

COVID-19. Scenarios of a superfluous crisis

Scenarios of a superfluous crisis

Steffen Roth

Department of Strategic Management, La Rochelle Business School, La Rochelle, France and Department of Social Research, University of Turku, Turku, Finland

Lars Clausen

Department of Sociology, University of Flensburg, Flensburg, Germany and Department of Applied Research, Education and Social Sciences, UCL University College, Odense, Denmark, and

Sören Möller

Department of Clinical Research, University of Southern Denmark, Odense, Denmark

Received 11 May 2020

Revised 11 June 2020

24 June 2020

Accepted 13 July 2020

Abstract

Purpose – This study aims to highlight the critical role case fatality rates (CFR) have played in the emergence and the management of particularly the early phases of the current coronavirus crisis.

Design/methodology/approach – The study presents a contrastive map of CFR for the coronavirus (SARS-CoV-2) and influenza (H1N1 and H2N2).

Findings – The mapped data shows that current CFR of SARS-CoV-2 are considerably lower than, or similar to those, of hospitalised patients in the UK, Spain, Germany or international samples. The authors therefore infer a possible risk that the virulence of the coronavirus is considerably overestimated because of sampling biases, and that increased testing might reduce the general CFR of SARS-CoV-2 to rates similar to, or lower than, of the common seasonal influenza.

Originality/value – This study concludes that governments, health corporations and health researchers must prepare for scenarios in which the affected populations cease to believe in the statistical foundations of the current coronavirus crisis and interventions.

Keywords Scenarios, COVID-19, Influenza, Coronavirus, Case fatality rates

Paper type Research paper

Introduction

The outbreak of the 2020 “World War” (Sangale, 2020) on the virus SARS-CoV-2 has prompted the most rapid and radical social and cultural changes in decades. Liberal market societies have turned into war economies, emergency decrees are replacing parliamentary legislation, and, as of 24 March 2020, an estimated 20% of the global population is under “coronavirus lockdown”. These measures seem commensurate with the scale and scope of a global pandemic that has infected 462,684 and killed 20,834 (World Health Organization [WHO] COVID-19 Situation Report 66), with both counts constantly rising as we write. While the case fatality rates (CFR) vary significantly between regions and over time, the disaster alert triggered by the detection of a disease with an average global “death rate” of 4.5% remains behind the momentous assessment “that this is not the common flu”. Whereas “for seasonal influenza, mortality is usually well below 0.1%” (WHO COVID-19 Situation Report 46), the CFR of the coronavirus has been confused with its infection fatality rates



(IFR) so persistently that some of the most drastic decisions in generations have been taken in oblivion of the fact that the new virus has to date been detected mainly in those patients with the most severe symptoms and medical conditions. For obvious reasons, however, we should be very cautious of comparisons of SARS-CoV-2 CFR in samples with severe conditions against those with influenza IFR, and more so if the CFR of a newly discovered virus are compared with those of a well-researched one (Lipsitch *et al.*, 2015). Note that the CFR is the rate of documented deaths per confirmed, “tested” cases of infection. This rate must not be confused with the IFR, i.e. the rate of deaths in relation to the estimated number of all coronavirus infections. Several recent studies have suggested that the actual IFR for the coronavirus is considerably lower than currently believed (Kobayashi *et al.*, 2020; Nishiura *et al.*, 2020; Wilson *et al.*, 2020) and might range between 0.3 and 0.6% – which is close to IFR of more severe influenza pandemics (Nishiura *et al.*, 2020).

In this study, we therefore develop a comparative map of the CFR of the coronavirus (SARS-CoV-2) and influenza (H1N1 and H2N2). The mapped data shows that current CFR of SARS-CoV-2 are considerably lower than, or similar to those, of hospitalised patients in the UK, Spain, Germany or international samples. By abductive inference, we confirm that increased testing might reduce current clinical bias and thus the general CFR of SARS-CoV-2 to rates similar to, or lower than, those of the common seasonal influenza. We conclude that governments, health corporations and health researchers must prepare for scenarios in which considerable parts of the population challenge the statistical foundations of the current COVID-19 crisis and interventions.

Corona vs influenza case fatality rates. A mapping approach

CFR have been most critical in the emergence and management of the current COVID-19 crisis, as the dreadful conviction that “this is not the common flu” has been based on comparisons of coronavirus CFR with death rates of seasonal influenza. Such crude comparisons have certainly been inspired by statements such as in the later-deleted paragraph in the WHO *Coronavirus disease 2019 (COVID-19) Situation Report-46* published on 20 March 2020:

Mortality for COVID-19 appears higher than for influenza, especially seasonal influenza. While the true mortality of COVID-19 will take some time to fully understand, the data we have so far indicate that the crude mortality ratio (the number of reported deaths divided by the reported cases) is between 3-4%, the infection mortality rate (the number of reported deaths divided by the number of infections) will be lower. For seasonal influenza, mortality is usually well below 0.1%. However, mortality is to a large extent determined by access to and quality of health care.

Though neither wrong nor necessarily misleading, the comparison of a fatality rate of 3–4% with one of “well below 0.1%” in this and similar earlier and subsequent statements has spawned a flood of disturbing headlines such as “WHO says coronavirus death rate is 3.4% globally, higher than previously thought” (CNBC, 03 March 2020), “Trump calls WHO’s global death rate from coronavirus ‘a false number’” (The Guardian, 05 March 2020), “People have been trying to underplay this: Why the coronavirus is different from the flu” (NBCNEWS, 13 March 2020) or “Coronavirus: 10% mortality and frightening caregiver infection possible in Africa” (Le Monde, 20 March 2020)[1].

