European Needs Analysis on Crisis Management for Tourism SMEs

Part 4: Literature Review

CONTENTS

INTRODUCTION

The final report for Intellectual Output (IO) 1 contains six elements:

- Introduction and Methodology
- Online Research
- Good Practice Case Studies
- Literature Review
- Analysis of Industry Interviews
- Competence Framework and Conclusions

All of these resources are designed for either self-learning or to be used in a more formal educational structure. This document forms part four: Literature Review. For the full suite of IO1 reports please visit https://www.tourismrecovery.eu/resources/.

ABOUT CRISES IN TOURISM

Running a tourism business involves a great deal of uncertainty. The history of tourism is full of various events that have caused great changes in the supply and / or demand of tourism (Hall, 2010). From seasonal fluctuations, eruptions, political situation, economic fluctuations, to war, etc (ibid). It is important that business owners and managers can minimize the negative consequences of uncertainty and be able to respond to it with minimal negative consequences for the company itself, society, the economy, and nature.

Crisis has been defined as a "situation that individuals, groups or organizations need to face, which they cannot cope with using traditional business practices" (Booth, 1993: 85-86 in Cushnahan, 2004). As a result, companies must resort to unconventional methods to survive. The methods used can be diverse, and different methods are needed for different crisis. Crises can be gradual, regular, or sudden, depending on the size and strength of how long their effects persist (Backer & Ritchie, 2017; Ritchie & Jiang, 2019) and what action needs to be taken. The uncertainty that accompanies crises makes all work and planning to survive difficult (Sharma, Leung, Kingshott, Davcik, & Cardinali, 2020).

Ritchie & Jiang (2019) reviewed 142 papers published 1960-2018 on tourism risk, crisis and disaster management. The papers were grouped into three main categories that reflected the main focus of the literature: 1) preparedness and planning 2) response and recovery 3) resolution and reflection. Response and recovery were the most common category (55%), preparedness and planning were somewhat popular (13%), but only few categorised as resolution and reflection (6%). A total of 15% of the papers covered all these stages. The last category focused on articles on crisis and organisational learning, knowledge management and resilience of enterprises and destinations. The small size of this category perhaps indicates that research should focus more on what tourism companies and destinations have learned from the crisis process. The articles in the response and recovery category focus on multiple strategies from governmental, industry/sector, and individual business perspective. The preparedness and planning category focuses on crisis management planning and strategies.

Crisis management are the decisions and tactics that enterprises do to avoid or minimise the effect of the crisis. The aim of crisis management is to try to avoid the crisis from happening or diverting the crisis to a lesser impact, and to diminish the effect the crisis has on the operation of the company, the flow of income or its employees (Santana, 2004).

To examine the coping strategies that companies take in times of crisis, research on the resilience of companies have been somewhat prominent. In this context, the resilience of companies is often referred to as their ability to survive, adapt and maintain the operations of companies through a turbulent sea of change (Ates & Bititci, 2011). Research on resilience focus mainly on three elements 1) the ability to adjust, 2) recover and 3) adapt. A detailed literature review by Hall, Prayag and Amore (2017) on research on the resilience of tourism companies states that there are basically three factors that involve the resilience of tourism companies: human resources (staff is important for business resilience), processes (preparation and planning), and networks (the ability of different stakeholders to work together to respond to crisis) (Hall et al., 2017).

Thus, how the tourism industry responds to crisis and how it is prepared for crisis has been the focus of the academia for a while. However, due to the complex nature of tourism, the literature on crisis in tourism focuses mostly on the destination as a whole, rather than on individual tourism enterprises. Nevertheless, for the interest of a clear focus, this literature review centres on articles that primarily address tourism businesses not the ones that focus on crisis in tourism destinations.

