. It is practiced for the purpose of concealing the truth or reaping gains from generating these crises. Or cover the failure of management or managers in it. As well as achieving, control over subordinates and directing them towards achieving the needs and desires

of a party. And that this artificial crisis does not come out of nowhere. Rather, it has powers that manufacture, formulate, publish and disseminate it to organizations, peoples and even nations. These forces are trying hard to make the crisis more powerful, intense and complex. Especially in light of shipping or scarcity of information about it. Consequently, the process of confronting such crises becomes difficult and complex and requires a very great effort. These crises may cause enormous material, financial and human losses. It paves the way for bigger and bigger crises that are sometimes impossible to confront with the available capabilities (Al-Hariri, 2012).

Definition of crisis management according to the Business Dictionary: Crisis management is a reactionary method of management in which strategies are formulated when events occur; fundamentally, shortsighted policy often leads to regulatory confusion.

Talking about crisis management and crisis management, although they seem similar, are opposites. Crisis management is a process by which an organization deals with a sudden and unique emergency situation. Crisis management is a situation in which management is driven by reaction to immediate, short-term demands. Crisis management is the main reason why companies fail to achieve their potential (Allen, 2017).

## **7.2 The aim of using the Management by Crisis method**

There are a set of goals, that those in charge of crisis management seek to achieve, including (Hilal, 1996):

- 1- It is the best way to camouflage and hide the main problems that actually exist. Because the occurrence of a crisis exhausts individuals from thinking about the crisis and finding ways to solve it.
- 2- Distributing products and goods or distributing services or some things by creating imaginary bottlenecks in their distribution. This increases people's desire to acquire and store it, sometimes in large quantities, for fear of losing it in the markets.
- 3- Seeking to control some areas or sites under the pretext of fear of attack by others and to impose protection.



- 4- Seeking to turn people, groups, or entities into a defensive position instead of the offensive position they relied on before.
- 5- Draw the attention of the public or those targeted to an issue or group that is difficult to pay attention to in normal circumstances.
- 6- Getting out of a chronic crisis.
- 7- Conspiracy industry.
- 8- Preventing the other party or opponent from continuing to achieve its successes.

The major powers use the crisis management strategy to control and dominate the world. To assert its control and power over the world's capabilities and remove all potential competitors. In addition to driving away its enemies and destroying their power and interests (Al-Khudairi, 1990).

As a result, since crisis management is based on creating crises, fueling them, escalating them, attracting factors that support them, and forcing the targeted entity to submit to their influence. Therefore, it is not a strategic process. However, a temporary marginal process ends quickly. (Hilal, 1996).

### **7.3 The stages that the crisis industry goes through**

The creation of crises by the parties that work to prepare and produce them goes through several stages:

- 7.3.1** The stage of preparation and preparation for the start of the crisis: Here, in this stage, preparations are made before the crisis erupts. From creating situations and misinterpreting reactions. Strengthening the arms of the crisis and scattering its seeds. This is all within the target entity. This is done through several steps or procedures that the crisis makers prepare for and then launch, which are:
- a- Putting pressure on the targeted entity to make it lose its balance and push it into the abyss.
  - b- Spreading rumors, distorting those in charge of the targeted entity, and presenting them as a source of danger to society.

- c- Gathering and winning supporters for any intervention against the targeted entity. Leaking rumors and untrue information. Which paves the way for the leaders who created the crisis. Through a network of interests and connection (Al-Jadeili., 2006).

**7.3.2** The escalation stage of the crisis: It is called the stage of effective mobilization of pressure. Where all forces hostile to the targeted entity are mobilized. Or the one that was put in hostility with him because of the first stage. Then apply a set of tactics to trap him in the crisis, which are (teamSIS, 2016):

- a- Vertical escalation tactic: directly pushed and pressured by the crisis-making forces. It also works to increase its capacity, strength, and pressure intensity, and its presence in the crisis-making area. This is done in an accelerated manner in order to achieve superiority for the crisis-making forces and not leave the other party the opportunity to catch its breath and regain its balance. As a result, he must submit to pressure and demands.
- b- Horizontal escalation tactic: This means gaining more allies for the crisis-making forces and joining them in the process of increasing crisis pressure and expanding the scope of the confrontation to include new and large areas. All of these pressures are secured from only one source, which is chosen with great precision and care. So that it ensures the generation of more violent and powerful effects (Fara., 2006).
- c- Accumulated circular escalation tactic: It is of a special nature and is used effectively in creating crises to greatly increase pressure and confuse the other party using all means and tools.

As a result, the escalation continues and increases in an integrated manner for a period followed by a phase of freezing, followed by another phase of escalation, and so on. This method is often used in international crises of a special nature. Where the target entity is confused. Then eliminate him and control him until he becomes desperate. At this stage, material tools are used to escalate the crisis through the following:

- a- Cutting off aid, imposing an economic blockade on the targeted entity, causing economic disruption, and getting rid of opponents.

- b- Using real or forged documents and documents to confirm the truth of the rumors that were spread in the past and leaking some of them to the media.
- c- Creating, developing and escalating incidents to create justification for violent intervention in the targeted entity (Al-Khudairi., 2002).

**7.3.3** The collision stage: Here the actual collision occurs between the opposing forces.

That is, between the forces that created the crisis and the target entity that is required to be brought down by the artificial crisis. Here, one of the conditions for the success of this stage is choosing the time, place, and area that is not appropriate for the opponent to create the crisis in. In addition to creating a specific incident by the person who created the crisis, which in itself would be the beginning of the crisis (Heikal., 2006). This applies to various economic, social, political and other fields.

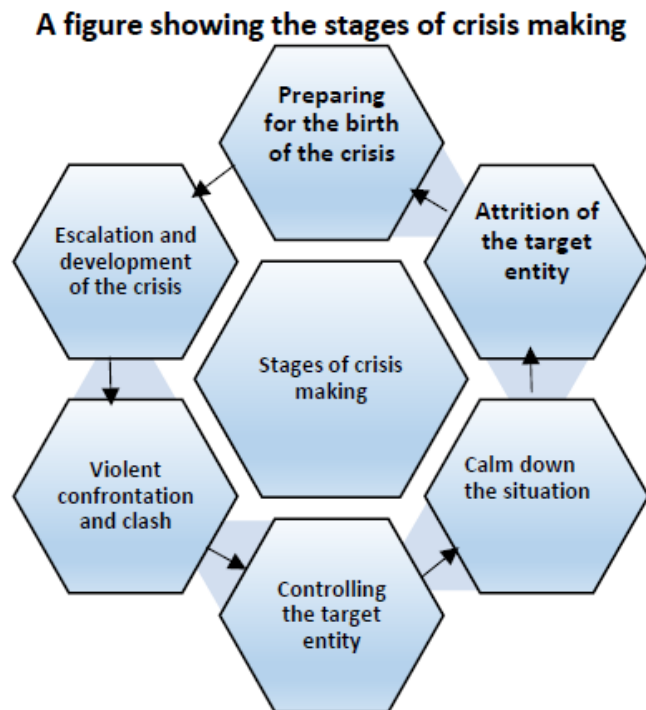
**7.3.4** Controlling the target entity: Here, the target entity's state of imbalance is taken advantage of. Hence his inability to control things. Here, it is directed by the elements that were planted within it, in addition to the hidden arms of the forces creating the crisis installed within its system. Here, the targeted entity gives up and abandons its basic goals. He replaces them with other goals that are appropriate to the current crisis situation. Consequently, this entity becomes linked to dependency on the forces that caused the crisis, and it cannot escape from this dependency. Which the crisis makers seek to consolidate more and more.

**7.3.5** The stage of calming the situation: Here the pressure causing the crisis is reduced and the situation is restored to its normal state. Reducing tension and responding to some of the demands of the second party (the targeted entity). This is with the aim of absorbing the opponent's forces of rejection. Use wisdom to absorb any public anger and launch a media campaign on behalf of the crisis makers (Al-Jadeili., 2006).

**7.3.6** The final stage is to blackmail and plunder the target entity: In this stage, the forces creating the crisis work to reap the gains and reap the results from the previous stages. And sharing the profits from creating the crisis of the target entity. And study the period during which this entity must be subject to subordination to the forces of the crisis. So that they ensure reaping the greatest gains at all levels.

Then begin to create a new crisis in a new target entity. In order to ensure that these forces continue to reap gains and create and repeat crises in various entities. Or for the same entities if they have great potential that can be exploited more and more, sometimes for decades or more (Fara., 2006).

From what has been presented, we find that confronting the crisis industry is based on axes based on overt and covert methods. This is either with the forces that created the crisis or with the crisis itself and its repercussions. It also requires organization in controlling the course of the crisis and its interactions that were broadcast by the crisis makers. The most important sign in creating crises remains that they are being created for an entity, economy, state, or society that has the characteristics of strength and durability that protect it against normal crises. Therefore, work is being done to create a crisis specific to this entity according to its characteristics, strengths, weaknesses, and the most serious aspects of it.



*Figure 6: The stages that the crisis industry goes through*

## 7.4 Crisis management rules

The crisis management method focuses on a set of rules that form the basis of its work, which are as follows:

- 1- In-depth and comprehensive study of the target entity. This applies from all political, economic and social aspects. Even the ethnic or sectarian tendencies that exist in it. This is done by collecting extensive information and data about the target entity, its local, regional and international location and the level of its relationship with them.
- 2- Planting arms loyal to the crisis-making forces in the body of the targeted entity. In addition, planting elements loyal to them within the administrative structure of the targeted entity. So that it works to transfer the required information and implement the required procedures that lead to deteriorating conditions within the economic, social and even political structure of the entity.
- 3- Accuracy in choosing the appropriate time to create a crisis. After the appropriate ground was prepared for its occurrence. How much the economic and social reality has been prepared to receive it? So that it comes with a specific time, for which the target meets the fees.
- 4- Creating a common interest with the target entity. So that it makes him directly linked to the makers of the crisis and cannot be dispensed with. So that the crisis makers appear as a lifeline or the last lifeboat for the entity targeted by the crisis and its impact. Therefore, the entity maintains a strong relationship with the makers of the crisis. Because they make him believe that, the solution to the crisis is through them.
- 5- Creating a relationship of enslavement, subjugation and control over the targeted entity. So that the makers of the crisis guarantee the continuous and uninterrupted loyalty of this entity to them. In addition, conveying the idea that the entity's continuation is closely linked to its subordination to the makers of the crisis. Therefore, the entity cannot emerge from the crisis except through this relationship. Therefore, the entity seeks to consolidate it according to the request of the crisis makers. To appear publicly as a request from the entity to these enslaved forces to help them in the repercussions of the crisis. Alternatively, to get rid of it.

The powers that create and plan the crisis usually use allegations and justifications before the international community, organizations, economic blocs, and even new partners. To justify its interference in the targeted entity, under various names, including:

- a- Maintaining peace. Or bring peace.
- b- Maintaining stability.
- c- Maintaining security.
- d- Self-defense and interests.
- e- Legitimacy.
- f- Combating extremism.
- g- Fighting sectarian tendencies.
- h- Preventing fighting.
- i- Fighting danger (Heikal., 2006).

## **7.5 Obstacles to applying the crisis management method**

Applying the crisis management method is not easy to follow. Many obstacles hinder its application. Whether at the level of organizations or entities. It also requires large and sometimes expensive preparations. It is an indication of readiness and preparing the appropriate base for its application in the targeted organization or entity. It may require a longer or shorter time than planned, and this is due to the speed of preparing the appropriate ground for its application. Therefore, we present some of these obstacles as follows:

- 1- Modern Communications: The spread of the information revolution, modern communications, social networking, the Internet, and satellite channels. All of which can inform the people of the truth about the fabrication of the crisis that is taking place. Thus, thwarting the rumors and lies that were being prepared before the crisis.
- 2- Development and increase of awareness: the result of knowledge and knowledge widely available globally. As well as the good standard of living in the target entity. Who works to thwart the plans of the crisis makers in order to preserve a good standard of living? As well as examining the impact of artificial crises on the reality of life and

livelihood in entities exposed to such crises. Thus benefiting from previous lessons and learning from them.