In these and countless other instances, the coronavirus CFR have been either mistaken for coronavirus IFR, or the fact that comparisons of the CFR of one disease with the IFR of another are mostly useless has been ignored or downplayed. In “Coronavirus: The hammer and the dance” and “Coronavirus: Why You Must Act Now”, articles that have been downloaded more than 50 million times, Tomas Pueyo (2020a, 2020b), too, treats coronavirus CFR as if they were

IFR, thus raising the spectre of high absolute death figures and hence the imperative and urgency to implement or support whatever measures are necessary to contain the virus. A similar confusion is evident in a statement by The Spanish Diabetes Society:

The [COVID] fatality rate varies, but we know that it is around 0.9% and 3% [...] For diabetes sufferers, this rises to 7.3%, which multiplies the chance of dying from Covid-19 by two, in the best of cases, and by eight, in the worst (*El País*, 25 March 2020).

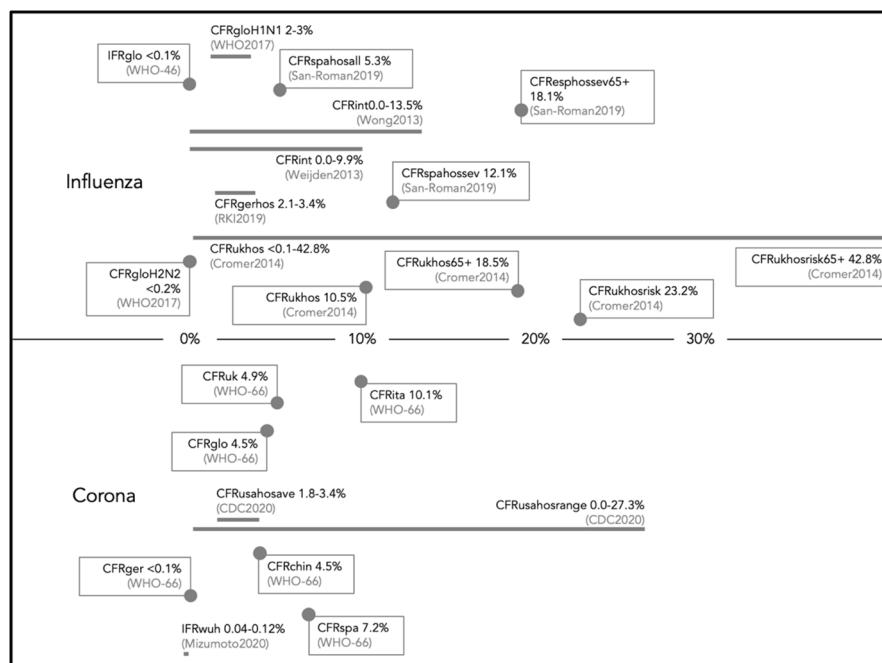
Only during the final weeks of March 2020 have the major media outlets and political messaging changed reporting from CFR to counting of occurred and expected case fatalities, and some have adopted measurements of death rates. The *New York Post* (28 March 2020) stated that “the death rate from coronavirus [is] sharply accelerating in the Big Apple, with one person dying every 9.5 minutes in the last 24 hours”. Anthony Fauci, Director of the National Institute of Allergy and Infectious Diseases in the USA, stated with regard to the estimated infection fatalities that “the 100,000-to-200,000 death figure is a middle-of-the-road estimate, much lower than worse-case-scenario predictions” (*NPR*, 29 March 2020). Such numbers imply a known or calculated IFR to assess possible scenarios. “Coronavirus: There is total underinformation in the field of mortality, not only in France” (*Le Monde*, 28 March 2020)[2]. Few public bodies have disclosed their modelling of CFR and IFR to the public.

CFR in general and comparisons between coronavirus and influenza fatality rates in particular do have substantial impact on our coronavirus-related risk assessment. **Figure 1** is a comparative map of CFR for coronavirus (SARS-CoV-2) and influenza (H1N1 and H2N2).

The WHO (WHO, 2017) places the global CFR for influenza at 2–3% (H1N1) and <0.2% (H2N2), respectively, and the global IFR of “seasonal influenza (...) well below 0.1%” (WHO-46). [van der Weijden et al. \(2013\)](#) and [Wong et al. \(2013\)](#) report CFR ranging from 0.0% to 9.9% or 13.5%, respectively, for larger clinical risk- and age-stratified international samples. CFR for hospitalised influenza patients in Germany average between 2.1% for all age groups and 3.4% for persons older than 60 years as reported by the [Robert Koch-Institut \(2019\)](#). CFR for hospitalised patients in the UK range from 0.04% for young patients without clinical risks to 42.8% for patients older than 65 years who belong to a clinical risk group ([Cromer et al., 2014](#), p. 368). The CFR in this sample for patients older than 65 years not belonging to a risk group is 18.5%, whereas the CFR for risk group patients of all age groups is 23.2%. For Spain, [San-Román-Montero et al. \(2019\)](#) report an average CFR of hospitalised influenza patients of 5.3%, with the rate being considerably higher for patients with severe infections (12.1%) in general and patients older than 65 years with severe infections in particular (18.1%).

As of 26 March 2020, the WHO (WHO-66) reported a global CFR for the coronavirus of 4.5% as well as considerable differences between national CFR, which range between well below 0.1% for Germany to 10.1% for Italy. Other CFR reported that day were 4.5% for China, 4.9% for the UK and 7.2% for Spain. For the period between 12 February 2020 and 16 March 2020, the Centers for Disease Control and Prevention estimated the average CFR for the USA to range from 1.8 to 3.4%, with estimates varying from 0.0% for the youngest to 27.3% for the oldest age groups ([CDC COVID-19 Response Team, 2020](#)). Early IFR estimates for Wuhan City ranged from 0.04 to 0.12% ([Mizumoto et al., 2020](#)).