It is a well-known fact that small businesses are a large part of the tourism industry. SMEs in tourism are, furthermore, considered more vulnerable during times of crisis than larger companies due to their limited ability to reduce risk. They are not considered to have the same potential as large companies with more resources (money, advice etc.) to respond to crises (Cushnahan, 2004; Zeng, Carter, & De Lacy, 2005). However, they can be more flexible and agile than large companies to make radical decisions that can be important for survival (International Trade Centre, 2020, June; Irvine & Anderson, 2004). This flexibility is a key factor in the resilience of small businesses (Williams & Vorley, 2014). The ability of small companies to be flexible and creative is an important factor in the resilience of those companies.

The following review is organized in five sections based on the themes identified in the above-mentioned reviewing tourism articles of Hall et al. (2017) and Ritchie and Jiang (2019). Each section starts with a short summary or an outline of the main topics within each theme. It should be noted that the summary is not only based on a literature regarding tourism businesses, but relevant articles for further explanation are used. However, after the summary in each section there is a table that contains a list of relevant articles that specifically focuses on tourism businesses in crisis.

EXAMPLES OF GOOD PRACTICE ON HOW TOURISM SME NAVIGATE THEIR WAY THROUGH CRISIS

Preparedness & Planning

Much of the literature on crisis and emergency management is about what can be done to be prepared for crisis and what signs there are to be noticed (see table 1). The response to disaster/crisis is considered the key to the recovery process (Mair, Ritchie, & Walters, 2016). Therefore, planning is important to be efficient in response and to ensure continuity of operations in the event of disaster. Appropriate strategies in place can lessen the damage imposed by crisis situations. However, research has showed that many tourism businesses are not well prepared for crisis (Anderson, 2006; Coles, 2003; Volo, 2008).

Some models and frameworks have been developed for tourism crisis and disaster management (Paraskevas & Arendell, 2007; Ritchie, 2004; Stafford, Yu, & Kobina Armoo, 2002). Faulkner (2001) developed a much-cited tourism disaster management framework. The framework is addressing the need for a coordination and broad consultation between various tourism stakeholder groups, for effective planning. However, it has been pointed out that there is a need to address small businesses in tourism crisis planning discourse, and that plans that have been made do not necessarily match the capability of small businesses (Cioccio & Michael, 2007).

Academics have put effort to try to understand the lack of preparedness and planning in the tourism industry. Explanations found in various areas and one of them being lack of time and resources, especially in small companies (Ritchie & Jiang, 2019). One popular research areas is risk and how managers and owners of tourism enterprises perceive it and how they prepare for disaster is there amongst (Lihui, Hayashi, & Dun, 2019; Orchiston, 2013; Prideaux, 2004) and even how managers can spot signs beforehand that indicate upcoming crisis (Paraskevas & Altinay, 2013). However, research has indicated that tourism operators in some cases, perceive disaster planning not an essential part of business management. Specially if there is little history of disasters/crisis (Prideaux, 2004). Various demographic characteristics have been associated with disaster preparedness (age, gender, education, psychological factors) and other personal factors such as the ability to learn from previous incidents. Thus those that have experienced crises are considered to be better prepared for the next incident (Ghaderi, Som, & Wang, 2014).

The results show that there is a need for disaster plans to be in place before crisis happen. There is a need to form plans that are considering the capability of small businesses. Adding to that, there is a need to inform and educate managers about possible crises, emphasise the importance of preparing and planning for possible crisis event.

Table 1. Articles on preparedness and planning of tourism enterprises in turbulent times

Author (year)	Name of article	Summary
Fang, Prayag, Ozanne, and de Vries (2020)	Psychological capital, coping mechanisms and organizational resilience: Insights from the 2016 Kaikoura earthquake, New Zealand	Hope, optimism, self-efficacy and psychological resilience of owners and managers of small tourism business, affect business recovery of tourism enterprises.
Lihui et al. (2019)	Tourism Sector Preparedness in zones with a high seismic risk: A case study of the capital region of Japan.	A research about perception and responses of tourism managers towards disaster in tourism destinations. The result show that knowledge of threat affects how the manager perceive risk and how they prepare for disaster.
Filipović, Krišto, and Podrug (2018)	Impact of Crisis Situations on Development of Business Continuity Management in Croatia.	The study focused on the influences of different crises situations on development of business continuity management. Results show that there is a link between if the likelihood of crisis situations increases, development of