- 3- Inappropriate method: The method of crisis management has become worn out. Especially for peoples who have advanced levels of education, life and well-being. Therefore, it has become an inappropriate style for the spirit of the modern, open era based on knowledge, development, and communication.
- 4- The principle of freedom of expression: The spread of freedom of expression and speech. Whether through written or read means or even social media. It exposed and exposed the methods, methods and techniques of crisis management. She alerted everyone to its dangers. (Heikal., 2006)

## 7.6 The difference between crisis management and management by crisis

A set of basic differences between the two styles of crisis management and management

By crisis can be presented through the following table (Tariq Bou Hofani, 2021):

*Table 2: The difference between crisis management and management by crisis*

<b>Statement</b>	<b>crisis management</b>	<b>management by crisis</b>
<b>method</b>	<b>Control and eliminate the crisis</b>	<b>Creating and developing a crisis to direct human behavior towards a specific goal</b>
<b>Operation type</b>	<b>It is a planned process according to scientific methods. That seek to predict crises. Control them; limit their negatives as much as possible. In addition, learn from them.</b>	<b>A planned process works to spread the crisis in the organization or target entity, by studying its strengths and weaknesses. Then determine the type of crisis to be created, then create and develop it. Finally, control of the target organization.</b>

<b>the aim</b>	<b>Overcoming the crisis and restoring balance to the organization.</b>	<b>Seeking to make the crisis appear more harmful. And trying to control the target organization.</b>
<b>the situation</b>	<b>Look forward two steps and carefully</b>	<b>It operates in fight, violence or flight mode (Stincelli, 2016)</b>
<b>The result</b>	<b>Getting out of the crisis with minimal costs and damage.</b>	<b>Seeking to benefit from the damage caused to the targeted organization or entity. (Learn the lesson)</b>

## **7.7 Crisis management plan**

A crisis management plan defines how an organization will react in the event of a crisis. The plan should specify who will take the action and what their roles will be. The goal of the crisis management plan is to reduce damage and restore normalcy to the organization's business as quickly as possible. To create an efficient and effective crisis management plan, an organization must break it down into smaller, more achievable steps. This can help them identify potential risks without being overwhelmed by the potential crisis as a whole. To prepare a crisis management plan, organizations can follow the following six steps (Asana, 2022):

- 1- Identify the organization's crisis leadership team before proceeding with taking the first step in crisis management planning. The organization selects a team of leaders to collaborate with during the crisis planning process. The team should include people who will take necessary actions during the crisis. Alternatively, who can be relied upon to take the best steps and procedures while implementing the crisis management plan? Therefore, the organization must bring this team together very carefully at the beginning of crisis management planning. This is with the aim of everyone knowing the ins and outs of the organization's crisis strategy. And everyone should work in a team spirit to implement the crisis management plan in the optimal way, without any exposure, intentional mistakes, or obstruction.



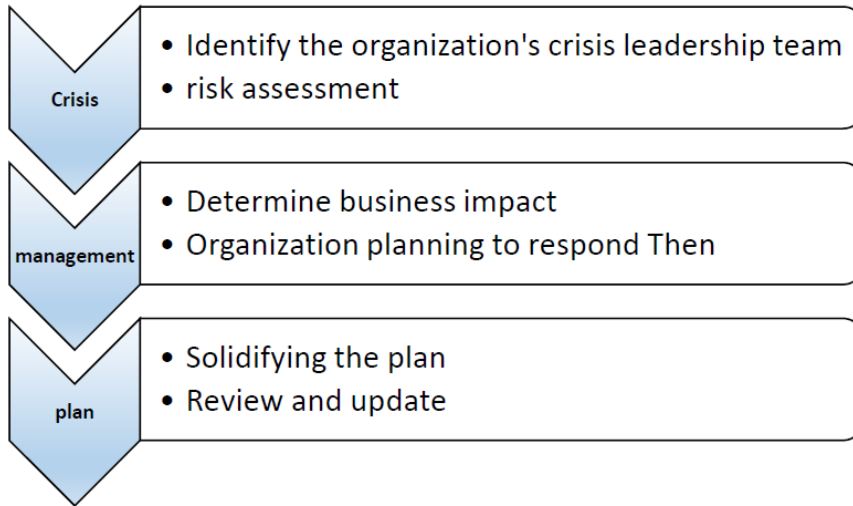
- 2- Risk assessment: To begin the planning process, the organization must conduct a brainstorming session to evaluate the various risks that the organization may face. This is done by tabulating the organization's potential risks. In addition to the reality of work environments and general conditions locally and internationally. It follows weather forecasts and geological studies specialized in earthquakes, volcanoes, cracks in the Earth's crust, and other causes that may lead to a crisis. After identifying these factors, the risk register must be used to determine and analyze the likelihood of risks occurring. A risk register can eliminate progress delays and prepare for potential setbacks. It can also help the organization visualize the risks that are likely to occur so it can plan to respond to those risks. At the appropriate time that allows the organization to survive the crisis.
- 3- Determine business impact: Once you have identified the high probability risks that could affect the organization. Here the organization must determine the impact of these risks on the business with the help of its crisis leadership team. Because each risk can lead to different results, affecting the organization and its work environment. Therefore, it is important to analyze them separately. Because the greater the detail, the better position the organization becomes to solve at the level of detailed parts. It may include the potential commercial impacts of the crisis and its repercussions. Customer attrition, damaged reputation of the organization, or delayed sales due to a defect in the supply chain or supply and transportation. Alternatively, the organization loses its position in the market. Or competitors outperform the organization.
- 4- Organization planning to respond then, this is where the organization takes all the risks it has identified and identifies the actions its team will need to take to respond to the threat if it occurs. That is, complete urbanization through prepared scenarios of potential dangers and ways to solve them. So that there is a specific type of model that includes all possible risks studied by the organization's team. And solutions that confront every potential danger. For example, if you are an organization working in the software field and have been subjected to a cyber-attack, you may need someone on your crisis management team with significant experience in securing the network. Another person has experience in media and social media to spread news to the

organization's clients. And someone else to handle the damage assessment. Thus, the crisis management team includes experts in various fields likely to be faced in the crisis.

- 5- Solidifying the plan: This is once the organization verbally understands the threats. It may face their impact on the business. And how to respond to them. The organization is strengthening its plan. A crisis management plan is more than just a written or verbal strategy. It should include basic elements such as the activation protocol and emergency contacts. Any guide to the work of the crisis management team during a crisis. The organization will also need to collaborate with key stakeholders so everyone understands what needs to be done and when. To be a helping hand in overcoming the crisis instead of hindering its progress.
- 6- Review and update: Once the organization's crisis plan is complete. Here, the organization reviews the final product, i.e. the completed crisis management plan, to ensure that there are no gaps in it. The organization must also review and update its crisis management plan at least once a year. Because potential risks can change over time. A crisis management plan, no matter how advanced and complete its components, cannot be a permanent solution to all crises. This is because the crisis itself is characterized by change and color. By accelerating or decelerating. By repetition or renewal. Likewise, the crisis management plan must be flexible, capable of continuous development, and updating. To meet the requirements of changing crises.

Figure 7: crisis management plan

A figure showing the stages of preparing a crisis management plan



## 7.8 Key elements to include in crisis management plan

While the contents of crisis management plans may vary from one organization to another, there is certain information that is considered standard and relevant to all crisis management initiatives. Regardless of the organization and its working environment. Here are some basic elements that should be present in the plan (Tarlengco, 2023):

- 1- Activation conditions: It is important to note that not all incidents require activation of a crisis management plan. Crisis management plans should only be activated when a full-blown crisis occurs. It affects the entity of the organization as a whole and has negative repercussions that may be long-term and lead to great harm to the organization and its stakeholders. For all this, the organization must distinguish between an accidental or limited-impact incident and a crisis, so clear and precise criteria for distinction must be established. Only when sufficient previously identified crisis conditions are met should crisis management plans be deployed and implemented. To confront the crisis and its effects on the organization.

- 2- Links to documents and supplementary information: Crisis management plans are only effective if they are implemented on time. Because any delay in its implementation will reflect negatively on its success and confrontation of the crisis. They are also largely digital nowadays, which means that important documents and supplementary information can be accessed quickly with the help of hyperlinks. Search: We obtain any information or procedure by simply requesting it through its hyperlink. Organizations should take advantage of technology and include hyperlinks to essential documents and information to speed up and simplify the implementation of the crisis management plan. So that a touch becomes sufficient to know the blame or the action that must be applied. How to apply it and its conditions. Even multiple options may be available for the same procedure depending on the nature of the part of the plan prepared for it.
- 3- Contact information: Some situations may require contacting a member of the crisis management team or other key personnel amid an ongoing crisis. Alternatively, even seek advice from specific experts in the organization or outside it. This is to clarify unclear and insufficient instructions. Or that bears multiple interpretations or has several possibilities. One of the important matters that requires communication with the crisis team is the escalation of the crisis that exceeds the controls set by the crisis management plan. Which poses a real danger to the organization. Regardless of the reason, it is always important to include contact information for the crisis management team and other key staff, emergency or support teams. This is to ensure that the necessary clarifications and amendments to the plan are made on time immediately.
- 4- Post-crisis management plans: After implementing the organization's crisis management plan, the organization must prepare a post-crisis management plan to document its implementation and review its effects on the ground. With the aim of benefiting from it and making it a lesson that can be learned from and from the mistakes that were committed in it. This can also help the organization's team identify its weak points so that it can come up with the necessary modifications to increase efficiency and effectiveness in future uses. That is, an assessment of the efficiency of the crisis management team. And making the required amendments to the plan on the

one hand. On the other hand, rehabilitating and training the cadres of the crisis management team.

## **7.9 The importance of having a crisis management plan**

Having an emergency management plan is important, because without it, an organization's employees may exercise poor judgment and make poor decisions. In fact, making quick and effective decisions during a disaster is critical for rapid recovery.

As change occurs, a well-developed plan usually keeps employees focused on the organization's highest priorities. It reduces hesitation that can increase damage. Moreover, the practice of developing a strategy helps organizations identify future threats and reduce their probabilities. We can present here the most important benefits of using a crisis management plan, which are (Lowe, 2021):

- 1- Building the organization's resources: By creating a crisis management plan, the organization will begin to build a large pool of physical, financial, and human resources that it can use. The organization must have a specific way to deliver these various resources to where they need to be at any time. To always, be ready on demand.
- 2- Identify more potential threats: Crisis threats come in a wide range of shapes and sizes, from natural disasters to targeted cyberattacks. Or any other form of threats. It is impossible to identify every one of them. However, when planning an organization's management strategy, the organization researches potential crises and identifies more than it initially thought it would. The organization can also identify some general crises that may arise. Or regional or international crises.
- 3- Creating a culture of communication: One of the essential elements of crisis management is a strong, direct line of communication. It conveys organizational messages and crisis management team messages in both directions. That is, up towards senior management and down towards direct management and employees. It also ensures communication with private parties related to the issue of the crisis. Setting these elements within the organization will allow it to enjoy good communication

within the organization at all times. That is, in times of normal circumstances, during a crisis, and after it as well.

- 4- Improves organization morale: Knowing that the organization has a plan to deal with the crisis will help create a stronger sense of well-being within the organization. It gives a greater sense of confidence in the organization and its work teams. All stakeholders will also know that they are protected and that the organization is working to make them comfortable and protect them from the impact of any crisis.
- 5- Less downtime when disaster strikes: When it comes to business, downtime can be an income killer. And the reputation of the organization and its position in the business environment. If an organization is scrambling to respond to a crisis, it will experience a much longer downtime than it would if it had a plan with specific procedures in place to get it up and running again. Through the plan that was prepared to confront most of the potential threats to the organization. The Crisis Management Plan (CMP) therefore focuses on the immediate response to the crisis, with the aim of minimizing damage, protecting stakeholders, and restoring normal operations as quickly as possible (Barney, 2020).
- 6- Reduces the impact of the crisis: One of the primary benefits of having a crisis management plan is that it helps reduce the impact of the crisis on the organization. By having a plan in place, key personnel can quickly respond to a crisis and take appropriate actions to contain the situation. This can help prevent the crisis from escalating and causing further damage to the organization (BCM Team, 2021).

## **Chapter eight: Strategic management, a general framework for crisis management**

### **8.1 Elements of strategic planning for crisis management**

Long-term strategic planning has taken formal, recognized forms, beginning with defining the organization's mission and ending with drawing up strategic plans and objectives. However, planning to confront crises in general has not yet taken an official form, because crises are characterized by constant change and renewal. In addition to its differences in time and the duration during which it lasts. As well as the differences in the causes and events, that cause them to occur. However, in all cases, the elements of strategic planning for crises can be identified in general as follows (Al-Sayed, 2000):

- 1- Identifying the potential sources of the crisis, internally and externally: External crises are those that the organization has no control over, because they may essentially be crises that cannot be directly controlled, such as natural disasters, for example. Which may happen very quickly without leaving the organization's management room to avoid it or prepare for it well. Ohms may be the result of major economic repercussions occurring in major economies leading the global economic movement, such as the American mortgage crisis and its repercussions on stock exchanges. And on company stocks and bank deposits and medium and small financial and real estate companies. As well, as companies providing real estate, construction, brokerage and other services. As for internal affairs, they require a degree of control at all levels, which can sometimes be controlled. If it is discovered early. Measures have been taken to overcome this crisis. As a crisis, competent employees leave work in the organization. Alternatively, the direction of the organization's clients to other organizations because of the organization's internal policy confusion. Or a workers' strike to demand the application of labor laws, benefits, compensation, vacations, maternity care, and other practical demands.
- 2- Early warning of the occurrence of a crisis: It is necessary to establish an early warning system that can be relied upon to give signals that warn of the imminent occurrence of a

crisis. The clear definition of the crisis often paves the way for choosing the necessary indicators in this regard. For example, one can rely on meteorological reports and forecasts regarding hurricanes and rain. Heavy rains that may cause floods. Especially for organizations working in the field of agriculture, grazing, or investing in agricultural land. It is also possible for organizations that work in the field of financial investments, real estate, or stock exchanges. To follow the news of stock exchanges and global economic decision-making centers. Through the results and decisions of meetings of major industrialized countries, for example, and their directions. Therefore, the focus is on using clean energy instead of fossil fuels, for example. If the major industrialized countries are seeking to obtain a clean environment, free of carbon emissions. As well as companies working in the field of technology. It must receive any news or information related to a new technological development. Because it may constitute a real danger and crisis for the company. This also happened with Nokia, which insisted on its technological excellence in its mobile phones. Then, not long after, it became at the bottom of the rankings of smartphone technology companies.

