

- 1- What is the communication strategy of the "Riad Sétif" Foundation in managing the crisis before it erupts?
- 2- What is the communication strategy of the Riad Sétif Foundation in managing the crisis during its occurrence?
- 3- What is the communication strategy of the Riad Sétif Foundation in managing the crisis after the end of the crisis ?

Study Methodology

In this study, we relied on the case study methodology, which studies all aspects related to an event or situation, provided that the individual or institution is considered as a unit of study.

Where the problem or phenomenon that should be studied is identified, questions are identified, information is provided on the subject and conclusions and recommendations are drawn.

On how the Riad Setif Foundation managed the crisis of semolina scarcity in 2020, we relied on the following research tools: **observation without participation**, and **interviews with the Foundation's officials**. We used the open interview as a research tool to facilitate data collection.

2. Defining concepts

1. The concept of communication strategy

Strategy is defined as "a pattern of the most important goals, objectives, policies and lines vital to achieving those goals formulated in some way so that you know what work the company is doing and what it wants to be in and what problem it wants to become" (Zoghbi, 2009).

Strategy is defined as "a set of practical possibilities used interconnected to achieve some goals against some opponents", and opponents in the field of marketing are direct or indirect competitors, so the communication strategy is a set of rational decisions. The concept of communication strategy

2.the concept of pandemic

In British English ;(disease) affecting persons over a wide geographical area; extensively epidemic

In American English :

prevalent over a whole area, country, etc.; universal; general; specif., epidemic over a large region

Key facts

- A pandemic is the worldwide spread of a new disease, such as a new influenza virus or the coronavirus that causes COVID-19.
- It's important to prepare your own plan to deal with pandemics, which you should discuss with family or trusted friends.
- Knowing how to self-isolate and practise physical distancing will help stop the spread of a pandemic.

What is a pandemic?

A pandemic is the worldwide spread of a new disease. Viral respiratory diseases, such as those caused by a new influenza virus or the coronavirus COVID-19, are the most likely to turn into a pandemic.

A pandemic is *not* the same as an epidemic. In an epidemic, many more cases of a health condition occur than would normally develop in a community or region, but the condition does not spread further.

In the past, there have been numerous influenza pandemics. Pandemic influenzas often have their origin in animal influenza viruses and are not the same as seasonal influenza. Few people, if any, will

have immunity against a pandemic influenza virus — even if they have had seasonal flu or a seasonal flu vaccination.

Ways to avoid COVID

- Vaccinations
- Face mask advice
- Hand washing tips
- Interstate and overseas travel

3. The concept of crisis

A crisis means a foreseeable or unforeseen threat to the goals, values, beliefs and property of individuals, organizations and states that limit decision-making. (Saddam, 2024)

Dr. Mona Sharif also mentioned another definition of the crisis as a situation that results from environmental changes that generate crises and includes a degree of danger, threat, lack of time and surprise and requires the use of innovative and rapid management methods, so the crisis means the critical moment and the turning point that relates to the administrative fate of the organization and threatens its survival, and often the crisis coincides and is addressed.

And the crisis in the language: The word crisis comes in the subject of crisis, and the crisis in the Arabic language is the severity and drought.

Crisis in English: Webster's dictionary defines a crisis as a turning point for better or worse in a serious illness, fever of stress or dysfunction A radical change in the human condition in a difficult and unstable time and unstable situations.

The American Heritage Dictionary defines a crisis as: "a time, a decisive decision, or an unstable situation that includes a decisive change that is expected as in political affairs."

The Oxford Dictionary describes the crisis as a turning point or a defining moment in the course of life. Or the development of history, which is a time characterized by difficulty, dangerous, and worried about the future and the existence of a specific and decisive decision in a limited period of time.

4. Crisis Management

Language: It is a feminine noun that does not mention a safe plural on departments, and its meaning is rotation. For example, you have to turn the handle before the door opens, i.e. you have to turn it. It is said: I turned our mouth on the matter: if you tried to oblige him, and I turned him away from the matter: if you asked him to leave him, and management: deliberation and dealing without delay

Idiomatically: It is "a purposeful activity based on research and obtaining the necessary information that enables management to predict the places and trends of the expected crisis, and to create the appropriate climate to deal with it, by taking the necessary measures to control and eliminate the expected crisis or change its course for the benefit of the organization." Crisis management has also been defined as "how to overcome crises with various scientific and administrative tools, avoid their negatives and benefit from their positives, as the science of crisis management is the science of managing balances and adapting to variables."