		business continuity management is more likely to be done.
Ghaderi et al. (2014)	Organizational Learning in Tourism Crisis Management: An Experience From Malaysia	This study explores the importance of learning from previous crisis/incidents in managing crises. Result show that tourism organisations are not learning from past crisis events.
Orchiston (2013)	Tourism business preparedness, resilience, and disaster planning in a region of high seismic risk: the case of the Southern Alps, New Zealand	A research on tourism business operators on how they perceive themselves as prepared and planned for future crisis. The result show that the perception is overly optimistic and lack proper knowledge on the possible result of a crisis event as a big earthquake.
Paraskevas and Altinay (2013)	Signal detection as the first line of defence in tourism crisis management	A study that explores the signal detection of 16 corporate tourism executives. Results identified four types of knowledge: procedural, behavioural, third party, and learned ignorance on how executives respond to an emergency
Wang and Ritchie (2012)	Understanding accommodation managers' crisis planning intention: An application of the theory of planned behaviour	Study on what psychological factors influence crisis planning in the accommodation industry. Result show that attitude, subjective norms, and past crisis experience being the key factors that influence crisis planning behaviour
Ritchie, Bentley, Koruth, and Wang (2011)	Proactive crisis planning: lessons for the accommodation industry	An evaluation on crisis planning and crisis preparedness in the Australian accommodation industry. The results highlight the need to plan to ensure the business continuity in case of crisis.
Erichsen, Jörgen	Advisory example: How catering companies can cope with the Corona crisis: Analyze the situation and take action, in: Business	In the article by the management consultant Erich-sen, the situation of catering businesses is analysed and measures are worked out on how the business-es can cope with the Covid19 crisis. The analysis and derivation of the measures are shown based on an anonymised consulting case. Other gastronomy businesses are thus shown possibilities to mitigate financial consequences and to secure the major part of their business.
Mikušová, M. & Horváthová, P. (2019)	Prepared for a crisis? Basic elements of crisis management in an organisation	The aim of this paper is to identify the basic elements that must be taken into account when constituting the complete process of crisis management in an organisation. This study explains the following: the identification of the basic elements; the sequence of the basic elements' relationships in the creation of crisis management; the reason for their importance in this process; terms; and the person/team responsible for their determination. The identification of the elements is based on a mind map. The logic progress of each action is presented in the network. Detailed graphical and tabular representations of the verbal accompaniment have been used to highlight the diversity of the activities and skills required when creating crisis management in an organisation. Thus, the elements presented and their relationships are a tool for managers. Their practical usefulness has been

		confirmed in several applications in different organisations.

Networks – Cooperation

A firm's ability to survive a crisis is often dependent on connection to other people. Relationships are important to be able to respond effectively to crisis and to get through adversity (see table 2). Enterprises are part of a social context and the people (for ex. managers and staff) are socially embedded to larger networks and society. Being a part of a larger network can be a valuable source of social capital when the network is used to be able to achieve goals. The idea behind social capital is about how networks can be an asset for accessing important resources (Bourdieu, 1986). In crisis, firms often rely on established relationships to be able to survive and rebuild. Being socially embedded can give individuals a chance to identify necessary resources/networks to achieve a goal of surviving and rebuilding.

Cooperation in competition can be important for improving business performance (Peiró-Signes, Segarra-Oña, Miret-Pastor, & Verma, 2014). Cluster theory takes the idea of relationships by implying that enterprises who compete, can by collaborations better their performance (Porter, 1998). Porter (2000, p. 15) defines cluster as a "Geographic concentrations of interconnected companies, specialized suppliers and service providers, firms in related industries, and associated institutions in particular fields that compete but also cooperate" (p. …). In crisis situation the cluster can provide certain advantages like bettering access to necessary resources for coping with crisis (Skalholt & Thune, 2014).