- 3- Systems for tracking the effects of the crisis: One of the effective ways to deal with the crisis is to create this system, whether on the various activities of the organization or the environment surrounding it. There are usually primary effects of the crisis followed by secondary and indirect effects that all interact with each other, and give a result that reflects the total cost of the crisis. . For example, it is not possible to directly estimate the size of the real crisis of natural disasters when they occur. Because there are direct losses represented by damaged fixed assets, as well as human resources, injuries or deaths. The organization's production facilities, including factories, warehouses, and private workshops, were damaged. Likewise, roads, transportation, and railways were used to transport the organization's products at a lower cost. In addition to indirect losses from the loss of clients or customers because of the organization being affected by the disaster, the impact of which may be prolonged. The organization may need several months or a year to return to normal as it was before the crisis. Here, if the organization's products are a daily consumption need or a permanent use need. Customers or customers will not wait for the organization until it returns to production. Rather, they will move to another organization



that meet their needs. This in itself is a great loss for the organization. It will require a lot of spending later on advertising and promotion campaigns, providing free templates, etc. So that the organization can restore its clients and clients. As a result, the organization's losses are the sum of the direct and indirect losses of the crisis.

## **8.2 Stages of developing a strategic plan to confront crises**

Preparing to develop a strategic plan to confront crises requires several measures that can be summarized as follows (Al-Rahwan, 2004):

- 1- Defining the goal: When developing a crisis response plan: the plan's objectives must be determined and implementation strategies must be developed. The plan's objectives mean the purpose or objectives to be achieved or reached through the implementation of the established plan. Whatever the crisis or disaster, the response plan must ensure the achievement of the objectives. next :
  - a- Anticipation: This means that the procedures and policies included in the plan must help anticipate the crisis, prevent its occurrence, or limit its effects as much as possible. Of course, with regard to crises that can be expected.
  - b- Prevention: meaning that the plan includes a presentation of the efforts made by the competent authorities, the assisting authorities, and all participants to thwart the actions that lead to the occurrence of the crisis.
  - c- Confrontation or reaction: It means escalating anti-crisis operations once they occur, to confront the crisis and its consequences on the organization quickly enough to overcome it or mitigate its negative consequences.
  - d- Deterrence: The plan should include policies and procedures that achieve deterrence from fabricated crises, such as terrorist crises, for example. Or workers' strike crises.
  - e- Comprehensiveness: The plan should include the organizational structure specialized in confronting the crisis at all levels. Therefore, that it includes all departments, activities, leaders, workers and managers. In short, all stakeholders in the organization.
- 2- Preparing a strategic planning team to confront crises: For the success of a crisis response plan, it must include a vision of the people and entities that will participate in preparing the

plan directly or indirectly, that is, identifying the (crisis management team). This does not mean that all of them must participate in the planning process to confront the crisis, or in every stage of planning, but what is important is to define the responsibilities of leadership in the planning process, and the roles and responsibilities of all participants in planning must be defined. In general, everyone is obligated to interact with the strategic plan to manage the crisis, if not by planning, then by implementation. Both according to the role assigned to him in the plan.

- 3- Data and information planning: A plan must be developed to collect data, information, studies, documents, legislation, and decisions directly or indirectly related to crises. And analyze these data and information. To benefit from them in prevention, or confrontation operations. In addition to creating an important database for the organization that can be used when subsequent crises occur. It is possible to benefit from the data of organizations affected by the crisis and ways to get rid of it. In order to support and expand the database maintained by the organization. In order to benefit from lessons from other organizations.
- 4- Risk assessment: means the process of anticipating and predicting the risks and problems that may result from an incident or a specific behavior. The importance of evaluation appears to be that it helps determine the types of emergencies that a community, organization, or entity may be exposed to, and at the same time helps crisis planners develop the necessary plans to confront these emergencies. The evaluation process is considered a continuous process that does not end when the plan is developed. However, it continues throughout all stages of crisis management, as it requires monitoring and evaluating the status of each stage with the aim of making the necessary correction. To get rid of unplanned deviations and return to the established plan. And push it in the right direction, away from the deviations that hinder the progress of the action plan to confront the crisis.
- 5- Recording capabilities and resources: Accurate crisis response planning requires the organization is planning director to record and inventory the capabilities and resources that the crisis management team can rely on in managing and confronting the crisis, by assisting with those whose work requires participation in defining these requirements. The process must be completed. Recording resources in a way that makes it easy to access them, whether

at the main level or sub-levels. To be ready when needed and used immediately or delay that might lead to aggravation of the crisis.

- 6- Contents of crisis plans: Planning must address everything related to crises in terms of organization, coordination, defining competencies, policies and procedures, and in particular:
  - a- A plan to identify, distribute, and protect material capabilities and human resources during crises.
  - b- Alert, alert and emergency preparedness system plan. In various fields and for various crises.
  - c- A crisis management plan, which includes defining the competencies and roles of each member of the work team.
  - d- The support plan provided by supporting agencies such as the Emergency Forces, the National Defense Forces, or the Ministry of Health.
  - e- Command and control plan during crises. And the critical management joints that must be controlled.
  - f- A plan to continue the tasks and responsibilities of public facilities, public and health services during crises.
  - g- A plan to provide crisis management centers at the local, regional and national levels. Addition to the organization.
  - h- Develop a scenario to confront the crisis based on the available capabilities and resources. The organizations and authorities responsible for confronting the crisis if it is comprehensive or general for an entity, region, or country.
- 7- Coordination planning, command and control during a crisis: To confront a crisis when it occurs, planners must develop detailed and comprehensive emergency plans to reduce injuries and damage resulting from the crisis, both material and human. In order for the confrontation to be effective, a coordination plan must be developed between the parties participating in the confrontation operations, such as emergency forces, civil defense, rescue, firefighting, public security, hospitals, and other parties concerned with confronting the crisis.

- 8- Planning assistance to the armed forces and civil defense during emergencies: The crisis response plan must include the important and necessary role of civil defense and the armed forces during emergency situations. It has huge human, material and technological capabilities needed for confrontation operations. While confronting a crisis, everyone is required to work to overcome the crisis and its effects. Including human and material aid and equipment that may arrive to help overcome the effects of the crisis. Whether it is from local bodies, associations, organizations, or even countries.
- 9- Planning communication and warning systems: The task of communication is more difficult in emergency situations, especially crises resulting from natural disasters. Where communication lines become cut off or crowded with participants to report or reassure. Telephone systems, social media networks, or radio or television broadcasts may be disrupted. This interference and malfunctions may lead to the inability to deliver important information to confront the crisis, such as requests for supplies and aid. Or publish the instructions and procedures to be followed in such emergencies and crises. Alternatively, information related to the presence of ambulance or assistance centers or shelter services and the provision of food and drink to those affected by the crisis. In the event of a natural disaster.
- 10- Media planning in the field of crises: A plan must be developed to achieve effective communication with those affected by the crisis. This plan includes determining the measures that must be taken to create a feeling of calm and reassurance among those affected. And the type of information that should be given to them to help them cope with the crisis. Information that must be published or withheld from public opinion, permanently or temporarily, so that everyone does not suffer from panic and fear. In addition, a plan to train media officials during an emergency in order to perform their media role for the public. As well as media personnel to deliver sound information at appropriate and carefully considered times. The plan must also take into account finding alternative means of communication to inform the public in the event that it is impossible to contact them due to the disruption caused by the crisis in normal means of communication. Such as using mobile teams with loudspeakers to broadcast the message to be delivered to those affected by the crisis. Or distribute leaflets explaining the procedures required for everyone to obtain

the necessary assistance or receive first aid. Alternatively, other instructions and procedures that must be made clear to the public affected by the crisis in general.

- 11-** Planning for the continuation of government services during a crisis: A disaster or crisis becomes more aggravated and dangerous if it causes the disruption of government services such as communications, electricity, water, gas, and sanitation services. Therefore, the response plan must include securing all services or providing alternatives to them during the management of the crisis or disaster, so that these services, and at least the most important ones, reach those affected by the crisis. To help them and help emergency and rescue crews deal with the effects of the crisis with the least possible losses.
- 12-** Composition of the crisis management team: The crisis management team at the operations level consists of a team leader, a planning officer, an operations specialist, a data analyst, and a communications official. Other specializations can be added depending on the situation and the type of crisis or disaster. Crises resulting from natural disasters. Different from those resulting from local or international economic interactions. As a result of global financial crises or military or economic wars. Therefore, each crisis has its own components and requires a special management team that differs from others in other crises.
- 13-** Planning to establish crisis management centers at the national level: Planning for crisis management requires the presence of centers and units specialized in planning for crisis management at the local and national levels. These centers must be in appropriate, safe locations and fully equipped to perform this role efficiently and effectively. Because crises do not only affect an organization or entity. Rather, it may go beyond that to affect a country or economy completely. It may take the principle of a rolling snowball if it is not stopped. Such as financial and monetary crises. Even social crises resulting from economic crises, especially in countries that already suffer from crises of various kinds.
- 14-** Determine implementation procedures: This is achieved by developing an implementation scenario by following the following steps:
  - a- Determine the structure required to manage the crisis (organizational structure).
  - b- Identifying the parties that will participate in confronting the crisis. Determine the role and competencies of each of them.

- c- The policy that will be implemented to confront the crisis. Providing recommendations that may include changing current policies or forming new policies that suit the requirements of the current crisis.
- d- Collecting detailed information about the crisis, its circumstances, dimensions, risks, and its development for the better or for the worse and even accessing information related to other crises and how they were dealt with.

**15- Planning training to confront the crisis:** This stage includes the following:

- a- Develop plans to train those responsible for crisis management at all levels. Determine who is responsible for general supervision and determine the powers of each official involved in the confrontation.
- b- A plan to train those responsible for managing shelters, shelters, and reception centers for local and international aid during a crisis or disaster.
- c- A plan to prepare and train special task forces during crises.

**16- Evaluation of confrontation plans:** After implementing the confrontation plan in the event of a crisis. In order to develop more advanced plans to confront the negatives that may result from the implementation process, it must be taken into account:

- a- Identifying the areas for which it has been proven that the preparation to confront them was sufficient, or that the planning and preparation for them from the material and human resources was in accordance with what was required. In addition to identifying the strengths of this system
- b- Identify the areas, procedures and decisions that need improvement and which can be improved to be better. Identifying weaknesses in the system that was implemented. This weakness can be avoided if possible. T- Identifying procedures and proposals that could lead to improvement or weakness, so that all of them are studied with the aim of strengthening improvement measures. And work to repair and develop weak procedures.
- c- Emphasizing the importance of using and mobilizing local resources planning to confront the crisis, so that these resources are used firmly according to what was planned.

- d- The importance of preparing scenarios to confront potential crises. Because crises may never end and may be repeated and become more severe or weaker. This is based on the plans that were implemented in the face of crises that have already occurred. Learn the lesson well from it to face the current crisis or prepare to face future crises.

### **8.3 Time and its importance in crisis management**

The time element is considered one of the most important and most expensive factors in crisis management. It is one of the main factors in the success or failure of implementing planned work within the specified times. In the case of failure in time management, it results in many losses to the organization. It is exposed to various crises that may take it to the path of collapse. This occurs when there is no precise timetable for carrying out the required work, or there is a delay in implementing this timetable. In the case of crises, the time element is considered a vital factor in avoiding the occurrence of the crisis or when overcoming its effects. Due to the limited time available for decision-making, every second is important and may help in saving a person or realizing the consequences of the crisis. Therefore, when organizations prepare to confront crises, the procedures that will be implemented in crisis management scenarios must have timetables. The calculated timings must be accurate, realistic and applicable. It took into account the worst possible crisis situations (Zidane., 2003).