Data not displayed in **Figure 1** include the aggregated CFR of a sample of hospitalised severe cases of H1N1 influenza patients in nine European countries, which [Snacken et al. \(2012\)](#) report to be 15.6% for the season 2010–2011. The combined fatality rate for coronavirus patients in these countries was 5.7% (WHO-66), again with considerable variance between the individual countries: Austria (0.6%), Finland (0.3%), France (5.3%), Ireland (0.6%), Malta (0.0%), Portugal (1.44%), Romania (1.43%), Slovenia (0.8%) and Spain (7.2%). In the meantime, “A systematic review and meta-analysis of published research data on COVID-19 infection-fatality rates” ([Meyerowitz-Katz and Merone, 2020](#)) published on the

**Figure 1.**

Map of coronavirus (SARS-CoV-2) and influenza (H1N1 and H2N2) CFR

Notes: CFR: case fatality rate; IFR: infection fatality rate; glo: global; int: international; chin: China; ger: Germany; ita: Italy; spa: Spain; uk: United Kingdom; hos: hospitalised; whu: Wuhan City; sev: severe infections; risk: clinical risk group; and 65+: age group of 65+ years

preprint server medRxiv on 27 May 2020 has reported an estimated coronavirus IFR of 0.64% (0.50–78%), whereas US county-specific IFR estimates based on data through 20 April 2020 varied from 0.5 to 3.6% (Basu, 2020). By contrast, the world-famous “Heinsberg study” (Streeck *et al.*, 2020) reported an estimated IFR of 0.36%. Note that the latter study is entitled “Infection fatality rate of SARS-CoV-2 infection in a German *community with a super-spreading event*” (emphasis by the authors), and that IFR estimates can hardly be compared with count-based CFR.

Abductive argument on the virulence of corona and influenza

Figure 1 depicts a March 2020 snapshot of a highly dynamic and still hard-to-predict process, and it is certainly too early to draw deductive conclusions from the compiled, or any other (Ioannidis, 2020), data. The present situation of uncertainty, risk and unclear information, therefore, requires an exploratory rather than an explanatory approach to the available data. In this section, we therefore engage in an abductive reading of Figure 1.

In his 1903 “Harvard Lectures on Pragmatism”, Charles Sanders Peirce (1998/1903, p. 231) proposed the following method of abductive inference:

“The surprising fact, *C*, is observed;
But if *A* were true, *C* would be a matter of course.
Hence, there is reason to suspect that *A* is true”.

Abduction always starts with surprise. A surprising fact observed in our figure is that data provided by the WHO suggests that the German coronavirus CFR is in the range or not far from of the global CFR of H2N2 or the global IFR for “seasonal influenza”. Also surprising is the similarity between the range of the average CFR of hospitalised coronavirus patients in the USA on the one hand and both the global CFR of hospitalised H1N1 patients and the German CFR of hospitalised influenza patients on the other hand.

Moreover, whereas the global and national coronavirus CFR appear astonishingly high compared with those of influenza, it is also surprising that the corona CFR have remained within the international ranges of influenza CFR among hospitalised patients as identified by [Wong et al. \(2013\)](#) and [van der Weijden et al. \(2013\)](#). The one exception is Italy, whose CFR at the time of writing is by 0.2% above the maximum value of [van der Weijden et al. \(2013\)](#). Note, however, that the meta-analysis of [Wong et al. \(2013, p. 2\)](#):

[...] excluded studies that reported only estimates in hospitalized patients or in population subgroups such as pregnant women or those at higher risk of severe illness if infected (e.g. persons with chronic health conditions),

whereas the particularly high Italian CFR may be explained as follows: “Italy’s number of confirmed cases is ‘not representative of the entire infected population’, said Dr. Massimo Galli, head of the infectious disease unit at Sacco Hospital in Milan. The real figure was ‘much much more’. Only the most severe cases are being tested, added Galli, and not the entire population – which in turn, skews the death rate” ([Di Donato et al., 2020](#); see also [Tondo and Giuffrida, 2020](#)). On 26 March 2020, the [Italian National Institute of Health \(2020, p. 3\)](#) published data on 710 cases of coronavirus patients who had died in Italian hospitals, reporting “that only 2.1% of the sample presented with (...) no comorbidities, 21.3% with a single comorbidity, 25.9% with 2, and 50.7% with 3 or more”.

In applying the abductive method and observing the surprising fact C (the shocking coronavirus CFR), we could now still insist that if A (the coronavirus has a higher virulence) is true, then C would be a matter of course. This is the reason why so many people suspect that the coronavirus is more dangerous than the “common flu”.

The data presented in [Figure 1](#), however, we are also amendable to alternative hypotheses for A. If coronavirus tests were performed mainly on samples of symptomatic and hospitalised cases, for example, then the comparably high coronavirus CFR would be a matter of course and no longer shocking. And in fact, there is evidence that “(p)atients who have been tested for SARS-CoV-2 patients are disproportionately those with severe symptoms and bad outcomes” ([Ioannidis, 2020](#)) and that there is a negative association between coronavirus CFR and test rate ([Ducharme and Wolfson, 2020](#)). The latter also would explain another surprising observation in [Figure 1](#): the low German coronavirus CFR, which seems to be approaching both the global IFR of influenza and the surprisingly low coronavirus IFR estimates for the assumed epicentre of the crisis, Wuhan City.