In summary, relationship & networks, are important for business coping. Whether it is personal or professional, both can play important role. Relations to other members of society, members of the supply chain, clusters, institutions, or other. The importance is that different stakeholders can work to together and such cooperation can increase companies' flexibility in responding to crisis. Being a part of a network opens access to various resources that could otherwise not be accessible and could separate between life and death of a business.

Table 2.Articles on networks and cooperation in crisis times

Author (Year)	Name of article	Summary
Dahles, Prabawa, and Koning (2020)	Local Tourism Businesses in Indonesia: A Pathway to Crisis Resilient Development?	This study explores the role of embeddedness, how the managers and the owners of small tourism enterprises are connected to local community. Result show that these social connection for ex. Bring more opportunities to deal with crisis and therefore affects the resilience of the tourism businesses.
Chowdhury, Prayag, Orchiston, and Spector (2019)	Post disaster social capital, adaptive resilience and business performance of tourism organizations in Christchurch, New Zealand	The study is evaluation interfirm relationships among tourism businesses in times of crisis. Result show that there is a positive relationship between interfirm social capital and business performance.
Ferguson, Dahles, and Prabawa (2017)	The Indonesian tourism industry under crisis: a Bourdieuan perspective on social boundaries among small-scale business owners	An exploration on how various type of Social Capital can have good and negative effect on enterprises dealing with turbulent times.
Dahles and Susilowati (2015)	Business resilience in times of growth and crisis	A research on how tourism businesses have been able to show resilience through decade of crisis. Explanation found in the

		business embeddedness to the local community.
Peiró-Signes et al. (2014)	The Effect of Tourism Clusters on U.S. Hotel Performance	A study on the role of clusters in hotel performance of hotels. Result show that they do have an effect on the performance in some cases.
Sainaghi and Baggio (2014)	Structural social capital and hotel performance: Is there a link?	Research about how networks can affect hotel performance. The result show that the structure of network is strong factor that determines hotel performance and that there is a need to establish relationship with other companies in the same geographical area.
Racherla, P., & Hu, C. (2009)	A Framework for Knowledge-Based Crisis Management in the Hospitality and Tourism Industry	Crisis management, disaster recovery, and organizational continuity are critical areas of competence for managers of individual businesses and entire destinations. For large-scale problems, crisis management may be a critical factor that determines the sustainability and success of a destination. In this article, the authors develop a framework that incorporates knowledge management principles to enhance the effectiveness of crisis management and planning for the hospitality and tourism industry. In addition, the authors develop a crisis typology based on the perceptions and knowledge needs of Philadelphia-area lodging operators. Subsequently, the authors apply the framework to envision the design concept of a knowledge-enabled crisis management system that can better support the crisis management and preparedness of a regional hospitality and tourism industry.
Pitarch-Garrido (2020)	Resilience capacity of the different tourism models in the face of the pandemic crisis of the coronavirus in Spain	With the current crisis, the vulnerability of tourist territories has become evident. The tourist specialization of some autonomous communities has contributed powerfully to a worse evolution of their labor market during the state of alarm. This sectoral effect explains 90% of the worst performance of communities such as Valencia compared to Spain (IVIE, 2020). Presumably, then, the political measures taken to counteract the effect of COVID-19 on the economy must be different in each region, according to their productive specialization, business fabric, and labor relations, in short, according to their vulnerability to the crisis.

Human Capital

The employees of a company can influence the resilience of the businesses (see table 3). Resilient employees are considered to be better equipped to navigate through turbulent and stressful workplace (Hall et al., 2017) and those enterprises that are flexible and supportive and care about the welfare of employees are better equipped to cope (Hall et al., 2017; Prayag, Spector, Orchiston, & Chowdhury, 2020).

