

Planning for 'The New Normal'

Foresight and Management of the Possibilities of Socio-economic Spillovers due to COVID-19 Pandemic

Mohamed Buheji

Founder of the International Inspiration Economy Project - Bahrain

E-mail: buhejim@gmail.com

Dunya Ahmed

Co-Founder of the International Inspiration Economy Project - Bahrain

E-mail: dr.dunya@hotmail.com

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Abstract

The next normal will not look like any in the years preceding the COVID-19, a pandemic that changed many socio-economic situations around the world. In this paper, we shall explore the possibilities of the socio-economic spillovers that are expected in an unprecedented pandemic, studying their importance, how to deal with them to eliminate their "opportunity cost" on the next normal.

A synthesis for the type of spillovers in the 'new normal', its future socio-economic challenges are presented to enhance the readiness to the coming era. In order to visualise the amount of the possibilities and opportunities of the socio-economic spillover, a framework is proposed, and then all the 480 possibilities are list. Tools are developed further to optimize the best socio-economic possibilities, which would different per the community condition and the stage of the new normal. The main implication of this work is that it would change the way any future pandemic or global emergency spillovers are evaluated or dealt with. This would establish a new path for future research in the 'new normal guidance' which are

recommended as part of the conclusion. The framework and tools need to be further tested in more different conditions so that they can be globally generalised.

Keywords: COVID-19 Pandemic, Socio-economic Spillovers, Future Foresight, Socio-economic Possibilities, New Normal.

1. Introduction

This research comes during enormous world turmoil about the coronavirus COVID-19 pandemic, which is going to affect our socio-economic life for a long time. The accumulation of this world turmoil is going to be represented by a variety of socio-economic spillovers which would control the actions needed for maintaining and developing more suitable livelihoods in the next era, called the 'new normal'.

A literature review is done to explore the type of possible socio-economic spillovers in which future leaders, government executives, and 'new normal planners' would be concentrating on while setting the scene for the future possibilities. The literature review defines the spillovers and their uniqueness after pandemics or global emergency. The researcher review where spillovers originate, how to deal with them, and what are their "opportunity cost".

The literature exploits the type of spillovers expected, and the researchers find that there is a clear gap in linking these possible spillovers to the next normal expected. Therefore, the new normal possible socio-economic opportunities and challenges are articulated, besides what are the readiness required for better socio-economic status. A framework is set to manage the spillovers in the new normal post-COVID-19 pandemic, along with suitable tools to enhance the practical implications of the identified spillover possibilities. The work concludes with 'new normal' guidance table that would help to support the mindset of the socio-economic new normal planning for a very challenging decade that yet filled with also lots of visualized and hidden opportunities. Tashanova et al. (2020); Karlsson et al. (2018).

2. Literature Review

2.1 *Defining Spillovers*

A spillover is an event that occurs in a specific context; in this paper taken to be in the socio-economic context because of something else in another context is overflowing or spreading or becoming a trend. Today, more than ever, scientists and practitioners alike started to observe how different things from different context are inter-related and are responsive to their changing situations.

Spillovers can be directed to the benefit of our communities if they are foresighted or forecasted during the early stages of their transitions. We need to take over spillovers realising that they are indispensable assets and could form a unique competitive winning formula if utilised appropriately. Ozili, and Arun (2020), Buheji (2020c).

Socio-economic spillovers are like divine interventions because human beings do not have full control over what happens. However, the divine intervention can be solicited by empathetic thinking and with a mindset remains devoted to serving others (especially the underprivileged).

2.2 Uniqueness of the COVID-19 Pandemic Spillovers

Ozili and Arun (2020) believe that similar as the world has experienced a health crisis translated to an economic crisis, this would spill over to more restrictive measures, monetary policy changes and international travel restrictions and the continuous fluctuation of the core pride of the capital economy, that is the stock market. The researchers of this paper believe similar to the Ozili and Arun logic can be applied to the socio-economic spillover due to the pandemic, however not all the socio-economic spillovers can be easily quantified or traced. Based on the work of Buheji and Ahmed (2020), the COVID-19 brings in many hidden and visible opportunities and challenges that are unique and need to be explored and exploited in a series of research.

The other uniqueness of this pandemic spillover is that it affected and even deteriorated the global progress towards the sustainable development goals (SDGs) especially areas which would promote the social inclusion, reducing the inequalities and eradicating poverty. UN (2020).

The negative and positive spillovers of the COVID-19 are expected to affect all segments of the population. Thus, it is particularly important to measure and monitor the socio-economic spillovers that might make a difference to the quality of life, mitigate the risks on the vulnerable, reduce the challenges of the youth and the elders. Buheji and Ahmed (2019)

Identifying such spillovers, be it positive or negative would help to properly address the next phases of post-COVID-19 and would help socio-economic planner work on effective policies that reduce the negative economic and the social impact and help to optimise the positive possibilities. Building this visualisation would build more resilient communities that mitigate inequality, enhance inclusion, and reduce unemployment in the medium and long term, thereby enhancing countries capacity to manage and overcome the post-pandemic shocks. Buheji (2020e, 2020f), Ozili and Arun (2020).