Consequently, there is good reason to suspect that the high coronavirus CFR and other – and hence the public impression of a killer virus that requires the most draconian restrictions of public and private life in decades – result from substantial sampling biases.

Admittedly, the figures presented in [Figure 1](#) are from March 2020, and the situation has constantly evolved as we have been revising this manuscript during the review process. We nonetheless opted for keeping [Figure 1](#) unchanged as it maps knowledge available for decision-making as per March 2020, and rather decided to complement [Figure 1](#) by the subsequent table, which provides an overview of key vectors of comparison between “the coronavirus” and influenza.

[Table 1](#) presents a contrastive overview of incubation periods, epidemic doubling times, R-factors, treatment demands as well as additional CFR for both the 2019

	Coronavirus (SARS-CoV-2)	Influenza (H1N1 and H2N2)
Virulence (CFR)	<p>Wang et al. (2020) 4.3% (in-hospital CFR, Wuhan, $n = 138$)</p> <p>Wu et al. (2020) 1.4 (0.9–2.1%) symptomatic CFR</p> <p>Abid et al. (2020) For Pakistan, CFR 1.4%</p> <p>Rossi et al. (2020) For Italy, 7.2–20.4%</p> <p>Lau et al. (2020) Crude case-fatality risk 0.22% (Germany) – 8.95% (Italy)</p> <p>Lombardi et al. (2020) Estimated CFR: 0.4–2.9%</p>	<p>Viasus et al. (2012) 10.3% (in-hospital mortality)</p> <p>Huzly et al. (2015) 11%/5% (in-hospital mortality 2012–2013/2013–2014)</p>
Incubation (days)	<p>Backer et al. (2020) 6.4 (2.1–11)</p> <p>Lauer et al. (2020) 5.1</p> <p>Linton et al. (2020) 5.0</p> <p>Li et al. (2020) 5.2 (4.1–7.0)</p> <p>Huang et al. (2020) 3–6</p> <p>Muniz-Rodriguez et al. (2020) 3.6–6.4</p> <p>Lombardi et al. (2020) 3–5 days</p>	<p>Lesser et al. (2009) 1.4 Influenza A</p> <p>0.6 Influenza B</p>
Epidemic doubling time (days)	<p>Park et al. (2020) 2.9–7.4 (meta)</p> <p>Li et al. (2020) 7.4</p> <p>Sanche et al. (2020) 2.3–3.3</p>	<p>Merler et al. (2011) 4.9</p>
R	<p>Li et al. (2020) 2.2 (1.4–3.9)</p> <p>Riou and Althaus (2020) 2.2 (1.4–3.8)</p> <p>Sanche et al. (2020) 5.7 (3.8–8.9)</p> <p>Hamid et al. (2020) 2.9</p> <p>Lombardi et al. (2020) 3.28</p>	<p>Ferguson et al. (2006) 1.4–2.0 (Pandemic 1918)</p> <p>Chowell et al. (2008) 0.9–2.1 (Seasonal)</p> <p>Mills et al. (2004) 2.0–3.0</p>
<i>Treatment demands</i>		
Length hospitalisation (days)	<p>Wang et al. (2020) 10 (7–14) survivors</p> <p>Guan et al. (2020) 12 (10–14) all</p> <p>Zhou et al. (2020) 13 (11.5–17) severe</p> <p>11 (7–14) all</p> <p>12 (9–15) survivors</p> <p>7.5 (5–11) non-survivors</p>	<p>Estenssoro et al. (2010) 17 (8–29) all</p> <p>23 (16–36) survivors</p> <p>9 (4–17) non-survivors</p> <p>Álvarez-Lerma et al. (2017) 14 (8–25) all</p> <p>Viasus et al. (2012) 7 (5–12) all</p>

Table 1.
Key vectors of coronavirus and influenza comparisons

(continued)

		Coronavirus (SARS-CoV-2)	Influenza (H1N1 and H2N2)	Scenarios of a superfluous crisis
Intensive care unit (ICU) admission (%)	Wang <i>et al.</i> (2020) Huang <i>et al.</i> (2020) Zhou <i>et al.</i> (2020) Guan <i>et al.</i> (2020) Lombardi <i>et al.</i> (2020) Estimated 5% Nicola <i>et al.</i> (2020)	26% 32% 26% 5% Estimated 5% 20–30%	Viasus <i>et al.</i> (2012) 22.6% Huzly <i>et al.</i> (2015) 26% (2012–2013) 20% (2013–2014)	
Length ICU	Zhou <i>et al.</i> (2020)	8 (4–12) all	Estenssoro <i>et al.</i> (2010) 12 (6–20) all	
		7 (2–9) survivors	15 (9–22) survivors	
		8 (4–12) non-survivors	9 (4–15) non-survivors	
			Álvarez-Lerma <i>et al.</i> (2017) 8 (4–17) all	
Mechanical ventilation (%)	Guan <i>et al.</i> (2020) Zhou <i>et al.</i> (2020) Nicola <i>et al.</i> (2020)	6.1% all 38.7% severe 21% nasal 14% non-invasive 17% invasive “3% ($n = 41,029$) of currently infected patients are seriously (requiring oxygen therapy) or critically unwell (requiring mechanical ventilation).”	Viasus <i>et al.</i> (2012) 18.7%	
Length mechanical ventilation (days)			Estenssoro <i>et al.</i> (2010) 10 (5–16) all 11 (7–18) survivors 4 (1–9) non-survivors	
			Álvarez-Lerma <i>et al.</i> (2017) 8 (3–15) all	

Table 1.

coronavirus and influenza. As most of the data presented in Table 1 does not pertain to our key topic, CFR, we leave it to the readers to make sense of it – not, however, without noting that much of it had been or could have been at the hands of decision-makers back in March 2020.