Procedurally: It is a set of procedures carried out by a specific team from the management of the institution to manage events and crises from their occurrence to their end, work to overcome them, control their course, avoid their negatives, take advantage of their positives, and reduce losses to the maximum extent possible by making quick decisions based on available information.

3. Methods and strategies for dealing with crises

On personal capabilities, objective situations, and available capabilities, choosing the appropriate strategy is of great importance in the speed and efficiency of dealing with the crisis. (Al-Dhahabi, 2024)

There are many strategies for dealing with crises, so when choosing the appropriate strategy, the following must be taken into account: (Al-Baridi, 1999)

We have concluded three main methods of dealing with crises, each of which includes several strategies, and the following is a review of these methods :

Traditional strategies for dealing with crises:

It is a set of methods that most countries of the world have tried and used when they are exposed to a crisis. These methods have their own character, which derives its specificity from the specificity of the crisis situation facing the decision-maker in crisis management.

A- The method of denying the crisis:

It is the simplest of the traditional methods, where the existence of a crisis is denied, that the existing situation is considered one of the lowest conditions, that the achievements that have been achieved are unprecedented, and that there is no better possibility than what exists now... This method is called the "media blackout of the crisis," and is used under a very authoritarian dictatorship.

B- Method of suppressing the crisis:

The process of suppression is carried out by closing all the outlets through which the crisis can be implemented, and losing its leaders, leaders, thinkers and ideologues, and this method is called postponing the emergence of the crisis.

C- The method of underestimating the crisis:

This method is also called the volcano venting method, and the crisis is seen as a volcano that is about to erupt, so it is necessary to vent the crisis or volcano by making side openings around the crater that serve as a relief for internal pressures.

D- Method of unloading the crisis:

It is a very cunning method, as under this method the crisis current loses its strength, unity, path and direction, so that alternative, multiple and varied paths are found, to which the crisis momentum leaks, and then the elements of danger are missing, as the main crisis current becomes fragmented into side subcurrents.

E - The method of isolating the forces of crisis making:

The crisis does not arise from itself, but arises as a result of the presence of certain forces that worked to cause the crisis and escalate the crisis pressure until its impact comes in causing an imbalance or imbalance in the administrative entity in which the crisis occurred.

The isolation of the crisis is based on the theory of dimensionality, whether this isolation is economic, geographical, administrative, or legal. Hence, the crisis manager, through his intelligence apparatus, monitors and identifies the forces of the crisis, isolates them from the epicenter of the crisis, and keeps them away from their current.

F- How to put down the crisis:

It is one of the ways that are based on the open and explicit clash with all the forces included in the crisis current, and liquidated with extreme violence, and without taking into account any feelings or values, and usually does not resort to this method only when the crisis has reached the point of a serious threat directly to the administrative entity, and that

G- How to put down the crisis:

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Traditional strategies do not offer a successful treatment as much as they provide a temporary situational treatment to absorb the crisis pressure and stop its

H. Unconventional (modern) strategies to deal with crises:

These strategies use different approaches based on different tactics and mechanisms to deal with the crisis, and the use of any of them depends on the objective conditions of the crisis and the available capabilities, and the personal and administrative capabilities of those in charge of facing the crisis, and the following is a review of these strategies: (Said, 1997)

1- Strategy of Violence:

This strategy is used in the following cases: Confrontation with unknown crises, or with internal and external crises of the crisis.

2- The strategy of aborting thought:

Since the thought is behind the crisis in the form of certain values and trends that represent an impact on the severity of the crisis, so this strategy is based on aborting this thought and influencing it to lose its importance, and the tactic used is: questioning the elements of the crisis, and allying with some groups that are weakly associated with that thought.

3. Segmentation Strategy:

This strategy is based on an attempt to accurately and comprehensively analyze crises with a large mass and turn them into small parts or crises that are easy to deal with, and this strategy focuses on striking the collective links of crises to fragment them, and transform the united elements into opposing elements.