Employee resilience refers to the "capacity of employees, facilitated and supported by the organization, to utilize resources to positively cope, adapt, and thrive in response to changing work circumstances" (Näswall et.al., 2015 in

Tonkin et al., 2018, pp. 8-9). The resilient employee can be solution-oriented and can use their own personnel or professional networks that are crucial to work through turbulent times. Their ability and authority to be able to respond efficiently to a crisis is important (Gámez, Ivanova, & Campiranon, 2014; Lee, Vargo, & Seville, 2013). Furthermore, close communication between employees and management during times of crisis are a significant factor for enterprises survival (Mansour, Holmes, Butler, & Ananthram, 2019). Therefore, it is important in turbulent times to try to have some employment relationship rather than laying off employees (Gámez et al., 2014).

Table 3 Articles on the role of human capital in tourism crisis

Author (year)	Name of article	Summary
Prayag et al. (2020)	Psychological resilience, organizational resilience and life satisfaction in tourism firms: insights from the Canterbury earthquakes	Are exploring how different types of resilience affect the recovery of tourism organisation. Result show a positive relationship between employee resilience contributes to organisational resilience.
Mansour et al. (2019)	Developing dynamic capabilities to survive a crisis: Tourism organizations' responses to continued turbulence in Libya	A study on what is important for firm's survival in crisis times. The result show that action of employees play a big part of the firm survival and adaptation in a new environment.
Gámez et al. (2014)	Tourism and economic crisis management within apec. cases: Phuket and los cabos	Research on the aftermath of the 2008 financial crisis on the lodging sector in Phuket and Los Cabos. The result show that the management of the personnel was a key feature for the resilience of these hotels.
Hall, C. M., Prayag, G., & Amore, A. (2017)	Tourism and resilience: Individual, organisational and destination perspectives	This is the first authored overview of resilience in tourism and its relationship to the broader resilience literature. The book examines resilience at individual, organisation and destination levels, and with respect to the wider tourism system. It is designed to be an upper-level undergraduate and postgraduate primer on resilience in tourism. Contents List of Figures List of Tables List of Boxed Cases and Insights Acknowledgements List of Acronyms 1. Disturbance and Change in the Tourism System 2. Resilience: Responding to Change 3. Individual Resilience 4. Organisational Resilience 5. Destination Resilience 6. Conclusion: Is Resilience a Resilient Concept? References Index This title is available on the Channel View Publications website: www.channelviewpublications.com
Prayag, G., Spector, S., Orchiston, C., & Chowdhury, M. (2020)	Psychological resilience, organizational resilience and life satisfaction in tourism firms: insights from the Canterbury earthquakes	From a socio-ecological systems perspective, resilience is dynamic, multi-dimensional and multi-scale. This study provides evidence of the relationship between different types of resilience (psychological, employee and organizational resilience) affecting the recovery of tourism organizations after the Canterbury earthquakes in 2010/2011. A survey of tourism business owners and employees (managers) was undertaken five years after the February 2011 earthquakes. Results show significant and positive

		relationships between psychological and employee resilience. Further, employee resilience contributes to both life satisfaction of tourism business operators and organizational resilience. Life satisfaction of business owners and managers contributes to organizational resilience. Implications for the well-being of tourism business owners and managers, and ways of strengthening both psychological and organizational resilience are suggested.
Bauer, Richard	Understand and win the guest of the future - Guest trends can be used for tourist offers do	In the chapter of the anthology, tourism is de-scribed and presented as an emotional product. Travel decisions are based solely on trust, which is naturally on shaky ground in times of crisis and thus presents the tourism industry with major chal-lenges. Various trends that are emerging in tourism are shown, as well as a possible profile of the fu-ture guest and customer of tourism products.

Entrepreneurship and innovation

Entrepreneurship and innovation is considered an important part for building dynamic capabilities to deal with crisis (see table 4) and relates to organisational resilience (Dahles & Susilowati, 2015; Mafabi, Munene, & Ahiauzu, 2015).