The time element is one of the most important variables in crisis management. Time is the only element whose scarcity poses a serious threat to the perception of a crisis. In addition, the process of dealing with it. If it is lost, it can never be replaced, especially in the critical crisis phase. The role of time is highlighted in that speed is required to absorb the crisis, think about alternatives, and make appropriate decisions. In addition to the speed in mobilizing the crisis management, team and carrying out the necessary operations to contain or limit the damage and restore the organization's activity. As quickly as possible and with minimal losses.

Some argue that actions taken in the first minutes and hours have a decisive impact on the outcome of the crisis. However, today the "golden hour" has become a symbol of the important

time to comprehend the crisis. In fact, it is about the five golden minutes in which operations must ideally begin (Ofner, 2021). Even so, those responsible for managing a crisis, at any level of an organization, will appreciate the advantage of time to better understand the potential impacts of a breaking event, make sound decisions about how to mobilize for an effective response, and ultimately, to protect people, assets, and brand reputation (Edelboim, 2020).

It is often said that time is an organization's most valuable resource, and in crises, this resource is at its most scarce. Data collection, analysis, decision-making, and implementation are greatly pressured by factors beyond the organization's control. Once an organization determines that it is in a moment of crisis, its leaders must realize how much time is available. What are the means available to her to make the most of this time? In addition, what the organization's crisis management team needs to be able to achieve new goals during that time (Bouché, 2020)?

#### **8.4 Advantages of time management for crisis management**

The term time management is related to the art of maximizing the use of time. That is, investing time correctly. Considering that time is a real cost element. Hence, any cost incurred by the organization must have a return that exceeds this cost. According to the principle of cost and revenue generated from it. At least its equivalent if no profit is generated from this cost, as in non-profit associations or institutions. However, the other issue is the attempt by some to confuse the science of time management and crisis management. Considering that success in administrative decision-making depends on the timing of decision-making. Managing and treating a crisis is essentially related to the time in which it occurred. Or the one in which it developed. Alternatively, the one in which it matured, escalated, and reached the peak of its violence. Or in which it began to recede and disappear. In other words, all of this is related to the time and timing in which the decision maker addressed and confronted the crisis. Whether by collision or by assimilation, absorption and integrated processing (Al-Khudairi, 1990). Integrated. Therefore, many advantages can be achieved from time management in crisis management, according to the following (Abdullah, 2006):

- 1- Reducing wastage of time and effort, and thus investing time optimally.



- 2- The member of the crisis management team must always be prepared for the meetings in which he must participate.
- 3- Prevents exposure to unbearable work pressures because of organizing appointments and working times.
- 4- Be able to follow the progress of work on projects and monitor levels of achievement measured by the time allotted for them.
- 5- Be able to allocate time to each task according to its importance, so that time for one task is not wasted in implementing another task.
- 6- It ensures that long-term projects are not neglected by following up on the annual, semi-annual or quarterly implementation of these projects. Identifying implementation problems, if any, with the aim of solving them and following up on projects.
- 7- It ensures effective planning of the activities carried out by the worker throughout the day, week or month.

## **8.5 Modern strategies for crisis management**

There are different types of crises, their characteristics and their impact. Creating the need for unconventional strategies to deal with crisis management. The spirit of the modern era and continuous development helped the development of these strategies. These strategies for managing the crisis can be summarized as follows:

- 1- Team strategy: It is one of the most widely used strategies now. It requires the presence of expertise and specialists in more than one field in the team. Then every factor of the crisis and its causes are calculated. In addition, finding the right solution or action to deal with it (Fathy, 2001). This could be a special team to confront the crisis. Alternatively, a team that works constantly to prepare to confront crises. And overcome them or their negative effects that affect the organization as a whole. The primary goal of this team is to create a stimulating environment and a suitable climate for work. As well as a sense of collective responsibility towards the organization and its stakeholders. Anticipate problems and accidents before they happen. And increasing communication skills in a way that serves to confront the crisis.

- 2- Mobilization reserve strategy: Here, the source and cause of crises are identified, as well as the organization's weaknesses. Which may be vulnerable to these crises. Then create a preventive mobilization reserve that can be relied upon and used in the event of a crisis. This strategy is often used in industrial organizations. This is to determine the edge of the plan or the safety limit. Regarding the availability of raw materials. Because its decrease constitutes a risk factor and a catalyst for the emergence of a crisis for this industrial organization (Kardam, 2005) .The tactical reserve may consist of individuals, that is, the human workforce. Or physical and financial preparedness. Or in technological alternatives. Alternatively, experts and specialists in specific fields that the organization needs in times of crises. Or in raw materials.
- 3- Democratic participation strategy for dealing with crises: This strategy is adopted in organizations whose management is characterized by a democratic style of leadership. It has a strong fundamental impact in crises affecting individuals. Leadership according to this strategy is widely accepted by all stakeholders in the organization. Therefore, it has a major role in crisis management. This leadership can seek the help of experts and specialists to describe the crisis and work to overcome it. This is done through the help of everyone in the organization (Al-Khudairi, 2003). Since this strategy is successful for dealing with individuals. It reveals the crisis and its seriousness by analyzing its causes, as they are due to a human element. In addition, finding a solution to the problems of individuals in the organization through democratic dealings between the president and his subordinates. (Akhiari., 2012). Here, all stakeholders participate in providing advice and expertise to these leaders to overcome the crisis. They provide all data and information that help in finding a solution to the crisis and its repercussions on the organization and themselves (Fara., 2009)
- 4- Crisis containment strategy: This means containing the crisis within a narrow and limited framework. That is, freezing and identifying them in order to eliminate them (Shaer, 2012). In addition, work to absorb all the pressures resulting from the crisis. Understanding the causes of the crisis and dealing with them in an open and positive manner. The containment strategy for the crisis goes through several stages, as follows (Fara., 2009):

- a- Listening to and understanding the leadership of the crisis forces. And asking them to submit their applications through official methods.
  - b- Asking the crisis forces to unify their demands. Because responding to all requests may be impossible. Therefore, the more requests are standardized, the greater the probability of responding to them.
  - c- Asking the crisis forces to form a committee to represent them in order to negotiate.
  - d- Negotiating with the formed committee and finding compromise solutions that satisfy all parties. And miss the opportunity for those who wish to destroy or harm the organization.
  - e- In some crisis management literature, this strategy is called the strategy of stopping the growth of the crisis (Kardam, 2005).
- 5- Crisis escalation strategy: It is used in crises with unclear definitions in which a bloc is formed during its formation stage. Escalating the crisis works to break up this bloc and reduce the pressure of the crisis. (Akhiari., 2012). There may be several blocks in the crisis formation stage. Here, the escalation strategy seeks to reach the point of conflict of interests between these blocs. These blocs are dismantled based on their conflict of interests (Al-Deeb, 2012). As a result, adopting the escalation method aims to create a rift between the blocs and weaken them to make them easier to overcome. Thus, the crisis reaches the stage of decline, decline, and fragmentation. The organization deals with this achievement positively and achieves tangible gains in crisis management (Fara., 2009).
- 6- The strategy of emptying the crisis of its content: It is the best and most successful strategy for dealing with crises. Since the crisis essentially revolves around a basic content, which may be political, social, religious, economic, cultural, administrative, or other (Ahmed, 2006), this strategy is sometimes called the strategy of aborting thought (Al-Shaalan, 2002), and in this strategy the crisis is unloaded. Of this content, the presence of which guarantees the continuation of the crisis, and whose absence eliminates the crisis (Al-Deeb, 2012). Ridding the crisis of its content means withdrawing its strength and momentum, and thus stripping it of its own basic imprint. This can be done through several methods:

- a- Concluding a temporary alliance with some of the crisis forces, which are the active forces.
  - b- Assigning people loyal to the organization to lead the crisis movement.
  - c- That the leadership of the crisis trend deviates the crisis towards another direction that does not achieve its content. It loses its power and distances it from its primary goal.
  - d- To empty the crisis of its content, partial and temporary recognition of the crisis must take place. Then it is denied and emptied of the content of its success (Fara., 2009).
- 7- Strategy to break up the crisis: Here the crisis is studied in detail and the forces shaping the crisis are studied. Especially if it is serious and severe. Then identify the conflict of interest between the crisis forces. And work to find artificial leadership for the crisis and find gains for these constantly opposing forces. Then the big crisis begins to be divided into yellow and smaller, fragmented crises (Akhiari., 2012) this requires great knowledge of the parties behind the crisis and supporting it. Determine the benefits that may satisfy these parties. In addition, principles that can be waived. Knowing the ambitions of each party to the crisis and working to partially respond to their ambitions. Leading to the fragmentation of the basic goals of the crisis. Then overcome the major crisis and its subsidiary crises (Fara., 2009). However, using this method with large, strong crises requires crisis management to deal with the fragmentation strategy with a high degree of wisdom and intelligence. To break up the crisis into small crises and push members of the organization to assume leadership of these small crises. With the aim of weakening it and gradually overcoming it (Al-Shaalan, 2002).
- 8- The strategy of self-destructing the crisis and detonating it from within (violent confrontation): It is used in the event of a lack or lack of sufficient information about the crisis. When confrontation is the only option for the organization to confront the crisis. The organization resorts to this method during dangerous crises with devastating effects. With the absence of information about it. (Akhiari., 2012). This strategy is used to deal with crises as follows:
- a- Weaken the core of the crisis by striking its pivotal forces and its weak sides and edges.
  - b- Creating a state of conflict and contradiction between the elements that have an impact on the crisis. Attracting the strongest among them, attracting them towards the

organization, and activating a state of conflict between these elements according to the interest of the organization.

- c- Work to exclude and isolate the leadership of the crisis forces by making them lose their credibility, integrity, and ability to escalate the crisis.
- d- Planting elements loyal to the organization among the forces of the crisis. And uncle and transform them into obedient forces to manage the organization. It is used to extinguish crises instead of igniting them.

As a result, the organization's use of this strategy requires its management to possess the highest levels of calm and patience. And maneuverability. And having an integrated, highly efficient information system (Fara., 2009).

- 9- Illusory abundance strategy: This is done in light of violent and rapid crises with successive events and accompanied by a state of great fear and escalating panic. It is also accompanied by psychological factors that greatly affect the community surrounding the crisis. An example is a liquidity crisis affecting commercial organizations. Here the organization resorts to using the fake abundance strategy. Misleading stakeholders that the organization has an abundance of financial resources. Therefore, there is no need to be afraid or anxious. These are, of course, rumors launched by the organization to buy more time to address the crisis objectively. Because after a while, if it does not succeed in dealing with the crisis, there will be very serious effects on the organization and its reputation (Ahmed, 2006).
- 10- Crisis diversion strategy: This strategy is used with very deep crises whose escalation cannot be stopped. By creating a spirit of challenge among individuals to achieve the best results (Shaer, 2012). Here it is transformed into different paths that can be contained and controlled. By temporarily submitting to it. Then understand its causes and repercussions. Then, it is treated and overcome in a way that eliminates its danger or reduces it to the lowest degree (Al-Shaalan, 2002). Here, the crisis must be dealt with as if it includes positive elements in addition to negative elements. It can be relied upon to get rid of the crisis. Here, this method of dealing with crises takes the following forms:

- a- Transforming the crisis from negative to positive: It leads to strengthening the cohesion of the organization and its pillars. It stimulates innovative and creative energies in the organization. Emphasis is placed on active participation in decision-making.
- b- Exporting the crisis abroad: by finding interests for other organizations that facilitate the process of exporting the crisis to them. An example is the desire of capitalist countries during the seventies of the last century to get rid of their recession crisis. By increasing the demand for its products from third world countries. Which saved it from the crisis of recession and increased its employment levels.
- c- Riding the wave of the crisis and its deviations: This is an intelligent method for interim adaptation. This is done by penetrating the crisis, its forces and its leaders. In addition, work to direct this crisis towards a goal and path different from its original goal and path. And leading it on a new path that achieves the interests of the organization and the goals of its stakeholders (Fara., 2009).

## Section nine: Emergency Plan (B)

### 9.1 Clarifications related to emergency and several administrative concepts around it

Some people confuse similar concepts, such as crisis and disaster, for example. In fact, all of these concepts lead to a related result, which is exposing a person to loss or harm, and their results often lead to a change in the old reality and its transfer to a new reality, which requires great efforts and resources to control and contain it. Hence the confusion between crisis and disaster. That is, one occurs before the other. Some believe that the disaster precedes the crisis. Alternatively, the crisis is the result of the disaster, as in natural disasters. While others believe that, the crisis is what causes the disaster. An example of this is financial crises that cause financial, economic, or social disasters. It may sometimes lead to economic or military wars in which humans and economic resources are the victims. Therefore, we present below a simple comparison between disaster and crisis from multiple aspects, according to the following (Zayed, 2015):

*Table 3:a simple comparison between disaster and crisis*

<b>Comparison</b>	<b>The disaster</b>	<b>the crisis</b>
<b>In terms of concept</b>	It is an event that actually happened, but it may not be possible Expect it	Incidents whose aggravation results in serious consequences and effects that sometimes cannot be remedied.
<b>Results and implications</b>	It results in material or human damage, or both, and may lead to the mobilization of the emotional and national feelings of individuals and groups if there is no human reason for its occurrence.	Losing the element of trust in the entity in which you fell, and it is not necessarily born  A positive element, its effect is often negative.