2.3 Foresight of Socio-Economic Spillovers after COVID-19 Pandemic

2.3.1 Introduction of Socio-economic Spillovers Due to Pandemics

The foresight of spillovers is about maintaining a high-quality, coherent and functional forward view to detect positive and negative conditions that would happen to different industries due to the crisis of the COVID-19 pandemic and its impact. While it is very difficult to predict the future of the world in post-pandemic, COVID-19 would have an impact on our livelihood. Buheji (2020c).

The world socio-economy need now radical responses to the surely coming spillovers. Getting the COVID-19 pandemic spillovers without managing it, directing, benefiting from it would cause further invariable shocks. By working on these spillovers now, we can prevent the further collapse of the socio-economies and thus, future disruptions would be prevented.

The future scenarios, unfortunately, after this, pandemic carries with it simply too much uncertainty. However, despite this fact, the spillovers surely are going to happen in one sector or the other. Understanding the impact of the spillover in one's business, or region, or community would help to align future design policies and to work on exploiting the opportunities and enhancing the most suitable outcomes. Buheji (2020e), Li et al. (2018).

2.3.2 What is the importance of Studying possible Spillovers?

The psychologist Neil Weinstein (1980) published a study about 'optimism bias' which showed that people are unrealistic in their optimism about their own future prospects. Understanding the possible spillovers from a great pandemic like the COVID-19 can help us plan and even exploit opportunities for future actions. It is now confirmed that current pandemic has affected all industries, but with different extent. Those who could not exploit and re-engineer their businesses are the ones affected most. Marshall (2020).

Having spillover perspectives in the mindset of the population is important so that they can see the whole picture, even with decisions to deal with the virus changes. i.e. in the case where the lockdown could be stricter, or it is eased too quickly. Politico Magazine (2020).

The spillover would give clues and cues us what is changing or not changing or uncertain. Such spillover help to manifest groupthink and avoid functional stupidity. i.e. Spillover helps to prevent biased positive interpretations of events, leading to "self-reinforcing stupidity".

2.3.3 Where and How to deal with Spillovers?

Crises do not come out of nowhere, but are the most extreme versions of things that happen all the time.

Key initial impacts of COVID-19 create an immediate shift, and lots of positive impact on the socio-economies. Since the communities would work to help and empower its people towards better business continuity, the spillovers would be observed and traced. Ozili and Arun (2020).

Once the foresighted Covid-19 spillover is accepted, its consequences on the socioeconomic outcome need to be recognised too. Hence, the spillover should help to plan or emphasis what, where and when the resources should be shifted or concentrated, so that to ensure the socio-economic continuity.

2.3.4 Spillover and the Opportunity Cost

Opportunity cost arises when there are alternatives or possibilities that are not going to be utilised in its best optimised time and place. Sometimes opportunity cost also comes from not

choosing the right possibility. Hence, in order to reduce this cost on the community and possibly on governments, a framework or tools need to be set to help the planners and decisions makers ensure they select the next possible option. Buheji (2020e).

Opportunity cost can be by defining and listing all the possible relations between scarcity and choice. Embedding the opportunity cost in the mindset of the new normal planner would ensure that scarce resources are used efficiently. Hence one could say that the heart opportunity cost would be the heart of the socio-economic spillovers assessment. When we optimise our reactions in dealing with an expected spillover, we are actually building an effective approach for saving the cost of diverting resources later and in the short term. Tashanova et al. (2020), Marshall (2020).

2.4 Types of Socio-economic Spillovers in the New Normal

In this paper, we explored the most influential types of socio-economic spillovers. The most important one is the change in specific values that concern the human existence as environmental spillovers. The other important socio-economic related spillover is the supply chain and the knowledge industry. The health and safety also come here in picture and is expected to have a clear influence on our socio-economies. The last two sectors that are going to influence the way we live and work is the spillover on the hospitality, transport and retail Industries.

2.4.1 Values and Environmental Based Spillovers

The first and utmost type of COVID-19 pandemic spillover is already realised in the new values that started to be absorbed by the global communities. The pandemic brought in clear new normal values in relevance to the urgency of caring for the future environment. Responding to future emergency challenges now became one of the priorities and in the mindset of the current and coming generations (Chakraborty and Maity, 2020; Buheji, 2020d; 2020e).