The tactic used is: to create a kind of conflict of interest between the constituent parts of the crisis alliance, while supporting and offering inducements to the obscure leadership.

4. Route Change Strategy:

This strategy is used with violent and sweeping crises that are difficult to stand in front of, and this strategy requires bending to the storm and moving in its direction, trying to slow down its speed, directing it to sub-tracks, exporting the crisis outside its field, and investing the crisis in its new form to compensate for losses.

5. Stop-growth strategy:

This strategy aims to focus on accepting the status quo and making an effort to prevent its deterioration, and reduce feelings of anger, and this strategy is based on dealing intelligently and carefully with the necessary causative forces, meeting some of their requests, and creating conditions for direct negotiation.

Third: The scientific method to face crises

The scientific method in the face of crises represents the most secure method to control them and direct them to the interest of the entity or society of the crisis. It is no longer inevitable to follow scientific methods and innovative thinking in the face of the crisis and its non-extension or deterioration of events.

This method includes the following stages: (Rashad, 1995)

1. Preliminary study of the dimensions of the crisis:

The aim is to identify the common factors in the crisis, identify the causes of the friction that ignited the situation, determine the extent to which the situation has reached in terms of arranging the common and influential factors according to their seriousness, and identify the forces for and against so that we can determine the starting point for the confrontation.

2. Analytical study of the crisis:

It works to clearly distinguish between phenomena and causes and verify the sources so as to determine the role of the human element and the extent of its impact on the emergence of the crisis, as well as the role of natural factors, technological factors and causes of imbalance that led to the crisis.

The number of common elements in the crisis industry and the percentage of their impact on the occurrence of flare-up in the situation and the stage reached by the life cycle of the crisis are also analyzed and known. The nature and costs of the risks resulting from the crisis and the impact of time on their spread are then anticipated and the possibilities that can be obtained in a timely manner are determined for their use.

3. Planning for the confrontation and dealing with the crisis:

This stage depends on what has been mentioned so that it begins with setting goals and ends with the development of a number of solutions and alternatives through a full understanding of the data and focus on achieving the goals, and the response plan results in moving in the following directions:

Preparing for the confrontation:

Here, a set of various decisions are taken, such as determining the set of measures to be taken to protect everything that surrounds, or related to the area and scope of the crisis, and arranging these measures according to what helps reduce losses, while working to stop the deterioration and determine the type of assistance required from parties that can be used and requested to give the necessary instructions and warnings to individuals participating in the confrontation and present in the field of the crisis.

4. RESULTS AND DISCUSSION:

It is the plan of actual confrontation and dealing with the crisis directly in terms of stopping the deterioration of the situation, reducing losses, controlling the situation, directing the situation to the right track, addressing the psychological and social effects resulting from the crisis, developing practical performance better than before, and using prevention and immunity systems against the same type of crisis or similar crises.

1- Riad Setif Foundation's strategy and communication in crisis management

In order to further expand our study and research on how the "Riad Sétif" Foundation, or "High Plateau Grains Branch of Setif", with its new name, manages the semolina scarcity crisis in 2020.2022, we moved to the headquarters of the General Directorate of the Foundation, located in the center of the city of Sétif, where we interviewed the Director of Trade and Marketing, Mr. Faouzi Ben Kary, who has more than 22 years of work in the institution. We asked him, at the beginning, how the Riyadh Setif Foundation managed the crisis in 2020 and 2022, and Mr. Ben Carey's response was as follows: At the outset, I would like to note that since 2016, the Foundation has been called "Branch H"Grains of the high plateaus "Setif" instead of "Riad Setif" previously. As for the crisis of semolina scarcity that Algeria witnessed at the beginning of 2022.

The institution of the High Plateaus Grain Branch in Setif never knew this crisis, but there was no scarcity or even shortage of this vital substance at the national level, and all that was in the matter was a great rush, and unprecedented, to acquire the material from various shops, as a reaction to some rumors that were launched here and there claiming that the material had run out at the level of mills. The Corporation benefited from additional quantities of durum wheat destined for the manufacture of semolina, and therefore this artificial crisis was the inevitable result of some rumors that spread in the region, and the country as a whole, that semolina was depleted and scarce in the mills. (Curry, 2022)

The peculiarity of this crisis - he adds - is that it came suddenly and unexpectedly, specifically on March 14, 2020, where we witnessed on the same day a large and uncharacteristic turnout of customers at the points of sale of the institution, as if the matter was planned and premeditated, and the crisis was dealt with with field procedures according to the available capabilities.