<b>the reasons</b>	Natural, such as earthquakes or volcanoes, or unnatural, caused by humans.	Due to a disaster, or due to human action.
<b>Causation</b>	One of the most prominent concepts is related to the concept of crisis, which may result in crises if they are not controlled	It may result in some types of humanitarian disasters if the crisis worsens.

The source is adapted :(Al-Otaibi., 2007) (Mamdouh Rifai, 2010)

The difference between the concept of crisis and disaster and some related administrative concepts can also be diagnosed in the following table (Zayed, 2015):

*Table 4: The difference between the concept of crisis and disaster and some related administrative concepts*

<b>Concept</b>	<b>Diagnosis</b>	<b>Evidence of difference</b>
<b>the crisis</b>	Increasing surprise and its losses are moral. It may be accompanied by some material or human losses. Humans cause it, but it can be predicted. It requires support and sometimes-secret aid. It is accompanied by high pressure and tension, while it is faced internally. As a major crisis, it may lead to the occurrence of other crises. Small, or even larger, catastrophes, and there are supporters and opponents.	It may be the cause of a disaster, and the crisis can lead to other crises
<b>The disaster</b>	A completely surprising situation that leads to human and material losses largely. Its causes are often natural and sometimes fabricated. It is difficult to predict and requires support and aid, but it is announced in most cases. The strength	Although it may result from a major crisis, its occurrence may also



	<p>of pressure on the decision maker varies depending on its type, while it requires... Directives to confront it internally, internationally or regionally, and are limited to accidents and mass destruction, and may lead to It generates multiple crises, and it has no supporters.</p>	<p>lead to one or more crises Various crises.</p>
<b>Emergency</b>	<p>A completely surprising situation, its strength may increase even more from the moment it occurs, and it leads to moral or material losses. Its cause may be human or natural, and it is difficult to predict. The amount of pressure placed on the decision maker varies according to the strength of the emergency and the extent of its continuity, and it is often faced locally. It is more comprehensive and general than disaster or crisis.</p>	<p>The term emergency is more comprehensive and general than its predecessors are because it can be applied to a disaster, crisis, accident, etc.</p>
<b>the incident</b>	<p>Something sudden and unexpected happened quickly and its effect passed as soon as it happened.</p>	<p>The crisis is one of its consequences.</p>
<b>the majeure force</b>	<p>A circumstance that is difficult to predict or control and that prevents it from occurring</p> <p>A person assigned to do something agreed upon with another person, that he intended to do, or forcing him to proceed according to a plan completely different from what he actually intended.</p>	<p>Here, it does not necessarily express the crisis or disaster itself, but it can be projected onto them</p>

<b>Conflict</b>	A clash of two wills or forces, or a conflict of their interests, and it has its dimensions Its trends, parties, and goals, and its results and strength vary according to the nature of the conflicting parties and the policies that bind them.	The occurrence of conflict in itself expresses a crisis, and may ultimately lead to disaster.
<b>Disagreement</b>	It is less intense than the conflict, and it can be said that it is the beginning of the conflict if the dispute between the various parties escalates together, and the dispute may be over a specific part, method, or idea.	It is the beginning of a conflict, that is  The beginning of the crisis.
<b>Shock</b>	A sudden and strong change in the personality of a person or animal, because of an emergency or a specific event, and the impact of the shock fades little by little after it occurs, until it disappears completely.	It is often the result of a sudden crisis or disaster.

The source is adapted: (Sheikh, 2008) (Al-Otaibi., 2007) (Al-Shaalan, 2008) (Al-Qahtani, 2003)

## 9.2 Basic requirements for emergency plan elements

The emergency plan (B) of any organization or administrative entity cannot be successful. Unless the basic requirements necessary to implement the emergency plan are available. The greater the availability of these requirements, the greater the organization's emergency preparedness. The more this gives a feeling of confidence and comfort to all stakeholders in the organization. Therefore, we will present the most important basic requirements for the success of Emergency Plan (B), which are as follows (brega team, 2018):

- 1- Alarm means: such as loudspeakers, vibration or light warning devices, or the like. It must be characterized by the following:
  - a- The warning means must be clear, audible, and understood by workers inside the site. Therefore, it is able to reach everyone in different workplaces. There are even warning lights in locations that require wearing headphones to protect against loud sounds, such as cutting wood, metal, and other works that produce loud noises.
  - b- Every person at the work site must be fully aware of how to behave when he hears the siren. So as not to cause confusion and confusion when hearing the sound of sirens. He must also know the main and secondary routes of evacuation in the event that it is not possible to evacuate from the main roads of the organization or its region.
  - c- The siren must have multiple tones to indicate the degree of the declared emergency. Tones of low intensity and frequency are for accident situations. As for tones of medium intensity and frequency, they are for situations of conflict, shock, or weak crises. While the harshest and strongest tones are for emergencies and urgent evacuation because of a disaster that constitutes a crisis.
- 2- Evacuation: which is leaving the workplace during the occurrence of a disaster or crisis in accordance with the emergency plan prepared for that purpose. Evacuation includes the following:
  - a- The necessity of evacuating workers from some sites when there is any emergency that may threaten their safety. Because the most important thing in evacuation plans is to preserve human lives. The evacuation of human personnel will be sequential and in batches. The evacuation cannot be carried out all at once in order to preserve the safety of workers and prevent stampedes. Evacuation also requires the presence of trained personnel working to help those being evacuated safely and securely.
  - b- Every individual must be fully aware of the gathering places in evacuation cases so that they can be counted and any missing persons identified. This is in terms of organized evacuation in batches or small or medium groups. So that everyone knows who is in the evacuation group and where their gathering will be. Which should be the safest place in the evacuation area. Therefore, in the event of a shortage of one of the workers, he

will be known directly and informed about him to verify his status. And work to ensure his safe exit with the rest of his group during the evacuation.

- c- There must be specific gathering points known to everyone. So that everyone rushes during the evacuation to reach these places that are supposed to be the safest. The conditions for correct evacuation are achieved through the evacuation means available in the organization or the evacuation area.
  - d- There must be an emergency plan for the emergency shutdown of operational units and equipment. Because continuing to operate it may cause the crisis to worsen or cause damage. Because these units use electrical energy sources or fuel, in both cases there is a real risk of their continued operation. Such as fires, explosions, or gas leaks. Which reflects negatively on the evacuation plan and may hinder its implementation in the first place.
- 3- Electrical energy sources: Energy is the backbone of work and operation in work units within the organization. It is also very necessary for the evacuation process. And for this, an alternative solution must be provided in the event of a complete or partial outage of electrical power sources to operate emergency equipment and control units for control on operational operations. The same goes for lighting, especially in night conditions. Or evacuating from underground floors where no sunlight reaches.
- 4- In cases of fire: which may break out because of an explosion in energy or fuel supply units or because of a gas leak. Here you should pay attention to the following:
- a- It is necessary to ensure the presence of fire alarms, such as heat and smoke sensors, in sensitive locations within the company. Also, ensure its effectiveness and validity. The most important thing is that there be training for the organization's workers on using regular firefighting equipment before the crisis occurs. So that they know how to handle this equipment.
  - b- The firefighting equipment and materials needed to fight the fire must be sufficient and in a place that is quickly accessible. So that no time is wasted searching for it or obtaining it, as if it is in distant places or in stores. The employees must have good knowledge of how to use it. Therefore, there is foam-extinguishing equipment for

regular fires. In addition, another carbon, especially for electrical fires. All employees in the organization must know the distinction between both types and their uses.

- c- Automated fire extinguishing systems must be available depending on the nature of the place. The search works automatically and without human intervention. Such as water sprinklers in administration buildings, workshops, and operational dens.
  - d- Firewater sources must be estimated and calculated on certain bases in accordance with known standard systems so that these cover all needs or requirements. This requires special water tanks for extinguishing. Especially in facilities that are more exposed to fires than others, depending on the nature of their work. There should be water support for these tanks in the event that they are not sufficient to extinguish the fire. Or the outbreak of larger fires than expected in the emergency plan prepared to confront fires in the organization. In the event, that fires spread beyond the organization's boundaries. Its formation poses a threat to neighboring areas.
- 5- Emergency Operations Room: It is the place designated for the emergency team or crisis management team to meet. Usually a fortified place is protected from the effects of a crisis or disaster. This allows the evacuation plan to be followed up and directed. The emergency operations room must be characterized by the following:
- a- There must be a special main room for emergency operations that is equipped with all capabilities, including communications, maps, and information. Emergency lighting, stationery and contacts list. And other services necessary to stay there for long periods under emergency conditions.
  - b- Another alternative must be provided and equipped with the same capabilities in the event. That the main room breaks down or cannot be used. For one reason, or another and it is available. Same possibilities. It should be in a place as close as possible to the main operating room. To be closer to the site of the crisis. To follow the evacuation plan and end the crisis minute by minute.
- 6- Communications: The crisis is reported through the basic communication network. As well as transferring information and instructions from the top of the administrative hierarchy to the bottom. And vice versa, including detailed information about the crisis. This is why its role is very important in the emergency plan. Therefore, the following must be done:

- a- Communications must be provided of more than one type inside and outside the site because it is of vital importance in the conduct of the emergency plan. Communications may be wired via cables. Or wirelessly via radio waves or satellite networks. Alternatively, communicate through social networking and satellite communication services.
  - b- There must be alternative means in the event of a breakdown in traditional telephone communication, available to all required individuals and officials call them when managing and implementing the emergency plan. Such as closed wave communications circuits whose communications are covered by public or private communications towers. It allows movement within the currency communication networks in the region. Civil defense waves, ambulances, and disaster committees can also be used in cases of necessity. Or even the private communication networks of other organizations close to the crisis site. Or its wave coverage reaches the area where the emergency plan is implemented
- 7- Rescue operations: operations to preserve human lives in a crisis area. And work to ensure that everyone evacuates safely and securely. This requires Providing the necessary equipment and capabilities and individuals trained to use them to handle them in rescue operations of individuals trapped in high areas. Alternatively, those injured and unable to move or get off the site during evacuation operations. Making sure everyone arrives in good condition. Or in a position that helps treat the injured in a way, that relieves their pain. It reduces harm that would have increased had they not been evacuated properly.
- 8- Means of transportation: These means will be relied upon during evacuation. This depends on its type, whether it is trucks, regular passenger cars, or passenger transport vehicles. Or trailers pulled on metal rails or the like. When talking about the evacuation plan, means of transportation must be available according to the following conditions:
- a- Sufficient means of transportation must be provided on all shifts if necessary. And there should be additional means of transportation. To confront the dangers of disruption of some means of transportation during the evacuation process. These means must be equipped with fuel that allows them to move as far away from the crisis area as possible. Especially in cases of fire, explosions, gas or chemical leakage. There must be

additional tanks to supply fuel to the vehicles to ensure that no means of transport stops due to fuel shortages.

- b- There must be a plan for summoning. In addition, how to move within the site. Any announced plan for emergencies and evacuation. How will transportation move inside and outside the organization? According to lines and methods approved in the emergency and evacuation plan. Especially if the organization is main or basic, roads are damaged because of the crisis.
- 9- Controlling traffic and road congestion: This is why traffic officials must have an emergency plan. Directing rescue teams in an organized manner to prevent crowding and traffic obstruction. And keep the roads leading to the accident site free of any traffic jams or traffic jams. For easy entry of rescue teams, ambulances and fire engines if necessary. As well as her exit quickly and smoothly after completing her role in the evacuation plan. Which reduces damage to human elements to a minimum.
- 10- Foreign aid and mutual aid: This is what external parties provide. That is, it is not from within the organization or entity in crisis. The assistance includes experts specializing in crises and evacuation. As well as materials and equipment necessary for evacuation. And all modern technologies used in emergency situations. As well as food, consumer goods, medicines and medical materials. For people with physical injuries such as burns, wounds, etc. All parties involved in exchanging aid and assistance in emergencies must. To have a complete understanding that control and direction of work Evacuation and rescue must be under the control of the person responsible and competent at the accident site. Who has the ability and knowledge of the risks what are expected at the site, how to deal with them, and the possibilities of sudden developments that may occur.
- 11- Maintenance operations and engineering services: as they are very necessary in cases of breakdowns, or cases of re-coordination or spatial distribution of production machines after they are affected by a minor crisis. It may be the result of poor sequencing of production line operations. Even in cases that are more serious. Such as evacuation or implementing an organization's emergency plan. The repair, engineering or re-engineering operations of production departments. Alternatively, for means of transportation. Or sources of energy

supply or evacuation routes have a vital role in the success of the emergency plan. Therefore, every organization must include the following in its emergency plan:

- a- A specific and well-known maintenance team from various specializations must be provided who can perform emergency repairs and provide immediate services In case of any emergency. And to be one of the best engineers and skilled technical workers. There should be the possibility of bringing in greater expertise in this field if necessary. Or when an emergency and urgent repair operation is difficult or unsuccessful. Especially if it is one of the evacuation or transportation equipment.
- b- A designated place must be designated for the maintenance team to be present during an emergency so that they can be called upon at any time. Without any delay. To ensure coordination of efforts among them. The required maintenance is accomplished through everyone's cooperation with high professionalism. It ensures the consistency of its production processes, or evacuation if it is evacuation equipment. Or guarantee the continuity of communications in the event of a malfunction in the communications box and its lines within the organization. This is while implementing the evacuation plan or facing the crisis.