2.4.2 Supply Chain Spillovers

Due to the learning and the requirement for the secure disruption centres of the supply chain and the need to relocate the supply chain, many opportunities open up for the high stability developing world; especially those countries near Europe. Countries like Algeria, Tunisia, can be good logistics centres for safe, secure supplies for Europe. This would lead to a more agile efficient supply chain. Buheji (2020b).

The hard lessons that the COVID-19 pandemic brought would surely emphasise the importance of feeling safe and secure. The worries from being exposed to risk and push towards a new demand for a 'Virus-free supply chain' (Siche, 2020).

While working on to meet the unprecedented demand, communities would have a responsibility to develop a rapid response to address the current disruptions and strengthen operations in preparation for future value chain risks. Discover how to leverage digital and

analytics to manage supply chain complexity, identify ways to mitigate the disruption, and quickly develop a tactical plan for delivering goods and services in the midst of COVID-19. Buheji (2020e).

The COVID-19 pandemic is rapidly accelerating the digital commerce pivot globally. Leaders can gauge the opportunities by addressing three critical questions.

2.4.3 Knowledge Industry Agility Spillovers

Knowledge sharing between healthcare and medical researchers would be faster. The speed of publishing and open access journals started to take its new shape even for medical and highly ranked peer-reviewed publications. The research papers that typically take months to be published, now take only a few weeks, in an effort to tackle the pandemic and its consequences from all the angles. The need to share information quickly has encouraged greater sharing of ‘preprints’, drafts of papers that have not yet been through peer review.

The push towards open science, using the big data sources and pre-printing has really changed the way we experience the scientific discourse in just the first few months of this outbreak, compared to many previous decades of consistent demand for such change from many scientists. The tremendous change in open-source publishing, especially in the knowledge sharing of the global projects’ outcomes in relevant to COVID-19, is creating a significant difference in research. Buheji (2020e).

2.4.4 Spillover on Safety

The shock of the depth of the crisis of the COVID-19, created a huge paradigm shift about the importance of the issues of health and safety. Now, much more serious is expected for global preparedness. The new normal would witness a rise for in the budgeting safety, and emergency preparedness and many global organisations would have in their structure futurists and epidemiologists’ experts or advisors. The role of health and safety consultants would be more on-demand.

Since there would be more demand for cleanliness in the new normal, and thus organic hand sanitiser would be on demands as part of the new normal. More safety equipment research whether for protection as personal protective equipment (PPEs), or prevention or detection. This would spillover further on the change of the police and health inspectors role, Politico Magazine (2020). People would be given violation tickets for not abiding by health and safety regulations that prevent cross-infection, or disease transmissions. Safety equipment and gadgets would have higher trends starting from 2020 till 2023.

2.4.5 Spillover on Healthcare

The clearest spillover of the next new normal is the changes that are going to come in the healthcare industry. e-Medicine would be part of the norm starting from 2020. Many services and including the health centres would change their working hours to include distant clinics.

In continuation to the pandemic, crazy equipping efforts for ventilators, oximeters, infusion pumps, etc. more care for healthcare infrastructure would be given, specifically to intensive or critical care units. Lifesaving equipment would be both diagnostic and therapeutic systems than equipment. For example, there is a high expectation that ventilators to have bulk diagnostic and therapeutic systems to define the most suitable mode of treatment.

The other spillover that the world would greatly benefit from is the demand on nursing as a speciality demanded by youth since it would be seen more as a heroic discipline. Prevention medicine would have the greatest benefit of the major health services transformation, and the Chinese would lead ahead of others in this area. The blood testing would be more advanced, and certainly, PPEs would be simpler to dress yet sophisticated in its quality.

2.4.6 Spillover on Hospitality and Transport Industry

The COVID-19 have harnessed lots of luxury and hospitality industries as the airline industry. Aeroplanes would be now more cautious about the future and would carry what is called safety tariff fees to ensure that they compensate for any similar global emergency crisis as the COVID-19 (Mary and Lin, 2020).

As a result of the lockdown, and the limitations of public transportation, with less traffic on the roads, more spaces were given to the cyclist in main roads and cities, which guaranteed social distancing. As people start to appreciate this type of life, this spacing design may continue after lockdown and may affect the number of cars and public transports (Perry, 2020)

Since many gatherings would go towards virtual in the new normal, many mass gathering businesses would change the way they deliver their services. Hospitality industry would be shrinking but would be of higher quality in relevance to safety and hygiene. This would apply to flours business which is going to recover only 2023. Politico Magazine (2020).

2.4.7 Spillover on Retail Industry

Having experienced the essence of online shopping for more than 12 months; there is a high likelihood that the way of spending may permanently shift between categories and that online services would be the majority of the shopping for the next generation. Buheji (2020d).

New buying behaviours are forming another spillover on the supply chain. Those who viewed digital commerce as a secondary channel, now need to reprioritize their business with a digital commerce focus opportunity. For example, retailers are rallying to provide “contactless” delivery and pick-up or drive-through areas.