1-Pre-crisis phase:

Institutions deal with crises according to certain strategies and plans, starting from the pre-crisis stage, then the crisis stage, which is managed through taking actions, and ending with similar post-crisis procedures. During our study, we noticed that the Riad Sétif Foundation did not take the initiative to manage the crisis until it began and according to its circumstances and available capabilities.

In this regard, the Director of Trade and Marketing at the Foundation, Mr. Ben Carey, confirms that the Corporation did not take any precautionary measures in anticipation of this crisis because it came suddenly and could not be predicted, and therefore planning and preparation for it, because we in the "High Plateaus Grains Branch of Setif" work according to a systematic work plan that is adjusted before the beginning of the fiscal year, and therefore this annual plan is usual and is applied in all

public institutions and provides for controlling the budget and work plans of the Corporation over a year Complete.

2-Crisis phase:

Speaking about the strategy used during the crisis, the Director of Trade and Marketing at Riad Setif Foundation adds: It is known that the supply of wheat is controlled by the state in order to control it, as we have proceeded according to material conditions, and with the development of the crisis, we rushed to take urgent measures and practical steps in order to manage it in a professional and scientific manner, including:

- 1- Ensuring the grinding of all existing quantities of durum wheat and providing them in the national market through wholesalers, retailers and points of sale.
- 2- We asked the concerned authorities to provide us with additional quantities of durum wheat, which was approved, which enabled us to offer additional quantities of semolina in the national market.
- 3- Constant communication with workers, motivating them and urging them to remain in their positions in order to ensure the continuity of the institution's work, and thus provide the required semolina.
- 4- Dealing directly with the external public, responding to their inquiries regarding the crisis, and providing available information to facilitate the process of acquiring the material in complete comfort.
- 5- Dealing with traditional media by participating in radio sessions, providing interventions in television channels, or conducting dialogues with newspapers to provide the necessary information and reassure the public about the crisis.
- 6- - Another important thing in the operation is the establishment of a crisis cell at the level of the General Directorate of the Foundation, based in the city of Sétif, and at the level of its vehicles (Bordj Bou Arreridj, Sidi Issa in the wilaya of M'sila, Sidi Aich in the wilaya of Bejaia and Ain Bassam in the wilaya of Bouira).
- 7- Regarding the competencies and powers of the members of the crisis cell, Mr. Ben Kari stressed that the crisis cell, which was established at the level of the General Directorate of the Foundation in Setif, was headed by the President and Director General of the Foundation, and the membership of a number of cadres of the Foundation such as the directors of trade, marketing, finance, exploitation and security.

As for the crisis cells established at the level of each compound of the institution, headed by the director of the compound with the membership of trade and marketing officials, as well as finance, exploitation and security, and this crisis and its developments were dealt with on a daily basis, taking into account the developments and the increase and decrease in this article.

Regarding the powers of the members of the crisis cell, the Director of Trade and Settlement at the Riad Sétif Foundation, Mr. Ben Kari, confirmed that the cell was established by a decision of the President and General Manager of the "High Plateaus Grains Branch Setif", and was entrusted with the tasks of following up the development of the crisis until its end, coordinating between its members and taking appropriate decisions and actions, and therefore it is a cell with limited tasks and linked to a specific time, which is the crisis period only.

During the first crisis in 2020, the crisis cell worked, both at the level of the General Directorate and at the level of the Foundation's sub-vehicles, from March 15, 2020 to May 30, 2020, while in 2022, the work of the cell extended from March 18 to May 10.

He continued: "The cell sought throughout the crisis in 2020 and 2022 to obtain sufficient and adequate information from inside and outside the institution, aware that it is capable of

contributing to finding a solution to this crisis based on the saying "whoever owns the information has the authority." Here he stressed that the cell members were in daily contact.