12- Public relations: It is very important, especially during and after the implementation of the emergency plan. Because it carries out communication, information transfer, and necessary procedures after the vacuum. It also provides psychological care for cases of fear and panic. By giving reassuring signals about the situation. The crisis or disaster is on its way to being resolved and ended. Alternatively, it is already over. In addition to other services that can be identified through the following:

- a- The importance of public relations for emergencies lies in providing information about the injured or deaths. The injured are provided with information about their injury and its seriousness. As well as suggested places for treatment. In addition, the medical protocols applied in these cases or injuries. It may also provide health and social guarantees to the injured with the aim of alleviating the psychological trauma. In addition to providing them with physical health treatment. As for deaths. Provide information about them and proof of the identity of the deceased. Especially if his body



was charred because of a fire, for example. In addition to providing suggestions for burial and funeral ceremonies.

- b- Providing public services to emergency personnel, including eating and drinking, in cases where emergencies and surveillance may extend for long periods. As human beings, they need periods of rest. As well as the necessities of life, such as food, drink, and sometimes treatment. Because they may be injured during evacuation or rescue operations.

### **9.3 Emergency management and its basic components**

Emergency management consists of the following five interconnected core components: prevention, mitigation, preparedness, response, and recovery. All emergency practitioners and organizations often implement these five components of emergency management. This is to ensure safe, secure and resilient business organizations, companies and entities. These five components can be implemented sequentially or at the same time depending on the situation. However, they are not independent of each other. In most circumstances, the components overlap as emergency management activities often fall under more than one component. The boundaries between components are rarely distinct. The components can be viewed as equal and overlapping. However, its application and implementation may vary depending on the needs of the program. These basic components are (ontario, 2022):

- 1- Protection: Prevention includes actions taken to prevent an emergency, disaster, or crisis from occurring. These measures may include legislative controls, zoning restrictions, or improving standards of operating or management procedures for critical infrastructure. The goal of a prevention strategy is to address whether risks can be stopped or avoided and to be aware of any vulnerabilities. In cases where risks cannot be prevented. Using appropriate avoidance measures can protect life, property, infrastructure, economy, environment, social systems and governance. For the organization or administrative entity.

- 2- Mitigation: Mitigation includes actions taken to reduce the negative effects of emergencies or disasters that cannot be reasonably prevented. Any individual, organization or administrative entity can implement mitigation strategies. Mitigation strategies are based on the results of the risk assessment. And may include short- and long-term plans, and actions. The goal of the mitigation strategy is to reduce or reduce as much as possible the impact of disasters by using strategies that reduce risks.
- 3- Getting ready: Preparedness ensures the ability to prevent, mitigate, respond to and recover from emergencies. Preparedness includes appropriately addressing all other components of emergency management. The goal of the preparedness strategy is to ensure that appropriate actions are taken within the prevention and mitigation components. When necessary, ensuring effective incident response and recovery. The goal remains to protect life, property, infrastructure, economy, environment, social systems, governance, and increase the speed of recovery activities.
- 4- Response: Response refers to measures taken immediately before, during, or immediately after an emergency for managing the consequences. This may require implementing or activating the appropriate response plan(s) as well as providing and pre-locating resources (such as staff, services, and/or equipment), establishing and staffing the response structure, activating information collection and sharing protocols, and developing an incident action plan to address case of emergency. Response strategy objective is to ensure that a controlled, coordinated, and effective response is quickly undertaken at the outset of the emergency to prevent loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, and/or environmental damage.
- 5- Recovery: Recovery refers to the process of returning an affected community to its pre-disaster level or higher level of functioning. This may include providing financial assistance, infrastructure rehabilitation, the return of evacuees, environmental restoration or critical incident stress counseling. Recovery

components also include risk reduction components that encourage all levels, including communities and residents, to build back better. Recovery strategy goal It is to provide effective, immediate and continuous support to people, society and organization in order to restore the affected social, physical, environmental and financial condition. Recovery should use a risk reduction framework to integrate prevention and mitigation components, and ideally have a higher level of emergency preparedness.

## **9.4 Duties of supervisors and personnel regarding the emergency plan**

To implement the emergency plan in the correct manner required. There are a set of duties that everyone must adhere to. Regardless of whether it is from senior management, managers and supervisors in middle management, or ordinary workers. We can divide the duties between two teams:

### **9.4.1 Duties of supervisors and those responsible for the emergency plan**

- 1- Immediately move to the work site to control the situation and take the necessary insurance measures if the accident occurs in its area of jurisdiction.
- 2- Calling fire brigades in cases of fire. At full speed and immediately.
- 3- Taking the necessary measures to prevent the incident from widening, extending, or developing into something worse. That is, identifying the trigger and freezing it as much as possible.
- 4- Follow up on developments in the situation and work to reduce their progression as much as possible based on experience. And put the expected possibilities before emergency operations officials to take the necessary measures to confront the situation.
- 5- Ensure that individuals carry out their duties to control the site and operations according to the emergency plan of the unit or region, and that it is being implemented meticulously.
- 6- Ensure the safety of individuals, that the number is complete, and that cases of injuries and missing persons are reported immediately.

7- Cooperating and coordinating with emergency plan implementation officials regarding operating conditions or any data or information related to the site and conditions.

The incident.

8- Every official must take the necessary measures to secure his area in the event of any emergency occurring in his neighboring areas that may have a negative impact on the operation process. In addition, take the preparedness that the situation may require. In the event that the accident moves to his area according to a plan declared emergency.

9- In cases of evacuating individuals from the site, officials must direct them to the specific assembly point, so that they can be counted or transferred off site.

10- Prepare a report on the accident that includes its circumstances, causes, and resulting losses according to the form prepared for that purpose.

#### **9.4.2 Duties of personnel in emergencies**

1- When a state of emergency is declared in the area and the siren is heard, workers must adhere to their work site and follow the instructions of their direct supervisor.

2- In the event that instructions are issued to evacuate the site, workers must go to the designated assembly area or the place specified by their supervisor or direct supervisor. And not to leave unless instructions are issued to do so, so that those absent or missing can be counted.

3- In cases that require rapid evacuation of the accident site, workers must follow instructions for exiting from the main roads and not entering through the units. Or operational areas.

4- Inform the industrial security official upon exit of the name and department to which the worker belongs.

### **9.5 Emergency response planning**

The emergency response plan, or Plan B, describes the actions that the organization must take immediately after an incident or crisis occurs. It includes potential interactions with external assistance that may or may not have been previously planned within the crisis management plan.

Including public safety responders such as employees or the public in general. Here you must pay close attention to the fact that every second is important during emergencies. Therefore, it is important for disaster or emergency management to have a well-defined emergency response plan. It is carefully. And realistically studied. and meets the required needs. It must be implemented as quickly as possible immediately. The response plan does not include gaps that may be dangerous in implementing the emergency plan. Alternatively, affect it negatively. As part of emergency preparedness. The organization conducts a risk assessment to identify potential threats and their likelihood of occurring. The organization then develops an emergency response plan to protect its employees and other affected parties in the event of an accident or crisis. In all cases, safety and stability remain the keys in emergencies and crisis management. That is why organizations always work to prepare and develop an emergency response plan according to the following steps (Barney, 2020) :

- 1- Reviewing the program's performance objectives: so that the emergency response plan or Plan (B) is fully studied and reviewed. And ensure that its objectives are consistent with the requirements of confronting the crisis or potential risk situation.
- 2- Review threat scenarios identified during the risk assessment. So that each scenario is included with its basic elements, on which it was built. Then, the process of reviewing each scenario and its elements is conducted to determine whether there are any weaknesses or misstatements in the estimates of these scenarios. Some of them are also filtered if they do not fit with the course of the crisis or potential danger.
- 3- Assess the availability and capabilities of resources - including people and equipment - to stabilize incidents. The main goal here is to prepare for implementing Emergency Plan (B) without any obstacles. It may be related to the lack of basic materials, their resources, or relief and assistance tools for people, for example. As well as means of transportation, communications, and emergency express lines. In addition to experts or specialists in the field of emergency, first aid, rescue, or communications experts, ensuring communication between all members of the emergency plan team.
- 4- You should speak with public safety services to determine their response time. Knowledge of the organization's facility, its risks, and its capabilities to stabilize an emergency. This

is to ensure that safety services quickly intervene at the time specified in the emergency plan immediately. As well as determining the status of the organization and the factors, that may pose a threat to it. What can be included in the organization's emergency plan? What can be left to the general emergency plan if the crisis is a natural disaster, for example?

- 5- Determine if there are any emergency planning regulations in the facility and address them. This is done by reviewing and evaluating the regulations that may be outdated. Or it needs to be rebuilt or completely canceled and replaced with regulations that are more effective and meet the requirements of the organization's approved emergency plan. Alternatively, it must be developed and approved by the organization's crisis management according to developments in the organization's internal environment. And the conditions in the external environment surrounding the organization.
- 6- Develop life safety precautions, such as evacuation, shelter, shelter in place, and lockdown. These procedures are an essential part of any organization's general emergency plan. Preserving the lives of human resources in the organization and even in the organization's work area. It is among the priorities of implementing the emergency plan at all levels.
- 7- Establish emergency procedures for risks and threats. This is done through written instructions. Alternatively, practical procedures that are verified and can be applied in the organization. In addition, evaluate the compatibility of these procedures with those applied in similar organizations. Or in similar emergencies.
- 8- Coordinating emergency planning with public safety services. This is to be the organization's approved emergency plan. It is consistent and integrated with the general emergency plan. And do not conflict with it. This ensures that it is applied in an optimal manner and that its purpose is achieved for the organization on the one hand and for the authorities managing public emergency plans on the other hand.
- 9- Employee training. This is a very important procedure for emergency plans. The training gives a good impression of the organization's ability to manage a successful emergency plan. It ensures the safe and successful evacuation of workers on the one hand. It preserves the lives and property of the organization and its stakeholders on the other hand. Everyone becomes prepared to fully carry out his role in the emergency plan in the event of a crisis or danger.

10- Test the plan. It is the last step in preparing emergency plan (B). All results, information and data from the stages preceding this stage are collected. Then carry out a careful analysis and evaluation of each stage until the last stage. Then this emergency plan can be compared with other plans prepared in the same organization. Or in other organizations or entities. And benefit from its strengths to apply them in the organization's plan. In addition, strive to get rid of the weak points in the organization's plan by studying, re-evaluating and developing it. So that the organization's emergency plan is ready to be implemented when needed.

## **9.6 Cases of different emergency plans and how to deal with them**

### **9.6.1 Earthquakes**

These instructions listed below are very important and simple at the same time. These are only precautionary instructions aimed at protecting people, including workers, departments, customers, and other human elements in the organization or outside it. They are explained as follows:

- a- If you are in a production workplace or an office, leave if the distance does not exceed 50 meters. Otherwise, stay where you are and do not try to take anything from your personal property.
- b- If you are in the workplace, take shelter directly under the table, production line, or any solid cover. Stay away from the window or lean against a basic (cement) wall.
- c- If you are in a construction yard, stay away from the edges of the building.
- d- If you are in a work car, stay in your place until the driver stops. If you are driving, stop and listen to the radio or the instructions being broadcast.
- e- If you are outside the workplace, stay away from tall buildings and go to spacious areas.
- f- Try as much as possible to cut off electricity and gas from the facility so as not to cause a fire.
- g- Do not try to walk around immediately after the tremor, as it may be followed by other subsequent tremors. It is best to remain calm for a while after the first tremor.

- h- Listen to the Civil Defense instructions, implement them, and cooperate with them for your safety. Do not let fear, fear, and panic control you, so as not to cause confusion that may lead to your injury.
- i- Do not try to search the rubble for personal items, as this may cause you to be injured because of subsequent collapses.