Retail shops and groceries would have a major sector for items home delivery, as customers will expect everything, fresh foods and prescription drugs can be dropped off at home.

2.4.8 Spillover of Levels of Trust in Businesses

Trust is the core of many social relations and the secret of many business successful model.

Trust will be one of the main things that will change after the pandemic, and would have a great impact on different levels. The impact and differentiation of the level of trust on entities as government, health services, the medical profession, market, employees, education, graduates, workers, ... etc., would have a drastic effect on the way we expect things to be delivered. Thus, if this spillover becomes realised, we would experience a new level of readiness. Gan et al. (2020).

2.5 The New Normal

2.5.1 History of the New Normal Spillover

The COVID-19 outbreak began in Asia, but then spread to all over the world, without any capacity for effective containment. This disrupted the economic activity and the social life, and now it risks to shack up the basis for many socio-economic principles.

Since this pandemic might have a series of outbreaks, it is expected to have also with-it series of spillovers. In order to regain the confidence of both the communities and the market. Hence, in order for the world to resume activity, it needs to shape itself to the next new normal (Craven et al., 2020; Hsu et al., 2020).

2.5.2 The Characteristics of the New Normal

Due to social distancing, lockdown and continuous mitigation measures, people would surely be starting to change their habits, and some of these habits will stick. Thus, we need to think and prepare about the next horizons of COVID-19. In the urgency of the moment, it's easy to lose sight of the actions that might be needed for tomorrow. Buheji and Ahmed (2019).

The new normal comes to ensure the community and organizations rapid response and the efficient adaptation to change. This would ensure that the world would be more ready for the re-emergence with a stronger position after each shock or crisis or global challenge. Politico Magazine (2020).

The next normal after COVID-19 would be unlike any in previous experience in our lifetime. The post-COVID-19 won't be similar to the pre-COVID-19 years. The pandemic would touch the main issues of life, what we believe in, how we think, how we visualise our role in life, our next generation essentials, how we would react to a coming life crisis. Everything would be pound to change. Buheji (2020d).

2.5.3 Capacity of the Spillover vs the Demand of the New Normal

The pandemic created the greatest demand for lifestyle change since the Second World War. The time has changed, and the pendulum might not swing back once again to where it was. The 2019 outbreak created a new experience and a new way of living; consumers are recalibrating their spending, increasing the likelihood that spending may permanently shift between categories and that online services could get adopted far faster.

Therefore, the communities now have the capacity to come out of the pandemic valuing the

opportunity to be together. Without management of the socio-economic spillovers, the social order will collapse or go into chaos. Millions of workers have lost their jobs, and many might not come back to it forever, due to years to come of expected recession or depression. Therefore, the spillovers need to be first capture all the possibilities and opportunities and then steered toward the demand of the new normal, such as bring in new solutions for the high unemployment in the world. Buheji and Ahmed (2020).

2.5.4 Importance of Decoding the New Normal

Decoding this new normal and visualising the spillovers possible would help to put a strategy to navigate the coming radical change to many industries. This decoding would minimise the uncertainty to create a compass for business leaders to follow.

Decoding this new normal would help to build proper initiatives and eliminate the extent of uncertainty.

2.5.5 Re-defining How We Work and Contribute.

This pandemic crisis has propelled many tools and new technological gadgets that started to fill what has been paused since the start of the lockdowns in many countries. As if the world was waiting for this crisis to happen to change many old aspects of life, or how we deal with life. The impact of e-commerce, remote-working, e-learning won't stop on the suppliers and the beneficiaries; it is surely going to have both positive and negative spillovers on other industries and sectors, Ozili and Arun (2020). These new industries and sectors are going to shape the way we work and how our contributions are measured. These set of practices are most probably would be the early permanent constructs of the next new normal. It will even change mindset of the entrepreneur about insurance, and how and what they should insure. Cadena et al. (2020), Li et al. (2018).

3. Analysing the Characteristics of the 'New Normal'

3.1 The Socio-economic New Normal

Based on the synthesis of the socio-economic spillovers and the foresighted new normal expected, we discuss herewith the main characteristics that would differentiate any social and economic activity.

Some researchers believe that this era would be stretched between the period before COVID-19 and the new normal situation. Many socio-economies are going to suffer, or re-invented. This unprecedented radical change would be the reality for the next five years until the new normal settles down.

Hence, it would be normal to see many businesses and industries to go through dramatic restructuring in the political, economic, social and technological priorities. These are going to make more spillovers that are going to influence the livelihoods of many demolishing sectors and upcoming ones. And certainly, many communities are going to be affected both negatively or positively by this. Sneader and Singhal (2020), Li et al. (2018).