Internally: with workers through meetings and meetings, but in a reduced manner due to the circumstances of the pandemic, in addition to the instructions that were given to them in order to motivate them to continue working and face the crisis.

Externally: There have been interventions through traditional media (television, radio and newspapers) to explain the institution's position on the crisis and provide the necessary information about it. This process was carried out by only two people: the CEO of the organization and the director of marketing and communication.

3-Crisis cell results:

The Director of Trade and Marketing of the Riad Setif Foundation confirmed that the crisis cell, installed at the level of the General Directorate of the Foundation and the rest of the branches, reached, through its work during the crisis of 2020, some important results such as:

1- The crisis would not have been possible without the unjustified rush for semolina throughout the days of the crisis, as evidenced by information and photos that were later published on social media, which showed the throwing of this substance in public places and public dumps after it reached a stage of damage.

2- In both crises, the rumors that leaked in a certain place that there was no wheat in the mills were the spark that generated anxiety among citizens in general, and consumers in particular, so they rushed to acquire semolina in an unprecedented and unreasonable manner.

3- Almost the same people we saw throughout the days of the crisis in front of various points of sale in order to obtain bags of semolina in order to resell them on the black market.

C- Post-crisis phase: Regarding the measures taken by the "Riad Setif" Foundation based on the reports of the crisis cell, the Director of Trade and Marketing of the Foundation explained: During the crisis of 2020, periodic meetings were held in order to evaluate the work of the crisis-free (central and sub-center), so some measures were taken such as:

1- The increase in the number of points of sale so that we moved from 36 points of sale before the crisis to 54 points of sale after its completion, and this is in order to reach directly to the consumer.

2- 2- Continue to deal with municipalities, associations and other institutions in order to ensure that semolina reaches those who deserve it. Despite the sudden crisis and the difficult working conditions in which we were working, some positive points were recorded such as:

- The Foundation succeeded to a large extent in overcoming the crisis and contributed to solving it by providing semolina continuously at various points of sale and to its other partners (municipalities, associations, etc.).

Despite the pressure of the crisis that the Corporation faced in 2020, it was able to achieve a qualitative leap in turnover, recording 130 percent of the volume of achievements, thanks to the additional amount of wheat provided by the state during the crisis, which was recovered before December 31 of the same year. Note that the "High Plateaus Grains Branch of Sétif" buys wheat from the Algerian Professional Grain Office (OAIC)

Despite the good and encouraging results achieved by our institution, it must be emphasized that we were working in harsh conditions and under pressure exerted on us by the consumer and the guardian bodies that were also seeking to resolve the crisis, such as the interests of the governor and trade in the wilaya of Setif, as well as the wilayas where the rest of the vehicles are located. What we noticed, while conducting our study, is that the Riad Sétif Foundation did not anticipate the crisis with measures that help it absorb the power of the crisis. When it occurs, as any institution does, and as required by the procedures recognized in administrative and administrative work, especially since the institution has already gone through similar experiences in the past (according to the confirmation of the same official), and all it did was create a crisis

cell that did not last long and its powers expired with the end of the crisis, while doing some practical measures such as doubling points of sale and others, which the institution was forced to return in the crisis of 2022, which also lasted for about two months at a time when it could have been reduced. From the age of the crisis if it benefited from its previous crises to manage the new crisis in a way

* Communication strategy of the "Riad Sétif" Foundation and the crisis

"Crisis communication" is a key pillar on which institutions rely in crisis management, which is what the Riad Sétif Foundation did not deviate from in dealing with the semolina scarcity crisis in 2020 and 2022.

In this regard, Mr. Ben Carey explains: During the year 2022, we focused in the task of managing the crisis on the media aspect through interviews we conducted with television and radio channels and interviews with some national newspapers, and each time we sent messages of reassurance in the hearts of citizens in general, and the Foundation's customers in particular, by emphasizing that there is no crisis, and that wheat is adequately available in the mills. Despite the crisis, our campaign was successful.

The same method was adopted in the 2020 crisis, where we conducted several interventions in various radio and television channels, as well as interviews and reports in national newspapers, in order to confirm the sufficient abundance of semolina, knowing that the institution "High Plateaus Grains Branch Setif" covers 30% of the national production of this material, while private institutions cover the rest of the percentage.