Conclusion: scenarios of sampling biases

Decades of forecasting, foresight and futures studies have been exploring the future as a plural. The data presented in this article have therefore not been compiled to advocate a particular version of a future with or after “corona”. The data make clear, however, that we face a considerable risk that the risk associated with the coronavirus has been dramatically overestimated. This risk has been exacerbated – and its proper assessment and management of complicated if not rendered impossible – by the prevailing communication strategy, which is “to flood media with fast, accurate, and consistent information” (Johns Hopkins Center for Health Security, 2019). This information typically presents high-risk and

worst-case scenarios in the hope of increasing the public's compliance with containment measures and, thus, decreasing infection and fatality rates.

So far, COVID-19 crisis management seems to be based on scenarios where relevant groups of the population do *not* challenge the official numbers and thus the statistical foundations of the crisis. Yet, scenarios are useful primarily for the anticipation of actually surprising events (van Notten *et al.*, 2005). Consequently, researchers in forecasting, foresight and futures studies must not stop, at or start only from, singular visions of the future. Rather, we need to prepare decision-makers for the not-entirely-impossible case that the coronavirus figures will ultimately prove the drastic crisis management measures to have been disproportionate, incorrect and perhaps even productive of worse outcomes than if they had never been instituted. We therefore need to anticipate scenarios where the COVID-19 crisis turned out as an unnecessary crisis that could have been avoided had the media and decision-makers have only been more careful and informed about the true meaning of the early coronavirus CFR in particular.

In these scenarios, people will certainly *not* just wait for the end of their confinement, crawl out of their homes, applaud their governments and health staff, sweep up the mess and build a warmer, greener and healthier society. In other words, if there is a risk that the most severe crisis in decades has been caused by statistical biases, then this risk should be managed immediately and, if possible, tested away as swiftly as any possible, before we engage in a more clearer-headed discussion on how to better manage the absolute death rates of both the coronavirus and influenza.

Notes

1. "Coronavirus: Mortalité possible de 10% et infection effrayante des soignants en Afrique".
2. "Coronavirus: Dans le champ de la mortalité, la sous-information est totale, pas seulement en France".

References

Abid, K., Bari, Y.A., Younas, M., Tahir Javaid, S. and Imran, A. (2020), "Progress of COVID-19 epidemic in Pakistan", *Asia Pacific Journal of Public Health*, doi: [10.1177/1010539520927259](https://doi.org/10.1177/1010539520927259).

Álvarez-Lerma, F., Marín-Corral, J., Vilà, C., Masclans, J.R., Lloches, I.M. and Barbadillo, S. and H1N1 GETGAG/SEMICYUC Study Group. (2017), "Characteristics of patients with hospital-acquired influenza A (H1N1) pdm09 virus admitted to the intensive care unit", *Journal of Hospital Infection*, Vol. 95 No. 2, pp. 200-206.

Backer, J.A., Klinkenberg, D. and Wallinga, J. (2020), "Incubation period of 2019 novel coronavirus (2019-nCoV) infections among travellers from Wuhan, China, 20–28 January 2020", *Eurosurveillance*, Vol. 25 No. 5, p. 2000062.

Basu, A. (2020), "Estimating the infection fatality rate among symptomatic COVID-19 cases in the United States: study estimates the COVID-19 infection fatality rate at the US county level", *Health Affairs*, Vol. 39 No. 7, pp. 10-1377.

CDC COVID-19 Response Team (2020), "Severe Outcomes Among Patients with Coronavirus Disease 2019 (COVID-19) – United States, February 12–March 16, 2020", *Morbidity and Mortality Weekly Report*.

Chowell, G.M.A.M., Miller, M.A. and Viboud, C. (2008), "Seasonal influenza in the United States, France, and Australia: transmission and prospects for control", *Epidemiology and Infection*, Vol. 136 No. 6, pp. 852-864.

Scenarios of a superfluous crisis

Cromer, D., van Hoek, A.J., Jit, M., Edmunds, W.J., Fleming, D. and Miller, E. (2014), “The burden of influenza in England by age and clinical risk group: a statistical analysis to inform vaccine policy”, *Journal of Infection*, Vol. 68 No. 4, pp. 363-371.

Di Donato, V. McKenzi, S. and Borghese, L. (2020), “Italy’s coronavirus death toll passes 10,000. Many are asking why the fatality rate is so high”, CNN, available at: <https://edition.cnn.com/2020/03/28/europe/italy-coronavirus-cases-surpass-china-intl/index.html> (accessed 29 March 2020).

Ducharme, J. and Wolfson, E. (2020), “The WHO estimated COVID-19 mortality at 3.4%. that doesn’t tell the whole story”, *Time*, 09.03.2020.

Estenssoro, E., Ríos, F.G., Apezteguía, C., Reina, R., Neira, J., Ceraso, D.H., Orlandi, C., Valentini, R., Tiribelli, N., Brizuela, M. and Balasini, C. (2010), “Pandemic 2009 influenza a in Argentina: a study of 337 patients on mechanical ventilation”, *American Journal of Respiratory and Critical Care Medicine*, Vol. 182 No. 1, pp. 41-48.

Ferguson, N.M., Cummings, D.A., Fraser, C., Cajka, J.C., Cooley, P.C. and Burke, D.S. (2006), “Strategies for mitigating an influenza pandemic”, *Nature*, Vol. 442 No. 7101, pp. 448-452.

