

THE IMPACT OF CRISES ON THE BUSINESS ENVIRONMENT IN THE FIELD OF TOURISM: BIBLIOMETRIC ANALYSIS

MIHAELA NEACȘU¹, ORCID: 0009-0001-4705-8731
DIANA-ELENA DAVID², ORCID: 0009-0007-9075-7646
IULIANA EUGENIA GEORGESCU³, ORCID: 0000-0003-2485-7490

Abstract: *In emerging countries, tourism is a very important economic sector that generates considerable income and alleviates poverty, but at the same time, it is very vulnerable to environmental changes and events with a negative impact on the national, regional, or global level, such as natural disasters, explosions, global financial and economic catastrophes, medical pandemics (Saha & Yap, 2014; Chirilă et al., 2020; Song et al., 2022; Mirza et al., 2023).*

The objective of the research is to carry out an analysis of the literature that deals with the issue of the impact of crises on the business environment in the field of tourism. For this purpose, we proceeded to carry out a study on the scientific literature using the Structured Literature Review (SLR) research method applied to two databases: Scopus and Web of Science. By querying these databases, 227 papers were initially identified, out of which, only 55 studies were retained in this research, which was processed with the help of the RStudio software.

Through our research, we want to contribute to the identification of the various crises that have affected entities in the tourism sector. To recover their activity, entities in the tourism sector should resort to innovative, agile, and sustainable business strategies to increase resilience in the business environment.

Keywords: *crisis, tourism, business environment*

JEL Classification: *M14 Corporate Culture. Diversity. Social Responsibility*

1. Introduction

Tourism is an important sector of economic activity and contributes to sustainable economic development, poverty reduction in developing countries, increased employment opportunities and increased foreign currency inflows (Badulescu et al., 2020; Brida et al., 2020; Chirilă et al., 2020). But at the same time, this sector needs a constant environment and is influenced by international politics, economic cycles and marketing campaigns carried out (Kaur, 2017; Khan et al., 2020; Nundy et al., 2021).

¹ Alexandru Ioan Cuza University, Faculty of Economics and Business Administration Iași, Romania
mihaelaneacsu08@yahoo.com

² Alexandru Ioan Cuza University, Faculty of Economics and Business Administration Iași, Romania
diana.david95@yahoo.com

³ Alexandru Ioan Cuza University, Faculty of Economics and Business Administration Iași, Romania
juliag@uaic.ro

DOI: 10.29302/oeconomica.2024.2.9

Tourism as a business can have both positive and negative impacts on the local community ([H.-W. Lin & Lu, 2016](#)). [T.-I. Chen et al. \(2021\)](#) argue that positive effects in tourism depend on the investments made, profitability and job creation. Although the tourism sector fosters economic growth ([Kum et al., 2015](#)), crisis situations can nevertheless greatly affect this sector, especially when tourism holds a significant share of a country's GDP ([Jiang et al., 2019](#); [Ritchie & Jiang, 2019](#))

The economic history has shown that the cyclicity of crises has manifested in both developed and less developed economies, including the world economy ([Schumpeter, 2008, p. 146](#)).

The word crisis comes from the Greek *krisis*, meaning rupture and interruption. [Björck \(2016\)](#) points out that the concept of crisis has an inflationary manifestation and refers to any change in daily events regardless of its scope, rigidity and effects.

According to [Coombs \(2010, p. 18\)](#), the literature does not provide a generally accepted definition of crisis. [Friedman \(2002, p. 5\)](#) argues that crisis is not necessarily a negative event, but can be a radical change for both the better and for the worse. [Mitroff and Anagnos \(2000, p. 34\)](#) define a crisis as an event that affects or has the potential to affect the entire organization.

We note several conceptual similarities in the definitions we identified. The majority define a crisis as an unexpected, unplanned event that disrupts the normal events of an organization through uncertainty, lack of control.

Effective crisis management can lead to stronger organizations, and crisis management becomes an important tool in managing crises for investors ([Coombs, 2010, p. 19](#)). With the development of globalization and new communication technologies, crises are increasingly becoming international and cross-cultural events influenced by environmental, historical, economic and cultural factors ([Björck, 2016](#)).