What we have recorded, in this aspect, is that the Riad Sétif Foundation relied in its strategy to manage the semolina scarcity crisis in 2020 and 2022 on the following means of communication:

- 1- Oral communication: Oral communication is the most common and used method in the Riad Setif Foundation for its spontaneity and ease. The crisis cell team has used this method a lot, whether it is taken Formal forms such as meetings and meetings that were held continuously, albeit in a watered-down manner due to the circumstances of the pandemic, or informal such as side conversations between management and workers. As for the external public, the management relied on direct contact with the public, whether at points of sale or production vehicles, to explain the crisis and provide information on production.
- 2- - Written communication: Written means of internal communication with employees and workers are one of the main pillars adopted by the Riad Setif Foundation in crisis management, such as decisions, instructions, announcements, and interest notes. Etc.
- 3- 3. Audiovisual communication: Riad Sétif has resorted to audiovisual means of communication, both internally (with employees and workers) and externally (customers, customers and the public in general) to pass its messages in order to achieve the set goals.

Among these means, we find the telephone the most used audio means by the crisis management team in communicating between departments in order to make suggestions or implement instructions and decisions. As for the external audience, the reliance was made, to a large extent, on traditional media (television, radio and paper newspapers), through interviews, quick interventions, or allowing field reports and reports with production vehicles, in order to reassure citizens in general, and the institution's customers in particular.

4-Absence of social networks: The Director of Trade and Marketing of the Riad Setif Foundation confirmed that the Foundation did not rely on the new media and communication (website and social networks) to manage the semolina scarcity crisis on both occasions, pointing out that the Foundation does not have a website, and only used traditional media to manage the crisis. The speaker provided an objective justification for the decision, "in the belief of the Foundation that the means of communication and modern media such as the Internet and social networks Many negatives far outweigh the few positives, and we preferred not to rely on them for fear of a negative reaction from the outside public." He added, the institution was suffering from a serious lack of human resources

that allowed it to control this aspect well. During the crisis, the foundation was operating at only about 10 percent of its human capacity.

In order to get rid of this obstacle in the future, the Foundation is working to develop a "communication strategy during the crisis" in order to maintain its reputation and position in the market, saying: The presence of a communication directorate that works directly with the President and General Manager is evidence of the endeavor of the "High Plateaus Grains Branch of Setif" to activate and develop its communication system with its external audience by intensifying its communication and presence in the media from newspapers and radio and television channels in order to:

Directing a media message and controlling it until it does not limit its natural course, or it is interpreted by some media professionals, viewers, listeners or readers.

- Control of information related to the semolina scarcity crisis.

- Reassuring customers and customers in particular, and the public in general, of the availability of the material and the absence of a crisis in the first place.

What we have noticed is that the Riad Setif Foundation relied heavily in its communication, whether with its workers and staff, or with the external public, on traditional means of communication. In its communication with its workers and employees, it preferred to resort to meetings and direct meetings, as well as to oral communication and sometimes over the phone, as well as through written means such as decisions, memoranda of interest, instructions, etc.

On the other hand, it preferred to communicate with its external audience (customers, customers and audience) through local television and radio channels or through short dialogues in national newspapers, and completely ignored the media and modern communication from websites and social networks such as Facebook.

Twitter and YouTube, which do not have a website or accounts in social networks, despite their importance.

No institution can implement its communication strategy in managing the crisis without its workers and affiliates, so the Riad Sétif Foundation has taken care of the human staff, as the Director of Trade and Marketing says, »During the crisis of 2020 and 2022, our organization resorted to harnessing all workers to face the crisis, based on the fact that dealing with crises begins from the inside before the outside, and also in order to spread the spirit of loyalty and belonging within the institution and involve workers and cadres in confronting them, which are very important in order to ensure the sustainability of the institution's continuity. He continued: "At first, no reward was allocated to the workers and things remained the same, but with the worsening of the crisis - he says - and its continuation and fear that it will be prolonged, the General Directorate allocated a special reward or grant under the name of "Covid grant" worth five million

This grant is mainly aimed at workers and executives who have preferred to continue working, and who are in direct contact with the external public, in order to motivate workers to remain in their positions and ensure the continued sustainability of the institution. On the other hand, the workers who preferred to stay at home and did not ensure the continuity of work did not benefit from it."