Guan, W.J., Ni, Z.Y., Hu, Y., Liang, W.H., Ou, C.Q., He, J.X., Liu, L., Shan, H., Lei, C.L., Hui, D.S. and Du, B. (2020), “Clinical characteristics of coronavirus disease 2019 in China”, *New England Journal of Medicine*, Vol. 382 No. 18, pp. 1708-1720.

Hamid, S., Mir, M.Y. and Rohela, G.K. (2020), “Novel coronavirus disease (COVID-19): a pandemic (epidemiology, pathogenesis and potential therapeutics)”, *New Microbes and New Infections*, Vol. 35, p. 100679.

Huang, C., Wang, Y., Li, X., Ren, L., Zhao, J., Hu, Y., Zhang, L., Fan, G., Xu, J., Gu, X. and Cheng, Z. (2020), “Clinical features of patients infected with 2019 novel coronavirus in Wuhan, China”, *The Lancet*, Vol. 395 No. 10223, pp. 497-506.

Huzly, D., Kurz, S., Ebner, W., Dettenkofer, M. and Panning, M. (2015), “Characterisation of nosocomial and community-acquired influenza in a large university hospital during two consecutive influenza seasons”, *Journal of Clinical Virology*, Vol. 73, pp. 47-51.

Ioannidis, J.P.A. (2020), “A fiasco in the making? As the coronavirus pandemic takes hold, we are making decisions without reliable data”, *STATnews*, 17.03.2020.

Italian National Institute of Health (2020), “Characteristics of COVID-19 patients dying in Italy report based on available data on march 26th, 2020”, available at: www.epicentro.iss.it/coronavirus/sars-cov-2-decessi-italia (accessed 29 March 2020).

Johns Hopkins Center for Health Security (2019), “Public-private cooperation for pandemic preparedness and response”, Event 201 websiteavailable at: www.centerforhealthsecurity.org/event201/recommendations.html (accessed 28 March 2020).

Kobayashi, T., Jung, S.M., Linton, N.M., Kinoshita, R., Hayashi, K., Miyama, T., Anzai, A., Yang, Y., Yuan, B., Akhmetzhanov, A.R., Suzuki, A. and Suzuki, A. (2020), “Communicating the risk of death from Novel Coronavirus disease (COVID-19)”, *Journal of Clinical Medicine*, Vol. 9 No. 2, p. 580.

Lau, H., Khosrawipour, T., Kocbach, P., Ichii, H., Bania, J. and Khosrawipour, V. (2020), “Evaluating the massive underreporting and undertesting of COVID-19 cases in multiple global epicentres”, *Pulmonology*, doi: [10.1016/j.pulmoe.2020.05.015](https://doi.org/10.1016/j.pulmoe.2020.05.015).

Lauer, S.A., Grantz, K.H., Bi, Q., Jones, F.K., Zheng, Q., Meredith, H.R., Azman, A.S., Reich, N.G. and Lessler, J. (2020), “The incubation period of coronavirus disease 2019 (COVID-19) from publicly reported confirmed cases: estimation and application”, *Annals of Internal Medicine*, Vol. 172 No. 9, pp. 577-582.

Lessler, J., Reich, N.G., Brookmeyer, R., Perl, T.M., Nelson, K.E. and Cummings, D.A. (2009), “Incubation periods of acute respiratory viral infections: a systematic review”, *The Lancet Infectious Diseases*, Vol. 9 No. 5, pp. 291-300.

Li, Q., Guan, X., Wu, P., Wang, X., Zhou, L., Tong, Y., Ren, R., Leung, K.S., Lau, E.H., Wong, J.Y. and Xing, X. (2020), “Early transmission dynamics in Wuhan, China, of Novel Coronavirus-infected pneumonia”, *New England Journal of Medicine*, Vol. 382 No. 13, doi: [10.1056/NEJMoa2001316](https://doi.org/10.1056/NEJMoa2001316).

Linton, N.M., Kobayashi, T., Yang, Y., Hayashi, K., Akhmetzhanov, A.R., Jung, S.M., Yuan, B., Kinoshita, R. and Nishiura, H. (2020), “Incubation period and other epidemiological characteristics of 2019 novel coronavirus infections with right truncation: a statistical analysis of publicly available case data”, *Journal of Clinical Medicine*, Vol. 9 No. 2, p. 538.

Lipsitch, M., Donnelly, C.A., Fraser, C., Blake, I.M., Cori, A., Dorigatti, I., Ferguson, N.M., Garske, T., Mills, H.L., Riley, S. and Van Kerkhove, M.D. (2015), “Potential biases in estimating absolute and relative case-fatality risks during outbreaks”, *PLoS Neglected Tropical Diseases*, Vol. 9 No. 7, p. e0003846.

Lombardi, A., Alagna, L., Bozzi, G., Mangioni, D., Miscatello, A., Peri, A.M., Taramasso, L., Ungaro, R., Bandera, A. and Gori, A. (2020), “Duration of quarantine in hospitalized patients with severe acute respiratory syndrome coronavirus-2(SARS-CoV-2) infection: a question needing an answer”, *Journal of Hospital Infection*, Vol. 105, No. 3, pp. 404-405.

Merler, S., Ajelli, M., Pugliese, A. and Ferguson, N.M. (2011), “Determinants of the spatiotemporal dynamics of the 2009 H1N1 pandemic in Europe: implications for real-time modelling”, *PLoS Comput Biol*, Vol. 7 No. 9, p. e1002205.