Timberg et al. (2020) mentioned in the last few months, certain businesses have demolished, and others are trying to survive, while others that depend on delivery and e-commerce are thriving. This shift towards e-commerce is defining the new normal of the socio-economies and how people in specific developed and rich developing countries would be living. The large transformation towards online with minimal human contact would increase the type of supply chain-related to food and grocery deliveries, however, in return, it is going to have negative socio-economic spillover on the local retail and food suppliers which would affect millions of jobs.

3.2 New Social Contracts.

The social contracts would need to be changed in the new normal. Many of what we see as a social essential would be replaced or expanded. Protecting people and organising an effective response to coming outbreaks would be a priority for some time. This shift in the mindset would transform the role, the expectations and goals of many organisations and leaders.

Sneider and Singhal (2020) shown that many organizations are either planning for survival or still in the fog of uncertainty, thinking about how to position themselves with the new normal, post-the COVID crisis. Thus this situation would result in new forms of contracting that would have its spillover on the socio-economies and the livelihood beside the dynamics of life.

A good example of the new social contracts is the arts groups who are turning to online streaming platforms. Even though most of these performances were offered without earning revenue, they opened the possibility that habits of art consumption will profoundly be changed.

Contracts for grocery store clerks and delivery men would see higher demand and higher pay. Working from home would be more widely accepted, and many organisations would reduce their office size and split the jobs of their enterprise tasks between those that must be done in the office and all the others at home. This practice would be expected for more than 30% of the white-collar employees.

3.5 The Path to New Normal

The path of the new normal would be characterized by its proactiveness spirit. There are mainly specific milestones that are going to determine our path to the new normal of the post-COVID-19 pandemic. The most effective milestones are epidemiological one. Understanding these milestones are very important to define both the time and extent of the socio-economic spillovers. The more these spillovers are shaped, by time and volume, the more we can orchestrate our proactive responses.

The path of the new normal requires that the spillover of the COVID-19 crisis be navigated. This means we need to go through resolution, resilience, return the life essentials,

reimagining and reform the rest. Thus, we need to pass the path with a rapid response while adapting to change. Buheji (2020f).

In this path, every assumption about any business model is open to be questioned or challenged towards extracting the best of it. Having experienced a new way of living for a few months or about a year; the mindset of the people won't be the same as it used to be before. There is a new generation of new normal 'laggards' and 'early adopters' that would push the rest or even realign them to the new assumptions and behaviours. Buheji (2020d).

Sneader and Singhal (2020) confirm that the 'new normal' will emerge once the community can resolve the instability, ensure better resilience is built within the community, return back to the quality of life.

3.6 Impact on Socio-Economic Systems

Due to the extent of the COVID-19 pandemic, the new normal would have many socio-economic systems that would need to rapidly change the way it operates and also become more resilient, in order to manage the community expectations. The issue of livelihood continuity, as risks of cash flow, food, enough distributed materials, shelters would be of discussion. Buheji (2020f), Ozili and Arun (2020).

Community leaders in the new normal are expected to act quickly to address any challenges relevant to the employees and citizens demands. They should manage the way things are delivered to the people in an innovative way to rise above the challenges that would be the norm in the new normal.

The socio-economic system would be moving towards automation. The "human + machine" would be spreading across the business models, where everyone is a knowledge worker.

3. Methodology

Based on the systematic literature review, a new normal scenario planning case study is proposed. The case uses the 'Inspiration Economy' problem-solving mindset to identify the most important socio-economic challenges and the opportunities of the new normal, frame it and explore it. The socio-economic spillovers were framed using the work of Buheji and Ahmed (2020), where the framework for opportunities of the COVID-19 pandemic in the 'new normal' was adopted as a framework of socio-economic possibilities too. Buheji (2020a).

In order to show to realise the vast amount of abundant opportunities and possibilities of spillovers, all the possible formulas of the framework are listed first in Appendix (1). Then appendix shows there is a minimum of 816 possible socio-economic spillovers in the new normal, post-COVID-19, that would be affecting the different livelihoods and sectors. Appendix (1) represents the detailed formulas of each of the following spillovers levels which come from the holistic view of the framework and supports the literature review.

Tools for managing the spillover would be extracted. The first and most important tool would

be focused on easing and visualizing the implementation of managing the spillover towards the best opportunities in new normal. This can be seen later in Table (1). Then, another fine-tuning can be achieved in the end by a tool can follow to illustrate all the type of implications that could come from all the possible spillovers identified. Karlsson et al. (2018).

4. Case Study

4.1 Synthesis for Type of Spillovers in the ‘New Normal’

Based on the literature review of the effects of the COVID-19 pandemic on our world, the macro-analysis for the possible socio-economic spillovers are discussed. The many possibilities and opportunities of the new normal are prone to influence the ‘quality of life’.