According to [Coombs \(2010, p. 25\)](#), a manager acts appropriately and effectively only when the crisis situation is very well known. As there is no single way to manage a crisis and to mitigate its negative effects as much as possible, one solution would be to understand, identify and describe all risks potentially triggered function of the type of crisis ([James & Wooten, 2005](#)). A typology of crises leads to proper information organization and provides insights into crisis diagnosis, streamlining potential crisis measures and outcomes ([Burnett, 1998](#)).

In 1985, [Müller \(1985\)](#) identified three areas in which crises manifest themselves: organization strategy (market failure), organization performance (failure to meet proposed objectives), and its liquidity (failure to meet obligations). [Rosenthal and Kouzmin \(1993\)](#) propose a simple classification of crises: man-made crises and crises caused by natural phenomena. [Coombs and Holladay \(2002\)](#) have analyzed the typology of crises by their inclusion in different clusters and identified crises triggered by accidents (such as natural disasters or terrorist attacks), preventable crises (where the responsibility for the crisis lies with the organization) and crises with victims. According to the authors [James and Wooten \(2005\)](#), crises can be: sudden (such as natural disasters, terrorist attacks, explosions, technological incidents, sabotage, workplace violence) and smoldering (triggered by mismanagement, quality problems, whistleblowing, consumer complaints, rumors or scandals, bribery).

The classification and characterization of crisis types creates new valid and feasible guidelines for managing and overcoming the risks they generate. Although the ever-changing nature of a crisis is a major issue, the purpose of characterizing crises is to outline a framework for analyzing crisis situations and promoting effective crisis management.

[Jang and Park \(2011\)](#) argue that the tourism industry needs intensive capital for business development, and increasing research in tourism capital management is a wise decision to determine its cost. According to [Mar-Molinero et al. \(2017\)](#), studying the tourism industry is very important for several reasons: the need to reveal the economic impact of this industry on the economy, because the risk related to determining the cost of capital is not the same for all

industries, because the business environment is constantly changing to adapt to new events and regulations.

2. Methodology

Structured literature review (SLR) was used as research method to explore and evaluate current trends in the literature regarding the impact of crises on the tourism business environment.

According to [Hossain et al. \(2022\)](#), this is a comprehensive and unbiased research method that evaluates and interprets available research so that by reviewing the literature one can strengthen the state of research in an area of interest. The fundamental difference between a classical literature review and a systematic literature review is that SLR presents a comprehensive and unbiased research ([Tranfield et al., 2003](#)), whereas classical literature review can generate multiple results due to the lack of strictness ([Massaro et al., 2016](#)).

Following the standards of researchers [Tranfield et al. \(2003\)](#) and [Massaro et al. \(2016\)](#), the study presents the following research steps: setting research questions, collecting and analyzing the data, formulating insights and critiques, and determining future research directions.

Research questions play an important role in shaping and developing the field under investigation [Hart \(1998, p. 20\)](#). In our work, we set out to seek answers to the following questions:

Q1: How has the literature on the impact of crises on the tourism business environment developed?

Q2: What are the points of interest in the literature on the impact of crises on the tourism business environment?

Q3: What are the future research directions in the literature on the impact of crises on the tourism business environment?

Given that the objective of the research is to determine the current state of knowledge regarding the impact of crises on the tourism business environment, we have chosen the following compound structure as a search phrase: “crisis” and “business” and “accounting” and “tourism”. The literature selection criteria (Table 1) were adapted from the researchers [Issam and Abdellatif \(2017\)](#) and covered the research period 2006 – February 2023.

Table 1 Studies used in the research

Types of studies used	Articles and works published in conference volumes: - written in English; - with citations up to the year 2017; - without citations after the year 2017, given that these are not very old and may be of great interest in the future; - publicly available.
-----------------------	--

(Source: adapted from [Issam and Abdellatif \(2017\)](#))

Two databases were used in the data collection process: Scopus and Web of Science. By querying these databases, we initially identified 26 papers in Scopus and 201 papers in Web of Science. In the data analysis, 55 scientific papers were selected from the two databases (Table 2) and processed using the RStudio software.