- The most important crises experienced by the "Riad Setif" Foundation

The Director of Trade and Marketing spoke about the crises experienced by the Riad Sétif Foundation and how to manage them, saying: "In 1994, the Foundation experienced an almost similar crisis, and it was also the result of the great rush for semolina, and it was a reflection of the economic crisis that hit Algeria at the time. On the contrary, the institution may have suffered from irregularities sometimes related to the lack of demand for our products, and we dealt with them according to market requirements.

Some may wonder - adds Mr. Ben Carey - why the Foundation did not benefit from the 1994 crisis to manage the crises of 2020 and 2022, I think that the length of time and the change of frameworks and generations at the level of the institution did not enable us to benefit from the 1994 crisis, unlike the 2022 crisis, which was only two years away from the 2020 crisis, which made it

easier for us to deal with it and activate its management mechanisms in communication and field by activating the crisis free as soon as it appeared.

The similarities between the three crises:

In response to a question about the similarity between the various crises experienced by the Riad Sétif Foundation, the Director of Commerce and Marketing explained: Each crisis has its own specificities and effects, as the crisis of 2020 and 2022 are almost similar with some variation in intensity and continuity, and both came suddenly so that the institution did not have any room to plan for them.

- The Corporation took it upon itself to address its crises according to strategic choices that work to provide the appropriate conditions and the necessary means to confront the crisis based mainly on the provision of durum wheat and ensure the maintenance of means of production, without which it is not possible to deal with any emergency circumstance.

- The "High Plateaus Grains Branch of Setif" dealt with the crisis of 2022 in a professional and quick manner, as we benefited from the previous experience, and the spokesman pointed out that a great similarity was recorded in the causes and manifestations of the crisis in 2020 and 2022, and highlights them in the following:

Rumours, which circulated somewhere in the country, claiming that wheat was running out or not at the mill level, were the main driver of the crisis.

- 3- The great and unprecedented rush of citizens to points of sale and various shops, in order to acquire semolina bags, was one of the results of the rumors, which deepened the crisis and made it last for a relatively long time.
- 4- 3- The same manifestations in both crises, as the same people – almost – remained present each time, in long queues, in front of points of sale in order to obtain semolina and later stack it in their homes, believing that this would allow them to avoid the crisis, or resell it to achieve financial gains by raising the price of a bag of semolina in the parallel market, although the institution maintained the same price (4 thousand dinars per quintal in all contents).

* Riad Sétif Foundation and the Department of Crisis Management

The existence of a special interest in crisis management has become normal in the structure of modern institutions in developed countries because of the services they provide to the institution at all stages of the crisis, but the matter is different in the "Riad Setif" institution, which specializes in the conversion of cereals of both types (durum wheat and soft wheat) and the production and marketing of semolina, flour, food pasta and milling waste. In this context, the Director of Trade and Marketing of the "Riad Setif" Foundation admits ", Mr. Faouzi Ben Kary, with the following: The Foundation of the "High Plateau Grains Branch of Sétif" does not have a special interest in crisis management This term is not modern and was not known - at the time - at the level of public institutions that did not deal with crises according to an organized methodology as is currently the case. Moreover, the institution has not experienced major crises in the past that make it think of establishing such a business.

- What we have noticed is that the former "Riad Setif" Foundation, or the "High Plateau Grains Branch of Setif", with its new name, despite its great reputation and fame at the national level, is not aware or interested in the subject and thought of "crisis management" within the institution, with evidence that it does not have a special interest in "crisis management" that anticipates crises before they occur, as well as managing them in a scientific and scientific way when they occur and then drawing lessons and lessons after their completion. All that the Foundation, like other Algerian institutions, has done is to create a "crisis cell" that many of its members do not have, perhaps, the competencies and capabilities necessary to perform their mission, and whose powers soon expire with the end of the circumstantial crisis.

What supports our observation is that the institution does not have a ready-made vision in the event of the return of the crisis again, or in the event of the development of the Russian-Ukrainian crisis - for example - as the two countries are among the largest producers and exporters of wheat in the world, and many countries of the world, including Algeria, depend on importing the material from them.