Meyerowitz-Katz, G. and Merone, L. (2020), “A systematic review and meta-analysis of published research data on COVID-19 infection-fatality rates”, *medRxiv*, doi: [10.1101/2020.05.03.20089854](https://doi.org/10.1101/2020.05.03.20089854).

Mills, C.E., Robins, J.M. and Lipsitch, M. (2004), “Transmissibility of 1918 pandemic influenza”, *Nature*, Vol. 432 No. 7019, pp. 904-906.

Mizumoto, K., Kagaya, K. and Chowell, G. (2020), “Early epidemiological assessment of the transmission potential and virulence of coronavirus disease 2019 (COVID-19) in Wuhan city: China, January–February, 2020”, *medRxiv*, doi: [10.1101/2020.02.12.20022434](https://doi.org/10.1101/2020.02.12.20022434).

Muniz-Rodriguez, K., Chowell, G., Cheung, C.H., Jia, D., Lai, P.Y., Lee, Y., Viboud, C.G. (2020), “Epidemic doubling time of the COVID-19 epidemic by Chinese province”, *medRxiv*, doi: [10.1101/2020.02.05.20020750](https://doi.org/10.1101/2020.02.05.20020750).

Nicola, M., O’Neill, N., Sohrabi, C., Khan, M., Agha, M. and Agha, R. (2020), “Evidence based management guideline for the COVID-19 pandemic – review article”, *International Journal of Surgery*, Vol. 77, pp. 206-216.

Nishiura, H., Kobayashi, T., Yang, Y., Hayashi, K., Miyama, T., Kinoshita, R., Linton, N.M., Jung, S.M., Yuan, B., Suzuki, A. and Akhmetzhanov, A.R. (2020), “The rate of underascertainment of novel coronavirus (2019-nCoV) infection: estimation using Japanese passengers data on evacuation flights”, *Journal of Clinical Medicine*, Vol. 9 No. 2, p. 419.

Park, M., Cook, A.R., Lim, J.T., Sun, Y. and Dickens, B.L. (2020), “A systematic review of COVID-19 epidemiology based on current evidence”, *Journal of Clinical Medicine*, Vol. 9 No. 4, p. 967.

Peirce, C.S. (1998/1903), “Pragmatism as the logic of abduction”, in Houser, N. and Kloesel, C.J. (Eds), *The Essential Peirce*, Vol. 2, IN University Press, Bloomington and Indianapolis, pp. 226-241.

Pueyo, T. (2020a), “Coronavirus: why you must act now”, Medium, doi: [10.03.2020](https://doi.org/10.03.2020).

Pueyo, T. (2020b), “Coronavirus: the hammer and the dance”, Medium, 19.03.2020.

Riou, J. and Althaus, C.L. (2020), “Pattern of early human-to-human transmission of Wuhan 2019 novel coronavirus (2019-nCoV), December 2019 to January2020”, *Eurosurveillance*, Vol. 25 No. 4, p. 2000058.

Robert Koch-Institut (2019), *Bericht Zur Epidemiologie Der Influenza in Deutschland Saison 2018/19*, Druckhaus Köthen, Berlin.

Rossi, P.G., Broccoli, S. and Angelini, P. (2020), “Case fatality rate in patients with COVID-19 infection and its relationship with length of follow up”, *Journal of Clinical Virology*, Vol. 128, p. 104415.

Sanche, S., Lin, Y.T., Xu, C., Romero-Severson, E., Hengartner, N. and Ke, R. (2020), “High contagiousness and rapid spread of severe acute respiratory syndrome coronavirus 2”, *Emerging Infectious Diseases*, Vol. 26 No. 7.

Sangale, A. (2020), "World War III is here! The enemy is covid-19", *Daily Nation*, 29.03.2020.

San-Román-Montero, J.M., Prieto, R.G., Pino, C.G., Mena, J.H., Gaviria, A.Z. and de Miguel, A.G. (2019), "Inpatient hospital fatality related to coding (ICD-9-CM) of the influenza diagnosis in Spain (2009–2015)", *BMC Infectious Diseases*, Vol. 19 No. 1, p. 700.

Snacken, R., Quinten, C., Devaux, I., Plata, F., Broberg, E., Zucs, P. and Amato-Gauci, A. (2012), "Surveillance of hospitalised severe cases of influenza A (H1N1) pdm09 and related fatalities in nine EU countries in 2010–2011", *Influenza and Other Respiratory Viruses*, Vol. 6 No. 6, pp. e93-e96.

Streeck, H., Schulte, B., Kuemmerer, B., Richter, E., Höller, T., Fuhrmann, C., Bartok, E., Dolscheid, R., Berger, M., Wessendorf, L. and Eschbach-Bludau, M. (2020), "Infection fatality rate of SARS-CoV-2 infection in a German community with a super-spreading event", *medRxiv*, doi: [10.1101/2020.05.03.20089854](https://doi.org/10.1101/2020.05.03.20089854).

Tondo, L. and Giuffrida, A. (2020), "Italy's large elderly population bearing brunt of coronavirus", *The Guardian*, 03.03.2020.

van der Weijden, C.P., Stein, M.L., Jacobi, A.J., Kretzschmar, M.E., Reintjes, R., van Steenbergen, J.E. and Timen, A. (2013), "Choosing pandemic parameters for pandemic preparedness planning: a comparison of pandemic scenarios prior to and following the influenza A (H1N1) 2009 pandemic", *Health Policy*, Vol. 109 No. 1, pp. 52-62.

van Notten, P.W., Sleegers, A.M. and van Asselt, M.B. (2005), "The future shocks: on discontinuity and scenario development", *Technological Forecasting and Social Change*, Vol. 72 No. 2, pp. 175-194.