### **9.6.2 Fire**

Anyone who discovers a fire should do the following:

- a- To break the fire alarm glass to activate it.
- b- Too immediately, call the emergency phone number to summon the fire brigades.
- c- To fight the fire, if possible, using the nearest extinguisher suitable for the type of fire, as follows:
  - Hold the extinguisher well using the carrying handle.
  - Pull out the safety pin with the extinguisher.
  - Point the extinguisher nozzle at the base of the flame.
  - Press the handle to turn on the extinguisher.
  - Move the extinguishing materials on the base of the fire left and right
- d- To make sure that the place he is standing in does not pose a danger to him and that he can escape if the fire spreads.
- e- When using a manual fire extinguisher outdoors, make sure to stand facing the direction of the wind, at a distance of two to three meters from the fire.
- f- Do not try to extinguish the fire unless it is small and you are confident that you are able to put it out.
- g- If the fire is large. He left the room, closed the door behind you, and fill warning device.
- h- In the case of heavy smoke, rolling on the ground is the best way to get fresh air.
- i- Feel the door and handle with the back of your hand. If it is not hot, open it carefully and get out.
- j- If you find the door hot to the touch, do not open it.
- k- Remove the curtains and open the room to ventilate it and expel smoke.



### **9.6.3 Industrial facilities**

- a- Evacuation of non-essential workers to pre-determined assembly points via escape exits.
- b- Appoint someone to record a list of all people coming to assembly points and send it to the emergency control center.
- c- Appointing someone in the emergency control center to compare the lists of those arriving at the assembly points with the lists of workers and people present in the facility when the accident occurred.
- d- Updating the lists of workers in the emergency control center, noting absences due to holidays and illness, and replacing people on site.
- e- Officially announcing any emergency incident, and appointing a responsible manager who will be the sole source of this information.
- f- Repair procedures at the end of the emergency incident.

### **9.6.4 General procedures**

- a- Stop all activities immediately. Complete internal department or separation procedures identified as necessary prior to emergency evacuation.
- b- Assess that all persons can evacuate the area. Safety guards, supervisors, department managers, and executive personnel in the plant or organization are asked to ensure that everyone, including individuals with mobility restrictions, evacuate their area. Note: Evacuation plans for persons with disabilities should be part of each department's documented emergency evacuation procedures. There were workers with special needs in the organization.
- c- Follow the exit signs to the nearest safe exit. Do not use elevators! Particular care should be taken with certain shoes, such as clogs and work boots, which may hinder a quick and safe landing.
- d- Use the stairs. Never use the elevator. Walk briskly, but do not run. Stay to the right to allow emergency response personnel to easily reach the top of the stairs on the left side.
- e- Allow others into the stairs. As you approach the landing of each floor, allow evacuees from that level into the stairwell.

- f- Stay away from risks. If evacuation becomes difficult via the chosen route, due to smoke, flame or obstruction, re-enter the facility on safe ground. Continue the evacuation process via the nearest safe exit route.
- g- Move away from the building. Once you exit the facility, move at least 150 feet away from the building and exit doors. Go to your evacuation assembly area.
- h- Do not re-enter the building without getting the “all clear.” Do not, under any circumstances, re-enter the facility unless authorized by civil defense and rescue officials or fire brigades.

As a result, there are many emergency planning procedures. It is detailed. And concerns every human. Economic, or social activity separately. Hospital emergency plans are detailed with disease containment plans. Or disaster preparedness plans in their area. Or plans related to building the hospital itself or its staff. Likewise, in industrial establishments with different activities. Whether it is mining, manufacturing, oil, chemical or other industries. Therefore, the previously mentioned emergency and evacuation plans were sufficient. This is to point out the importance of always having emergency plans (B). It is activated if the basic plan of action (A) is not successful. The more the strategic management in the organization or administrative entity is conscious and aware of the importance of this plan. The more this reflects positively on the organization. He helped her get rid of the emergency resulting from a crisis. At least reduce its negative effects on the organization, its status, reputation, and even its existence.

## **Hypothesis testing**

### **The first basic hypothesis:**

**The strategic management of the organization through its concept, stages of development, importance and tasks, reflects the fact that it is the framework. That paves the way for drawing up a strategic plan of action for the organization. That ensures it avoids crises as much as possible.**

Strategic management in its broad sense defines the goals that the organization seeks to achieve. It also conducts an analysis of the internal and external work environment. Thus, analyzing the competitive environment. In addition, strategic management includes continuous planning; monitoring, analysis and evaluation of all the necessities that the organization needs to achieve its goals. It goes through stages that range from clarity of vision to collecting and analyzing information. Then formulate the strategy and implement it. Finally, evaluation and control. Therefore, strategic management is a very controlled process that provides the organization with a strong firewall that effectively avoids it being affected by crises. Strategic management is concerned with the optimal use of resources available in the organization. The mechanism for recruiting these resources and their timing ensures that the organization's firewall is strengthened against crises. For all this, strategic management provides the organization with a general framework that ensures the conclusion of a strategic plan of action to confront the organization is expected or actually occurring crises.

**As a result, the hypothesis is fulfilled.**

### **The first sub-hypothesis:**

**The importance of strategic planning for a business organization lies in creating a sense of the goals, priorities, and vision of the organization to be achieved.**

Strategic planning has a major role in the life of business organizations. Because he identifies the opportunities available in the work environment with the aim of benefiting from them to the maximum extent possible. As well as the challenges that organizations may face. Thus, developing

scenarios to confront these challenges to eliminate them or reduce their negative impact on the organization. Strategic planning also analyzes the organization's strengths, which are considered signs of distinction for the organization against its competitors, and can be strengthened and developed. As well as its weaknesses that the organization must work to find solutions to avoid. Strategic planning is also necessary to achieve the organization's long-term goals. And increase competitiveness. In addition, creating a single vision focused on the future. And follow up on the organization's progress based on its set goals. There is no doubt that strategic planning strengthens and enhances communication between stakeholders. It creates a sense of direction for the organization to achieve its goals in a realistic manner that is consistent with the organization's vision and mission. Most importantly, it reduces risks and makes the risk factor small. It helps the organization to anticipate bottlenecks that may arise in the future and confront them with advance corrective actions.

**As a result, the hypothesis is fulfilled.**

**The first sub-hypothesis:**

**The importance of strategic planning for a business organization lies in creating a sense of the goals, priorities, and vision of the organization to be achieved.**

Strategic planning has a major role in the life of business organizations. Because he identifies the opportunities available in the work environment with the aim of benefiting from them to the maximum extent possible. As well as the challenges that organizations may face. Thus, developing scenarios to confront these challenges to eliminate them or reduce their negative impact on the organization. Strategic planning also analyzes the organization's strengths, which are considered signs of distinction for the organization against its competitors, and can be strengthened and developed. As well as its weaknesses that the organization must work to find solutions to avoid. Strategic planning is also necessary to achieve the organization's long-term goals. And increase competitiveness. In addition, creating a single vision focused on the future. And follow up on the organization's progress based on its set goals. There is no doubt that strategic planning strengthens and enhances communication between stakeholders. It creates a sense of direction for the organization to achieve its goals in a realistic manner that is consistent with the organization's

vision and mission. Most importantly, it reduces risks and makes the risk factor small. It helps the organization to anticipate bottlenecks that may arise in the future and confront them with advance corrective actions.

**As a result, the hypothesis is fulfilled.**

**The second sub-hypothesis:**

**The success of the organization's strategic plan comes through the quality of its components, patterns, and tools used in its preparation. To evaluate it and address its deviations, if any.**

The strategic planning process in business organizations is not an easy task. Rather, work requires effort, study, and insight into the components of this plan because during the strategic planning process. The plan preparation team may adopt or modify the organization's founding strategic vision and mission. According to the requirements for preparing the plan, which begins by defining the vision required for the organization. Alternatively, the developed vision of the organization. Then the establishment of the mission begins, which is the path through which the organization will plan to achieve the organization's vision. Then comes defining the goals that the organization seeks to achieve. Which must be clear and measurable. However, most importantly, planning does not end with setting goals. Rather, strategic planning seeks to develop the organization's strategy through long-term plans of goals and implementable steps. Anticipate and mitigate potential risks. Finally, the strategic plan turns to tactics. Which is the key to implementation and is all the measures the organization takes to achieve its strategic plans. This is done through strategic planning patterns and using its multiple tools, including SWAT, PEST, PESTEL analyses, and the balanced scorecard. In order to measure and evaluate the impact of the established strategic plan. In addition, addressing the deviations therein to put the organization on the right track. Alternatively, modify the organization's course as needed.

**As a result, the hypothesis is fulfilled.**

**The second basic hypothesis:**

**Crises are a reality that cannot be controlled. It affects business organizations and causes them huge losses. On the financial, human and even reputation levels of the organization in the business environment.**

A crisis is a situation that confuses society's resources and threatens its existence and its control systems. It is a reality whose circumstances cannot be accurately predicted. Given the diversity of the crisis, its change, and its changing characteristics and causes. Which constitute a real threat to the organization's existence, reputation, services, activities, products, or the benefits of its stakeholders. Therefore, the crisis poses a real threat to business organizations and represents huge losses for them. Including the initial losses that can be counted immediately after the crisis occurs. In addition, secondary losses that appear later after the crisis ends. The losses may only be material. It may go beyond that to be material and human. Therefore, the impact of crises on business organizations cannot be denied.

**As a result, the hypothesis is fulfilled.**

**The first sub-hypothesis:**

**The causes of the crisis play a major role in the negative impact on the business organization. Especially those whose occurrence cannot be expected, such as natural disasters sometimes, or the emergence or collapse of economic blocs. Or neglecting to feed back the organization's customers and clients' comments.**

There is no doubt that the crises are not completely similar. The difference is due to the different reasons that led to their occurrence. Therefore, the impact of the events causing the crisis has the largest role in the form of the crisis, its interaction, its escalation or its end. The causes of crises vary between crises resulting from natural disasters that cannot be expected or avoided. Alternatively, an economic attack from competitors. Alternatively, because of sudden malfunctions in production lines. Or human resources crises and labor issues. Alternatively, the weakness of the decision-making mechanism in the organization, which leads to disastrous results for the organization that heralds the beginning of a real crisis for it. Violence, theft, and terrorism are also

causes outside the organization's control. In the end, many organizations fall into internal crises because of the ambiguity and lack of clarity of their goals. The inefficiency of their administrative leadership and unjustified ignoring of the signals that the organization receives that may herald a disaster or crisis. Such as customers' reactions to the organization's products or their comments on the organization's work, plans, or activity and most importantly. Not there is a follow-up of developments in external business environments and the global economic trend. Whether by establishing international or regional economic blocs that may affect the organization's activity and its areas of work. Alternatively, its market share in local or foreign markets. Therefore, the causes of crises that lead to the formation of crises have a significant negative impact on business organizations. Which does not prepare in advance to face such reasons.

**As a result, the hypothesis is fulfilled.**

**The second sub-hypothesis:**

**Crisis management in business organizations is considered. The lifeboat that can save the organization from the catastrophic consequences of the crisis. At least mitigates its negative repercussions on them.**

Since crisis management is a purposeful activity based on research and obtaining the necessary information. Which enables the administration to predict the locations and trends of the expected crisis and create the appropriate climate. To deal with it by taking the necessary measures to control and eliminate the crisis. Alternatively, change its course in favor of the organization or reduce its losses as much as possible. It is the right way to confront the crisis. And its repercussions that affect the organization. And cause it, various losses. This is done through plans prepared by crisis management to confront current crises and to anticipate potential crises and respond to them according to scientific foundations and rational planning principles. Benefiting from previous lessons to develop strategic plans for managing crises in other organizations. Or her organization itself. And make the necessary adjustments and development to reach a plan to confront the crisis. In a way that helps the organization avoid the crisis through one of the means of confronting crises. Alternatively, reduce its negative effects to a minimum that does not affect the organization's

activity or its position in the business or market environment or weaken its position vis-à-vis competitors.

**As a result, the hypothesis is fulfilled.**

**The third sub-hypothesis:**

**Strategic management is considered the general framework for managing crises through the elements it possesses in strategic planning for crises, the stages of preparing the strategic plan, and time management in crises.**

The elements of strategic crisis planning can clearly identify potential sources of crises. Both internal and external, as well as through the establishment of an early warning system based on receiving signals that warn of the imminence of a crisis. In addition to tracking the effects of the crisis and its direct and indirect effects on the organization during the current and future period. These elements work to draw a general framework that paves the way for creating a system to confront crises through crisis management. That develops a strategic plan, so it passes through a tunnel that begins by defining the goal of the plan. Then he moves on to prepare the team that will work to accomplish this plan through data planning. Assessing the risks and capabilities available to confront them, leading to the formation of a specialized crisis management team that has experts in various fields and types of crises. He prepares executive measures to get out of the crisis according to a well-thought-out plan in terms of goals and resources. It is divided in time so that there is a specific time to complete each task. Thus, the crisis is besieged and ended according to modern strategies to confront crises.