In this regard, the Director of Trade and Marketing of the Riad Sétif Foundation, Mr. Faouzi Ben Kary, said only that "the preliminary information available to the Foundation is reassuring and confirms the availability of stocks of wheat 1 until September 2022: I think that the state is ready and has taken important initiatives in order to ensure the supply of this material Art Longer by concluding contracts with foreign suppliers without Ukraine and Russia, knowing that wheat is also acquired from France, Mexico, Canada and other countries, with the aim of diversifying Resources and resources, which is in the interest of the state

5. CONCLUSION

A- We draw from this study several conclusions related to the subject of managing the semolina scarcity crisis by the Riad Setif Foundation or the "High Plateaus Grains Branch of Setif" with its new name, which are presented as follows:

- 1- The crisis of semolina scarcity witnessed by Algeria in the first months of 2020 and 2022, according to the crisis cell established by the General Directorate of the "Riad Sétif" Foundation, occurred as a result of the unjustified and unprecedented rush of citizens at various points of sale to acquire semolina bags, in large quantities, driven by strong rumors that wheat is scarce At the level of mills
- 2- In managing the semolina scarcity crisis in 2020 and 2022, the Riad Setif Foundation relied on two parts:
- 3- The communication aspect: It is the most prominent aspect in its management of the crisis, by intensifying internal communication operations first with workers to urge them to ensure the continuity of the institution.

Externally: customers in particular, and the public in general, through the traditional media (television, radio and newspapers) to reassure them of the availability of semolina and not to be led by rumors that claim the scarcity of the material at the level of mills

B- The second part is practical and field based, by increasing the quantities of wheat intended for grinding to provide semolina in the best conditions.

1-Increasing sales points from 36 before the crisis to 54 after its end in order to provide it to the consumer in several regions of the country.

2- The study revealed that communication represents an important management model that is relied upon in crisis management, as it is an effective source and a basic guide for managing and managing the crisis, and therefore the position of communication in the organizational structure of the institution imposes itself strongly and deservedly on the part of any organization.

3-The Riad Setif Foundation did not show any interest in anticipating the future of crises, as evidenced by the fact that it did not take any precautionary or proactive measures, whether in the 2020 crisis or in the 2022 crisis.

4-The institution does not have a special department for crisis management in the organizational structure of the Riad Setif Foundation. Its mission is to anticipate crises and determine methods for dealing with them in advance in a scientific and professional manner

5- The Riad Setif Foundation did not benefit from its experience with the semolina scarcity crisis in 1994 in dealing with the crisis in 2020, and thus it missed the opportunity to find a solution to the crisis with the least effort and in the quickest time.

6- On the contrary, it took advantage of the semolina scarcity crisis that occurred in 2020 to manage the 2022 crisis in a way that enabled it to gain time and get rid of the shortcomings recorded during the first crisis

7- The Riad Setif Foundation did not explain how it benefited from the 2022 crisis in managing and managing the 2022 crisis, because what we recorded is that the same measures taken during the first crisis were repeated in the second crisis, and some time after its start.

8- The Riad Setif Foundation focused on traditional methods of communicating with the public, which rely on interventions on radio and television channels and newspapers, and neglected, in contrast, modern communication that relies on the Internet and social media networks as it is more effective, efficient, and faster in reaching the public. The justification I provided in this regard is illogical, as these networks have more positives than negatives

9-The existence of an economic institution that seeks profit and competition, in the age of technology, technology, and virtual space, not connected to the Internet or social media networks, proves that this institution does not want to develop or keep up with the times.

10-The state of Setif, and its neighboring regions, was, throughout history, Rome's wheat storehouse, as well as during the period of French colonialism. Today, the region can return to being not only a storehouse of wheat, but a food basket for all Algerians, provided that this is accompanied by a strong

political will and an effective economic vision that encourages agricultural activity and adapts laws to allow national institutions, such as Riad Setif, the freedom to buy and sell wheat. Marketing semolina and its derivatives.

Many economic institutions are exposed to different crises with varying effects. Therefore, in recent years, it has been recommended to use “crisis management” as a mechanism to confront emergency crises, which is a modern administrative concept that the institution must adopt if it wants to achieve the goals for which it was established.

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