As stated, a crisis involves the emergence of situations that companies cannot control using traditional operating methods (Booth, 1993: 85-86 in Cushnahan, 2004). Therefore, it is important that companies can be creative in times of crisis to respond effectively to difficult and unusual situations (Branicki, Sullivan-Taylor, & Livschitz Sarah, 2018).

The focus does not have to be on new product or new services to be able to cope and rebuild in crisis times. Various kind of innovation could be of value. Innovation diversity can create synergistic effect on further innovation and it reduces the effect of uncertainty on the performance of businesses (Verreynne, Williams, Ritchie, Gronum, & Betts, 2019).

Business model innovation (BMI) also mediates the performance of tourism businesses in turbulent times (Breier et al., 2021; Cheah, Ho, & Li, 2018; Kraus et al., 2020). In crisis times original business models of companies is affected. Creating new innovative business models could be a part of the solution to adapt and recover from crisis (Kraus et al., 2020).

A personality trait of entrepreneurs is considered to be ideal for crisis times. Entrepreneurship is characterized and defined by behaviour and entrepreneurs exhibit many of the characteristics commonly associated with resilience. An entrepreneur who is responsive, flexible, and resilient can have a positive effect on the resilience of his/her business (Branicki et al., 2018).

In summary, to promote the resilience of SMEs, greater attention should be made to building capacities to cope with uncertainty. That is done by activating the ability to experiment, think creatively, and be innovative in responding to crises. The focus does not have to be on enhancing the product variety, rather on innovation in every aspect of running a business.

Table 4. Articles on the role of Innovation and Entrepreneurship in turbulent times

Authors (year)	Name of article	Summary
Breier et al. (2021)	The role of business model innovation in the	An exploration whether businesses model innovation can be a solution to recover and cope with crisis. Results that business model innovation

	hospitality industry during the COVID-19 crisis	is useful for overcoming crisis and to restart.
Verreynne et al. (2019)	Innovation diversity and uncertainty in small and medium sized tourism firms	A study about how active innovation (named innovation diversity in the paper) in enterprises have effect on performance in uncertain times. The result show that innovation diversity is reducing the effect of uncertainty on the business performance. Especially on tourism dependent SMEs.
Branicki et al. (2018)	How entrepreneurial resilience generates resilient SMEs	The study investigates the role of entrepreneurs and entrepreneurship in the resilience of small and medium-sized organizations in tourism. The result shows that that those entrepreneurs who are highly resilient are more likely to enable enterprise resilience.
Mafabi et al. (2015)	Creative climate and organisational resilience: the mediating role of innovation	A cross sectoral study on creative climate, innovation, and organisational resilience. The result show that creative climate associates with innovation and organisational resilience.
Campo, Ana, and María (2014)	Hotel innovation and performance in times of crisis	An on-line survey among four-star hotel managers on how innovation influences the performance of hotels in crisis times. Results indicate that the hotel who innovate does not contribute directly on short-term performance but on the medium- and long-term
Gardini, Marco A.	Corona - the Kairos moment of the tourism industry?	The article describes how the tourism industry, despite existential fears caused by the Covid19 pandemic, can make positive use of what is really a poor starting position. The time for establishing sustainable and qualitative tourism has never been better.

Response and recovery

Within business and management literature, the capacity to survive in uncertain times is often framed as existing and revolve around the organization, and what changes/action/responses are made by the business models/organisation in times of crisis. The actions that company take during the crisis are of importance. However, studies on response and recovery in tourism are mostly from the perspective of public authorities or the industry itself but research on tourism business response is considered limited (Ritchie & Jang, 2019). However, the number of articles in this overview does not reflect that. Those studies covering tourism businesses focus on various actions taken by businesses such as cost cutting to reduce cost and expenses (Lai & Wong, 2020; Thorgren & Williams, 2020) and give discounts (Kim, Roehl, & Lee, 2019). A number of studies focus on communication, media management and marketing (Alonso-Almeida & Bremser, 2013; B. J. Liu & Pennington-Gray, 2015; Luo & Zhai, 2017; Möller, Wang, & Nguyen, 2018; Pappas, 2015).