**As a result, the hypothesis is fulfilled.**

**The third hypothesis:**

**The emergency plan (b) is necessary and basic for every organization, administrative or economic entity, or society. It is an alternative solution plan in the event that the basic work plan is interrupted due to a disaster or crisis.**



Emergency Plan (B) explains the response plan and actions that the organization must take immediately after the crisis occurs. It includes potential interactions with external assistance that may have been planned within a crisis and emergency management plan. The emergency plan must be flexible. It must always be modified according to the expected possibilities of dangers that may constitute a crisis for the organization. That is why the Emergency Plan Department is reviewing the objectives of its program. In addition, potential threat scenarios. And evaluate the availability of the organization's various capabilities and resources. It must also determine executive procedures for the emergency plan at all levels. In addition, for all members of the organization, regardless of their job ranks. Moreover, the tasks and duties incurred during the implementation of the emergency plan. In addition to the requirements for physical readiness from alarm systems. Evacuation plans and alternative energy sources. In addition, the emergency operations room from which the emergency plan will be managed. Therefore, the emergency plan is the organization's safe haven. To maintain it until the effects of the crisis disappear and it returns to the normal operating mode before the crisis.

**As a result, the hypothesis is fulfilled.**

## **Results and recommendations**

### **Results**

- 1- Every business organization must have a strategic vision that represents a comprehensive, long-term picture of the organization's goals and ways to achieve these goals. It works to identify variables in the organization's internal and external environment. And how to respond to them. It is also based on setting priorities through some questions that you must ask. Like what should be done? Shouldn't it be done? Or how to do it? What is necessary and what is not? Where do you do it and when do you do it...etc? This helps in building the organization's strategic plan.
- 2- Senior management in business organizations must have a philosophical approach to work. Think strategically first before applying this approach practically in the organization. While ensuring that all interested parties, middle management, managers and workers understand this approach and strategic thinking.
- 3- The benefits that result from applying strategic management in the organization. From the optimal use of available resources and a significant competitive advantage. Determine the organization's location on the map of business organizations. In addition to developing managers' ability to think strategically. The participation of all members of the organization in strategic decision-making, each according to their level. All of this pushes organizations to adopt a strategic management style.
- 4- There are levels of strategic management. It varies depending on the organizations' goal required to implement this or that strategy. In business strategy, the organization's goal is to gain a competitive advantage. The functional level strategy aims to support the business level strategy within the functional department. In addition, to improve the effectiveness of the organization's operations within departments. As for the strategy at the corporate level, the organization seeks to put its business first. Such as mergers and acquisitions between it and other companies.
- 5- Strategically oriented organizations must pay great attention to the message that will be broadcast about the organization. Because it is the reason for the organization's existence

and its purpose. Therefore, it must be a successful and clear message that reaches its specific and planned goals.

- 6- It is very important for the development stage of the organization. The group of internal and external factors that have a direct impact on strategic management must be identified. Internal factors may include the organizational structure and mission of great importance to the organization. External factors include political and legal factors, and may include economic and environmental factors. All of them are extremely important for the development of the organization.
- 7- It is very necessary for all business organizations to follow a strategic planning approach. A systematic process seeks to develop the direction of the organization. It explains the goals and procedures required to achieve the future vision of the organization. As a result, strategic planning is the true measure of success. It focuses on the founding purpose, development goals and opportunities of the organization.
- 8- Strategic planning should not be confused with forecasting future trends affecting the organization. Determine what must be done to adapt to these trends. Between long-term planning, that is based on assumptions that occurred in the past. It depends on rational analysis, expectation and probabilities of technological, environmental and economic development. Most importantly, strategic planning identifies potential risks and develops emergency plans. Stakeholders participate in planning. As for long-term planning. It considers risks and develops strategies to mitigate them. It encourages group cooperation in planning.
- 9- Due to the great importance of strategic planning. Every organization must adopt it in its system. Because it introduces the organization to the opportunities available in its work environment. As well as the challenges, you may face. The elements of the organization's strengths and weaknesses that constitute a risk factor for the organization. Then take measures that will benefit from opportunities, avoid threats, and rely on the organization's strengths to achieve its goals. Avoid losses and risks by correcting the organization's weaknesses. In addition, work to resolve it or find solutions to get rid of it.
- 10- A crisis is a situation that overwhelms a community's resources. It is a series of interactions .that result in a set of situations and challenges facing the organization. It sometimes

threatens its existence. This crisis may be simple and related to the organization's policies with its employees, and it can be remedied as it resolves itself. Alternatively, it may be more complex and reach a stage that hinders work in the organization or stops it completely. It requires intervention from senior management. Or it requires a change approach in the organization. They may be natural, such as disasters, volcanoes, and earthquakes or they may be artificial crises. Such as economic and political crises and military conflicts.

- 11- The crisis is characterized by several characteristics that indicate it. Including the surprise and its large size, which causes panic and loss of control. Also, being a surprise means that there is not enough time to confront it. The crisis may escalate over time due to a lack of information. It may cause great harm to the organization, especially in the event of poor media coverage of its events and the ways of dealing with them by the organization.
- 12- In confronting their crises, many organizations rely on the strategy of dividing the crisis into steps or stages. The pre-crisis stage begins, then the crisis stage. Where the first signs of the crisis begin to appear. Then comes the response stage, where the organization takes the necessary measures and secures the requirements of its emergency plan. In the last stage, the post-crisis stage. The crisis will be over and the organization will return to its normal working capacity.
- 13- Due to business organizations being exposed to crises. There must be a department concerned with dealing with these crises in the organization called crisis management. Which is a series of measures aimed at controlling crises that the organization may face. It must adopt a practical, cognitive approach and use data, information, planning and control in order to achieve its goal of getting the organization out of its crisis with the least possible losses.
- 14- Most organizations agree that the stages of crisis management begin with acknowledging the crisis. Then the initial response to it. Before the situation management stage begins, which leads to the stage of creating flexibility in the stage before recovery from the crisis. Reaching the recovery stage, which includes ending the current crisis situation. Assessing the damage and causes of the crisis and preparing for the organization's activity to return to normal before the crisis. Several models are used for this purpose, all of which agree that crisis management first passes through the stage of diagnosing the problem or danger signs.

Secondly, determining the appropriate recovery strategy. Finally, the process of change and crisis monitoring.

- 15- There are special characteristics that crisis leaders must possess in order to lead crisis management. In a way that achieves its goals, including seeing things as they really are. As well as strategy and detail. They always have multiple options, and they have the ability to decide. They are cooperative and good at listening to the advice and opinions of others. In addition to courage and positivity in making decisions, bearing responsibilities, and facing risks. The most important thing is their ability to admit mistakes.
- 16- A distinction must be made between crisis management, which is concerned with confronting the crises that the organization may face. Crisis management is essentially based on creating crises and considering them as a means of covering up and camouflaging existing problems in the organization. This is what is called the “crisis industry science.”
- 17- Confronting the crisis industry is based on axes based on overt and covert methods. It also requires organization in controlling the course of the crisis and its interactions that were broadcast by the crisis makers. Most importantly, artificial crises are created specifically for powerful organizations or entities. Which can overcome its regular crises internally according to its applied strategies.
- 18- All organizations seek to manage their crises through special plans. It may differ from one organization to another depending on the nature of the organization and its crises. However, there are basic elements that must be included in crisis management plans for all different organizations. Among these elements are the conditions for activation when a crisis occurs. In addition, hyperlinks to required information and documents. As well as important contact information across all levels or outside the organization. Finally, post-crisis management plans. To study its impact, learn a lesson from it, and benefit from it in future plans.
- 19- Strategic management is considered the general framework for crisis management. Because long-term strategic planning and crises are characterized by constant change and renewal. In addition to their different times, which may be short or long. Strategic planning for crises has several elements, including: identifying the potential sources of the crisis internally and externally. Early warning of the occurrence of a crisis. The most important are systems that

track the effects of a crisis that has primary effects followed by secondary and indirect effects. They all interact with each other to give a result of the total cost of the crisis.

- 20- The difference is in crises, their causes, characteristics, interactions, impact, and duration. Creating the need for strategies to deal with these crises. There are two main types of these strategies. Some of them are traditional (old) strategies and others are unconventional (modern) strategies that resulted from the spirit of the modern era and continuous development.
- 21- The organization must have an emergency plan (B). It operates in accordance with it in the event that work stops according to the organization's basic plan or its general plan under normal circumstances. So that the emergency plan takes into account the crisis or danger to which the organization is exposed. It includes the stages of work that must be implemented to overcome the crisis, danger, or emergency and return the organization to before implementing the emergency plan (B).
- 22- To make the emergency plan (B) successful in the organization. It must have the basic requirements of elements such as warning methods and evacuation plans. The emergency operations room and alternative energy sources in the event of a failure of the basic energy sources. As well, as means of communication and transportation. The most important thing is to plan rescue operations and receive external aid, whether by ambulance or rescue. Alternatively, logistical insurance for materials and basics of care for the human element. Opening roads and performing the necessary maintenance to implement the emergency plan as required.
- 23- Implementing the emergency plan (B) requires the cooperation of all employees in the organization, including supervisors, officials, and individuals. So that the duties and tasks of each level in the emergency plan are determined to make the emergency plan successful (B).

## **Recommendations**

- 1- Paying attention to the concept of the plan's strategic vision and developing it through analyzing the organization's current position and resources. As well as conducting a SWAT analysis of the organization's strengths and weaknesses, opportunities and threats. In addition to the expectations and needs of stakeholders. Finally, defining the organization's goals, values, and organizational culture and explaining what distinguishes it from its competitors.
- 2- Adopting the organization's strategic management, developing appropriate strategies for the organization, and choosing appropriate ones to implement them. Thus, managing the organization's resources strategically to achieve its goals and objectives. Determine the organization's vision and mission and evaluate the organization's internal and external environment.
- 3- Making the most of the benefits achieved by strategic management. Whether in the financial field, such as monitoring financial liquidity, generating better revenues, and increasing the organization's market share. Preventing legal risks from the organization. As well as non-financial benefits, such as making better business decisions and increasing discipline at work. Measuring progress and creating a better future for the organization.
- 4- Business organizations must focus on ensuring that their strategies work at the corporate level. Because it has already included business, level and functional level strategies. In addition, achieve the best position for the organization. It seeks to gain high competitiveness in order to develop itself through merger or acquisition. To confront competing economic blocs.
- 5- For strategic management to be successful. It requires successful and thoughtful strategic planning that includes several stages. Such as environmental scanning and its mutual effects. Internal analysis using SWAT, then determining the strategic direction and developing goals and objectives. After that, we carry out the process of publishing the strategic plan, so that the last stage in strategic planning is implementation and the future.
- 6- The organization must have a strategic planning tool that enables it to implement these plans with high efficiency. Such as SWAT analysis or objectives and results. Alternatively, through PEST or PESTLE analysis, which is more comprehensive for external variables.

- Or via the balanced scorecard. Alternatively, systematic strategic planning analysis (SSP), through which the organization determines its current situation, opportunities, long-term goals, and strategies that must be achieved.
- 7- Adopting a special department in the organization called crisis management. It specializes in developing the necessary plans to confront crises that the organization may be exposed to. It works according to scientific principles and prepares specialized and expert cadres to assist it in its work.
  - 8- Each organization must have its own crisis management tools. Such as having a special, trained and qualified work team for this task. You can also follow the news and signals issued by international search engines if the organization is geographically and on the Internet. Such as inquiries, statements, and comments about the organization's work and products. Or the organization works according to fractional analysis. Which aims to divide the crisis into small crises that are easy to solve. Also, follow up on local and international breaking news. It is important in studying the impact of all local, regional and global political, economic and social events on the level of the organization's activity. Alternatively, increase the level of threats you may face.
  - 9- To resolve the crisis, organizations must have an appropriate approval mechanism for one of the models of crisis management stages. Such as the MITROFF model and its five stages. Alternatively, the Burnett model and its three stages. Or the FINK model and its four stages. Alternatively, the relationship model, which considers that important, processes and activities often occur or overlap at the same time.
  - 10- Every organization must have a crisis management plan that enables it to make quick and effective decisions during a disaster. It involves rapid recovery of the organization and helps identify future threats and reduce their probability.
  - 11- Organizations must currently adopt one of the modern, unconventional strategies for crisis management. So that the applied strategy is commensurate with the crisis that the organization is going through. In terms of its characteristics, type, impact and duration.
  - 12- Work to activate the organization's emergency plan (B). They are concerned with responding appropriately to get the organization out of the stage of crisis or danger and returning to the normal situation before the crisis or emergency danger.



13- Paying attention to establishing an emergency department and its basic interconnected components represented by prevention to prevent an emergency from occurring. As well as mitigating and reducing, the negative effects of emergencies. Be prepared and well prepared to face any emergency. Responding through measures taken before and during the emergency. Recovery includes returning the organization to the level before the disaster or emergency.

14- Determine the duties and tasks of each administrative level in the organization in implementing the emergency plan (B) to achieve its integration and guaranteed success.

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