The successful transformations plans need to the new normal can be categorised by the sector and the geographically. The ‘new normal planners’, be it government and/or national or organisation leaders can then use this information to set the detailed national plans and prioritises them. A sequence of initiatives within each area or sector of focus can be triggered. The available national or sector resources could be identified to allow selective strategic interventions relevant to ‘self-sufficiency’ and ‘sustainable development’.

In order to create ‘live new normal models’ we need mainly three pre-requisites: first new normal spillovers transformative change plans that are clear and simple, then type of new normal spillovers suitable to influence the communities positively, and finally, the new model needs to be experienced in the global cities. This is shown in Figure (1). Buheji (2020b).

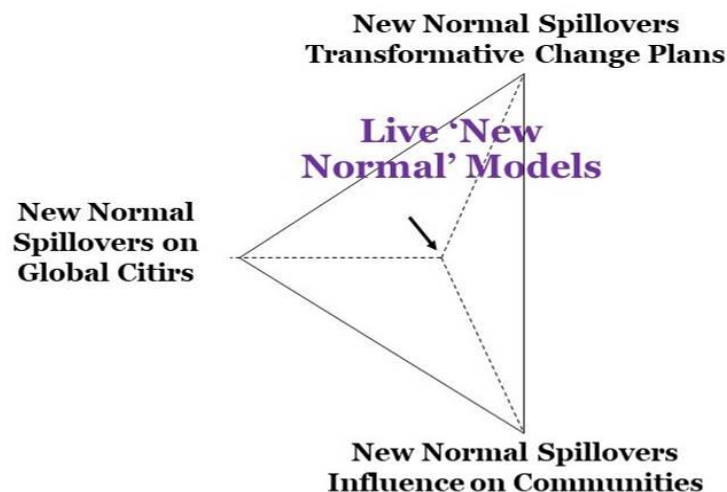


Figure 1. The Pre-Requisites of ‘New Normal’ Future Spillovers

4.2 Articulating the New Normal Socio-economic Challenges

Articulating the new normal socio-economic challenges, starts with identifying the level of influence of change on the different demographics. Understanding the demographics of the communities in the new normal helps to validate both the risk and the opportunity of ‘prediction algorithms’ which generates measures that need to be taken towards coming negative or positive trends, Buheji (2020b). When new normal of specific communities are planned, socio-economic challenges cannot be considered in isolation without taking into consideration the technology trends. Besides the demographic shifts, there are other forces as globalization, sustainability, and urbanization, that play a role in shaping and defining the socio-economic challenge.

4.3 Influence of Socioeconomic Status Readiness

Socioeconomic status can influence an individual’s livelihood, physical health, educational attainment, mental health, and life satisfaction, among others. Therefore, the socioeconomic readiness that influences the community quality of life needs to be identified to enhance their ability to respond appropriately. This type of readiness requirements should help the government and decision-makers to design early types of interventions that raise both social and cognitive readiness.

As shown in Figure (2) in order to create live ‘new normal’ models, the readiness to ‘new normal’ socio-economic challenges are addressed by three main inputs. The first input focus on eliminating the obstacles to quality of life in the new normal. Here we take samples for health, poverty, education and employment. Then curiosity, behavioural science and opportunities exploration would be the second input for enhancing the readiness for the new normal. The third input would focus on mitigating the new normal socio-economic crisis.

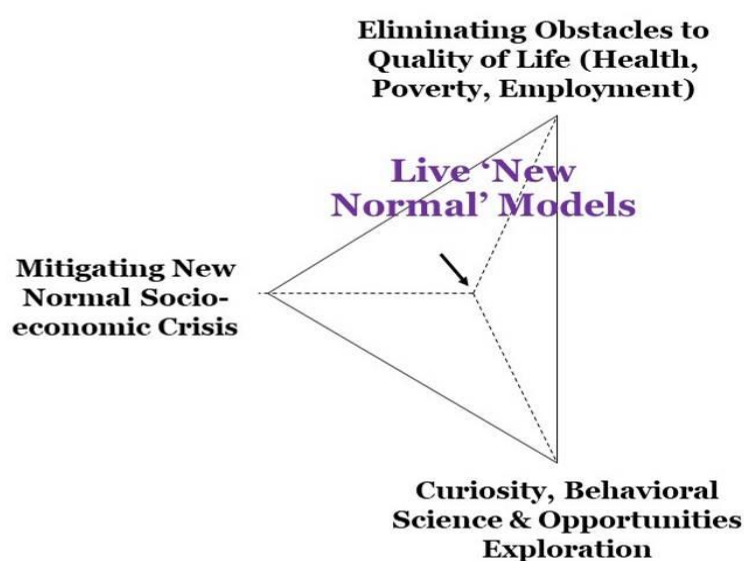


Figure 2. Readiness to ‘New Normal’ Socio-economic Challenges

5. Setting Up Framework to Manage the Spillovers in the New Normal

5.1 Introduction to the Proposed Framework

This paper considers the socio-economic spillovers as part of the journey towards the new normal. Here, all the type of perspectives for visible and hidden possibilities are going to be illustrated in the framework. Then, the implication for the type of spillovers possibility on the community is studied.