Viasus, D., Cordero, E., Rodríguez-Baño, J., Oteo, J.A., Fernández-Navarro, A., Ortega, L., Gracia-Ahufinger, I., Fariñas, M.C., García-Almodovar, E., Payeras, A. and Paño-Pardo, J.R. (2012), "Changes in epidemiology, clinical features and severity of influenza A (H1N1) 2009 pneumonia in the first post-pandemic influenza season", *Clinical Microbiology and Infection*, Vol. 18 No. 3, pp. E55-E62.

Wang, D., Hu, B., Hu, C., Zhu, F., Liu, X., Zhang, J., Wang, B., Xiang, H., Cheng, Z., Xiong, Y. and Zhao, Y. (2020), "Clinical characteristics of 138 hospitalized patients with 2019 novel coronavirus-infected pneumonia in Wuhan, China", *JAMA*, Vol. 323 No. 11, pp. 1061-1069.

WHO (2017), Pandemic Influenza Risk Management. A WHO guide to inform and harmonize national and international pandemic preparedness and response, World Health Organization, WHO reference number: WHO/WHE/IHM/GIP/2017.1.

Wilson, N., Kvalsvig, A., Barnard, L.T. and Baker, M.G. (2020), "Case-fatality risk estimates for COVID-19 calculated by using a lag time for fatality", *Emerging Infectious Diseases*, Vol. 26 No. 6, p. 1339.

Wong, J.Y., Heath Kelly, D.K., Wu, J.T., Leung, G.M. and Cowling, B.J. (2013), "Case fatality risk of influenza A (H1N1pdm09): a systematic review", *Epidemiology*, Vol. 24 No. 6.

Wu, J.T., Leung, K., Bushman, M., Kishore, N., Niehus, R., de Salazar, P.M., Cowling, B.J., Lipsitch, M. and Leung, G.M. (2020), "Estimating clinical severity of COVID-19 from the transmission dynamics in Wuhan, China", *Nature Medicine*, Vol. 26 No. 4, pp. 1-5.

Zhou, F., Yu, T., Du, R., Fan, G., Liu, Y., Liu, Z., Xiang, J., Wang, Y., Song, B., Gu, X. and Guan, L. (2020), "Clinical course and risk factors for mortality of adult inpatients with COVID-19 in Wuhan, China: a retrospective cohort study", *The Lancet*, Vol. 395 No. 10229, pp. 1054-1062.

Further reading

Acter, T., Uddin, N., Das, J., Akhter, A., Choudhury, T.R. and Kim, S. (2020), "Evolution of severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) as coronavirus disease 2019 (COVID-19) pandemic: a global health emergency", *Science of the Total Environment*, Vol. 730, p. 138996.

Duffey, R.B. and Zio, E. (2020), "Prediction of CoVid-19 infection, transmission and recovery rates: a new analysis and global societal comparisons", *Safety Science*, Vol. 129, p. 104854.

Oliva, J., Delgado-Sanz, C. and Larrauri, A., and Spanish Influenza Surveillance System (2018), "Estimating the burden of seasonal influenza in Spain from surveillance of mild and severe

influenza disease, 2010-2016", *Influenza and Other Respiratory Viruses*, Vol. 12 No. 1, pp. 161-170.

Roser, M. Ritchie, H. and Ortiz-Ospina, E. (2020), "Coronavirus disease (COVID-19) –statistics and research", OurWorldInData, available at: <https://ourworldindata.org/coronavirus> (accessed 29 March 2020).

Roussel, Y., Giraud-Gatineau, A., Jimeno, M.T., Rolain, J.M., Zandotti, C., Colson, P. and Raoult, D. (2020), "SARS-CoV-2: fear versus data", *International Journal of Antimicrobial Agents*, Vol. 55 No. 5, p. 105947.

WHO-46 (2020), Coronavirus disease 2019 (COVID-19) Situation Report-46, 06.03.2020.

WHO-66 (2020), Coronavirus disease 2019 (COVID-19) Situation Report-66, 26.03.2020.

About the authors

Steffen Roth is a Full Professor of Management at the La Rochelle Business School, France, and Adjunct Professor of Economic Sociology at the University of Turku, Finland. He holds a Habilitation in Economic and Environmental Sociology awarded by the Italian Ministry of Education, University, and Research; a PhD in Sociology from the University of Geneva; and a PhD in Management from the Chemnitz University of Technology. He is the Field Editor for Social Systems Theory of Systems Research and Behavioral Science. The journals his research has been published in include *Journal of Business Ethics*, *Administration & Society*, *Technological Forecasting and Social Change*, *Journal of Organizational Change Management*, *European Management Journal*, *Journal of Cleaner Production* and *Futures*. His ORCID profile is available at orcid.org/0000-0002-8502-601X. Steffen Roth is the corresponding author and can be contacted at: roths@excelia-group.com

Lars Clausen is a Researcher and Educational Consultant at the Department of Applied Research, Education and Social Science at UCL University College. He is also a PhD Student at the Department of Sociology, University Flensburg. His research interests include organizational development, sociology of war, educational theory, accounting history and communication design. His ORCID profile is available at orcid.org/0000-0002-4883-8748.

Søren Möller is an Associate Professor of Biostatistics at the University of Southern Denmark. His research is focused on statistical involvement in a wide range of epidemiological, clinical epidemiological and clinical studies as well as untypical bias sources in statistical methods. His ORCID profile is available at orcid.org/0000-0003-0858-4269.