Table 5. Articles on actions of tourism organisations taken in times of crisis

Author (year)	Name of article	Summary
Lai and Wong (2020)	Comparing crisis management practices in the hotel industry between initial and pandemic stages of COVID-19	A study that looks at how hotels have responded to the crisis in the beginning of Covid-19. Various strategies have been made; reducing prices, changes are marketing, cost cuts, reducing labour force etc.
Thorgren and Williams (2020)	Staying alive during an unfolding crisis: How SMEs ward off impending disaster	A Cross sectoral study that explores what action SMEs in various industries have taken to cope with crisis. The results showed that most of them reduced labour cost and expenses.
Türkcan and Erkuş-Öztürk (2019)	Survival of Firms in Crisis: Evidence From Antalya Tourism City	This study investigates the factors influencing firm survival in various industries. One of the results show that the survival rate of firms in tourism regions are better than in other regions and travel agencies and hotels are more sensitive to shocks than other type of companies.
Kim et al. (2019)	Effect of hotels' price discounts on performance recovery after a crisis	This study analyses the effect of price discounts on the performance of hotels. The result show that they do not.
Möller et al. (2018)	#Strongerthanwinston: Tourism and crisis communication through Facebook following tropical cyclones in Fiji	This research explores how social media is of use in disaster communication and how it affects the organisational resilience. The findings show that social media were underused, and it played a crucial role in raising funds and donations during the recovery phase.
Luo and Zhai (2017)	"I will never go to Hong Kong again!" How the secondary crisis communication of "occupy central" on Weibo shifted to a tourism boycott.	A study about how online discussions have an effect tourism business. Results show that negative online discussion has an effect.
Brown (2017)	"The Tourists Still Come, but They Don't Buy as Much as Before": Vulnerability and Resilience in Two Bay Island Communities in the Wake of the Global Financial Crisis	A study on how tourism businesses recover from a global financial crisis. The findings indicate that recovery has been uneven, and larger tourism businesses and their employees are coping better than small-scale entrepreneurs.
Pappas (2015)	Marketing Hospitality Industry in an Era	A study on hotel marketing strategies during recession. The findings showed that that much effort was in cost minimisation and that affected marketing. Many hotels also focused on innovative policies to improve

	of Crisis	the business environment.
B. Liu, Pennington-Gray, and Klemmer (2015)	Bed bugs bite the hospitality industry? A framing analysis of bed bug news coverage	A study on how news coverage can affect the performance of tourism businesses in crisis. Result show that news coverage of a crisis event can affects business performance in a negative way.
Alonso-Almeida and Bremser (2013)	Strategic Responses of the Spanish Hospitality Sector to the Financial Crisis	A research on which measures companies in the hospitality sector take in times of crisis and their effectiveness. The results showed that hotels that focused on high quality, brand image and loyal customers where better equipped to handle the crisis. Furthermore, a marketing effort seem to be able to ease the impact of crisis but it is not recommended that hotels should go into cost cutting.
Kulturamt Paderborn	CORONA COMPLIANT OPEN AIR EVENTS: Best Case Study, Paderborn, Germany	The Best Case Study shows how organisers can carry out Corona-compliant open-air events. On the basis of various open-air events, recommenda-tions for action are worked out, which should make an event possible under the circumstances of the pandemic. Not only the organisers, but also artists and event technicians, as well as cities and municipalities, the hospitality industry and gas-tronomy will benefit from such a best case study and the resulting recommendations for action.
Schrader, Klaus Stehn, Jürgen Laaser, Claus-Friedrich	Schleswig-Holstein's service provider in the Corona crisis: Impending damage and economic policy options	In Schleswig-Holstein, almost every fifth work-place in the state is directly affected by the restric-tive measures. For this reason, the state govern-ment of Schleswig-Holstein provides its own means and procedures to complement those of the federal government.
Adeloye, D., & Brown, L. (2018)	Terrorism and domestic tourist risk perceptions	Previous research suggests that threats to security influence tourists' risk perceptions and travel decision-making. This qualitative study investigates British domestic tourists' risk perception in the light of the rapidly growing global trend of terrorism. This study yields three insights: (1) the incidence of terrorism produces an emotional response of fear and anxiety; (2) willingness to travel despite perceived travel risk varies depending on factors such as reason for travel, visual presence of security services and the one-off nature of the attack; (3) the media's influence on travel risk perception is a function of how the media is perceived.
Hong, P., Huang, C., & Li, B.	Crisis management for SMEs: insights from a multiple-case study	Research in crisis management involves a variety of perspectives, including crisis impacts, strategic vision and leadership, contingency planning and technical capabilities. However, crisis management mechanisms of small and medium enterprise (SMEs) were rarely investigated for sound theory building and practical guidance for management. The aim of this paper is to explore mechanisms by which SMEs use to manage crisis. This paper presents a general crisis management model that represents crisis management processes in terms of detection, occurrence, recovery and resolution. To validate and