5.2 Applying the Possibilities for COVID Spillovers Framework

Based on a paper published by Buheji and Ahmed (2020), the framework for opportunities of the COVID-19 pandemic also adopted as being a framework of possibilities. Figure (1) shows the framework that shows the possibilities of socio-economic spillover. As shown in the formulas of the framework in Appendix (1), there is a minimum of 816 possible socio-economic spillovers in the new normal, post-COVID-19, that would be affecting different livelihoods and sectors. Appendix (1) represent the detailed formulas of each of the following spillovers levels which come from the holistic view and the integration between the different socio-economic possibilities.

- 1) Level One: Same position perspective + seeing it from 3 other perspectives x 4 = 16 perspective
- 2) Level Two: 16 perspectives x 2 (for contemporary & future) = 32-time related perspectives
- 3) Level Three: 32 times x 3 levels of Complexity Solutions “Low, Medium & High” = 96
- 4) Level Four: 96 requires a Multi-Disciplinary Approach = 96
- 5) Level Five: 192 solutions if we see the spillovers possibilities also coming from In- and Outside- the Framework
- 6) Level Six: 480 solutions if we see the solutions also coming from In- and Outside- the Framework, multiplied by 4 if we see it from for corners.

All the formulas would be based on the abbreviations that represent a different perspective on the framework of Figure (3). Also, Figure (3) shows the more we can see the spillovers that they carry opportunities the same as they carry risks, the better we can bring in more inter-disciplinary approaches that would meet the socio-economic demands of the new normal. Hence, the ‘new normal planner’ need to decide whether the possibilities targeted are in the short-term (contemporary solutions), or the long-term would be ready for the future (the future foresight solutions). This framework is proposed to show the huge possibilities and opportunities for socio-economic spillovers from different perspectives. Thus, prepare the communities to compete and excel in the new normal, or at least minimise their socio-economic hurdles. Buheji and Ahmed (2020).

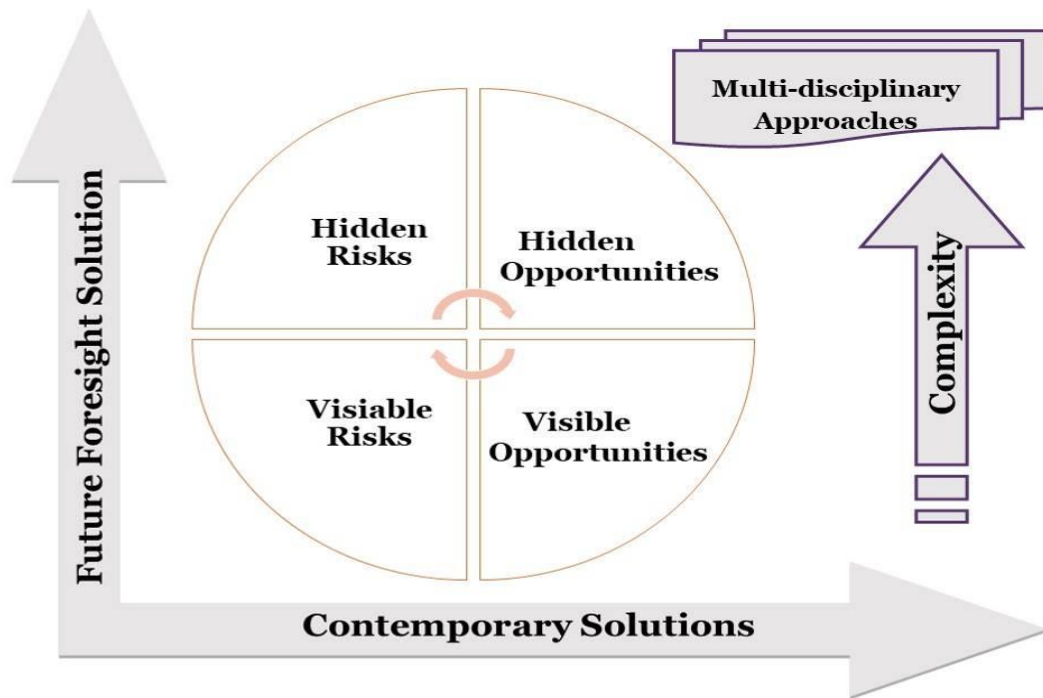


Figure 3. Framework of the Possibilities of Socio-economic Spillovers

Source: Buheji and Ahmed (2020)

3.3 Implications for the Type of Socio-Economic Spillover Possibilities

Once the framework and the formula are studied, the planners of the new Normal would need to study all the type of spillovers mentioned and summarized by the formulas in Appendix (1) to optimize the socio-economic returns to the community and actually make it excel based on the most suitable possibility. The selection would be affected by other factors as the community condition (plus) the new normal stage. To ease the visualization and implementation of this process, Table (1) lists all the type of implications that could come from all the possible spillovers identified in Appendix (1). i.e. from the first possibility till last one, the possibility 480.