		refine this model, a multiple-case study is designed to investigate five SMEs' actual crisis management practices. The case study results show that SMEs, in spite of their resources constraints and relatively weak market positions, display resilient market responsiveness. This paper further suggests that effective crisis management of SMEs involve proactive business mindsets for sustainable growth and continuous expansions.
Alves, J. C., Lok, T. C., Luo, Y., & Hao, W. (2020)	Crisis Management for Small Business during the COVID-19 Outbreak: Survival, Resilience and Renewal Strategies of Firms in Macau	We know that small businesses are vulnerable to crisis, however little is still known about how they cope during long crisis as the COVID-19 pandemic. This paper provides a qualitative analysis of small businesses in Macau, China, in the months following the outbreak. We collected interview data from six local small firms. We found that the sudden decline in demand has the strongest impact on small firms. As compared with large firms, new startups and small firms show high flexibility in their reactions to the crisis, partly due to the low level of bureaucracy and limited social responsibility compliance. Among the various types of response strategies, all participant firms adopted flexible HR strategies. Other common survival strategies include the increase of product diversification, exploration of new markets, and increase of learning. We also found that some small businesses had a formal crisis plan and strategy before the outbreak, and these firms tend to have longer history, experience in dealing with crisis, and operate in more regulated sectors. Based on these results, we define five types of renewal and survival strategies for small businesses and propose a SME crisis resilience model.
Araujo N., Fraiz J.A. and Toubes, D.R. (2020)	The economic impact of academic tourism in Galicia, Spain	After an explanation of the term 'academic tourism', the authors analyse the positive economic impact of academic tourism in Galicia, distinguishing between direct and indirect impacts. For the empirical application, an expenditure survey was carried out and the input–output technique was used. The results demonstrate that, owing to its characteristics, academic tourism has a greater economic impact than conventional tourism. In light of these results, the policy implications are discussed.
Vallano, R. (2020)	The post-Covid19 period will define the calendar of Hotel Projects in Spain	Alimarket counts more than 31,000 new rooms in process, 12.3% more than at the end of 2018. The opening date and the development of a large part of this hotel plant will be conditioned to the reactivation of tourism. The temporary cessation of construction works and the blockade exercised for a few months on tourist activity as part of the measures to combat Covid-19 will lead to a delay in the inauguration of various hotel projects planned for this year. Despite this, consultants and investors agree on the temporary nature of the pandemic and the early reactivation of tourism. Alimarket Hoteles has more than 31,000 accommodation units under development in Spain for the coming months and years, 12.3% more than at the end of 2018. International

		operators continue to strengthen their commitment to our market, with Marriott at the forefront, at the same time that an increase in urban projects and high-end hotels is detected.

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