Table 1. List Type of Implications on Community from all Possible Spillovers.

Type of Spillover Possible (from 1-480)	Type of Implication on the Community
1. $\sum HR$	
.	-
.	-
.	-
480. $(\sum VO \rightarrow VR \Rightarrow F \Leftrightarrow CxH \Leftrightarrow MDA) * OF \text{ Corner } 4$	

6. Discussion and Conclusion

6.1 Learning from this Research & its Limitation

This paper considers the factors that relate to the new normal that comes from the foresighted socio-economic spillovers due to the epidemic of COVID-19 and its related impact. In particular, the possibilities of the spillovers in the new normal are exploited. This would help to see the possible paths for the new normal which some of it have been discussed in this research.

The research appreciates that there are many spillovers details that were not addressed in this paper and this might one of its limitations; however, they emphasise that this is due to the limitation of scope and time.

The approach proposed in this research is not strictly sequential, but rather meant to be flexible, so that it can be generalised by the different communities regardless of their socio-economic status or challenges.

The paper focuses on the socio-economic viability even during the coming transformation times towards the new normal. The other limitation of this paper is that it did not cover the psychological impact of the spillovers on the communities. Again, this found by the authors to be out of scope and the purpose of this paper.

6.2 Re-Evaluating the ways we Deal with Pandemic Spillovers

The possible spillovers mentioned in this paper shows that this is a time for robust socio-economic policies that are driven the forces and demand from the bottom-up (i.e. the people) and doesn't depend on governments only.

We need to be more prepared that out of the many things that go abnormal might not come back to be normal again. The amount of the new normal uncertainty ahead of us now we need to balance it with means for business continuity by focusing on what to shift in our plans due to the changing environment.

In the new normal we would need to reallocate lots of resources and take lots of pauses to ensure that we are in the right direction. The spillover might shift from one industry to another. Thus, we should consider that we would be in a dynamic environment like 'work-in-progress' for a few years, before we settle for the final shape of our business-models. This alternation of status would make the new normal era, an era that would make us focus in 'what we need' and not 'what we want', as world used to be driven by the pre-COVID-19 pandemic.

6.3 'New Normal' Guidance Table

After defining all the type of spillovers, as per Table (1) mentioned previously in this paper, we need to exploit the maximum benefits of each of the spillovers on the new normal. If these suitable spillovers, as per the framework, are identified early, they can be turned to positive

socio-economic possibilities, or community opportunities. The tool to achieve this is Table (2). The table would serve as a guidance tool for the priority of which specific spillover towards the best outcome possible in the transition periods after the COVID-19 pandemic.

Table 2. Tool to Select the Most Suitable Spillover Project Management as per the Framework and table (1).

Checklist of Spillover as per the Framework		Priority for Community (Yes/No)	New Normal Action Plan
1.	The Benefits to the Community		
2.	The Clear Socio-Economic Return		
3.	The requirement for initiating the project now		
4.	The project outcome can be seen in less than 3 months		
5.	Project is based on exploiting hidden or lost opportunities within the community		
6.	Project can be sustained for more than 3 years		
7.	Data have been collected about the Situation before starting the project		
8.	Project owner is defined		
9.	The Return on Investment on the Project is clear		
10.	The project renews itself		
11.	The project can sustain in time of pandemics		

6.4 Mindset of the Socio-economic Spillover New Normal Planner

Optimising the constraints of the ‘new normal’ requires a mindset that ‘test practices’ instead of a one that focuses on ‘best practices’. This is due that most of the possibilities of the spillovers would not have been experienced before. Hence, we need to start training the new normal planner to utilise the Tables (1) and (2) to list the possible practices that can be tested and put into action.

The testing of these possible opportunities of spillovers we could empower the community and make it more ready to deal with another global economic pandemic or emergency crisis.

6.5 A Final Word

Besides, the implications mentioned throughout this paper, the proposed framework and tools link: opportunities and challenges (also called risks) with possible spillovers that are going to shape the socio-economy of the new normal. These links could strong be enough and make a differentiated start in the post-COVID-19 pandemic to any serious community. We can design many positive results instead of suffering the huge socio-economic uncertainties that would start after the vaccination for the virus is discovered. That time the spillovers would have move and created desirable and undesirable outcomes.

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