Table 2 Literature search process

Steps	Query criteria	Results	
		SCOPUS	WOS
I	TITLE-ABS-KEY / All Fields (crisis) AND (business) AND (accounting)	556	5048

II	TITLE-ABS-KEY / All Fields (crisis) AND (business) AND (accounting) AND (tourism)	26	201
II	Studies included in the research	7	48

3. Data analysis

Following the data collection process we established six data analysis criteria, comprising two to seventeen attributes (Table 3), leading to a grouping and ranking of the researched articles and studies.

Table 3 Sample analysis results

(A) Academics, consultants and practitioners			
A1	Academics		49
A2	Consultants and practitioners		1
A3	Academics, consultants and practitioners		5
(B) Year			
B1	2009	1	B7 2018 2
B2	2013	1	B8 2019 2
B3	2014	2	B9 2020 8
B4	2015	1	B10 2021 17
B5	2016	1	B11 2022 18
B6	2017	1	
(C) Location			
C1	Europe	30	C4 Australia 3
C2	Asia	9	C5 General 8
C3	America	5	
(D) Research methods			
D1	Case study/Interview		7
D2	Literature review		4
D3	Statistical methods		1
D4	Survey/Questionnaire/Other empirical study		33
D5	Mixed methods		10
(E) Types of crises			
E1	Global financial crisis		19
E2	COVID-19 pandemic crisis		28
E3	Crises triggered by natural disasters		2
E4	Political crisis		2
E5	Complex crisis		4
(F) Literature focus			
F1	Economic crisis in tourism		24
F2	Crisis management in tourism		31

(Source: adapted from [Massaro et al. \(2016\)](#))

In order to answer the research question “How has the literature on the impact of crises on the tourism business environment developed?”, we undertake a quantitative research of the papers included in the study.

The first attribute under investigation, (A) Academics, Consultants and Practitioners, reveals the researchers’ field of interest: they are from academia, business and research institutions (in total 101 institutions and 185 researchers). After a brief analysis of the 55 papers analyzed, we note that very few articles were written by consultants and practitioners (1.82%). An analysis in terms of the authors’ affiliation allowed us to observe that the majority (89%) of these are researchers from academia (most from the University of Vigo, Galicia, Spain – 11 researchers).

Using the RStudio software tool we obtained a ranking of authors with most papers in the target field, shown in Figure 1.

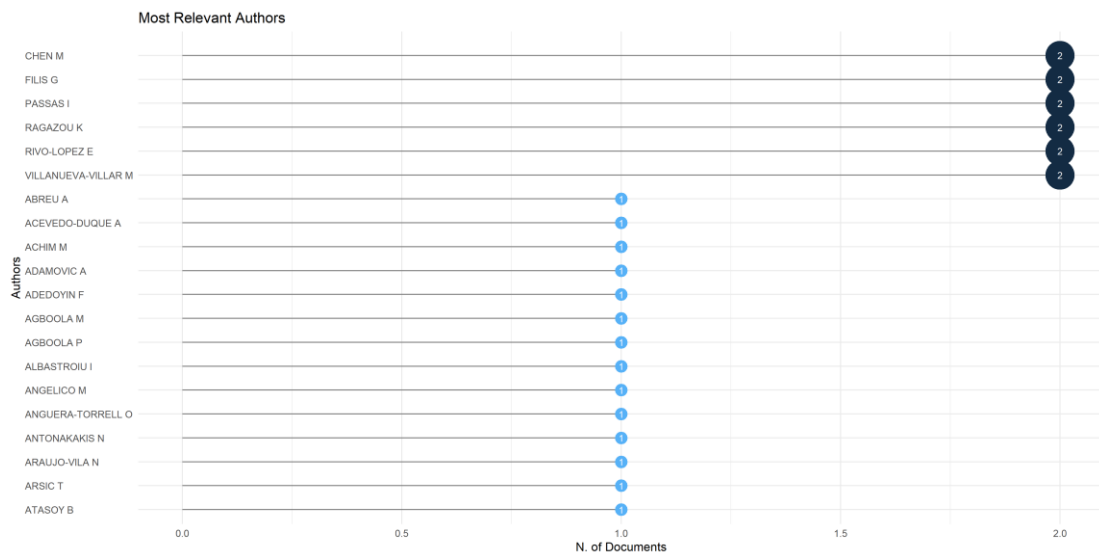


Figure 1 Distribution of representative researchers

In order to ensure the relevance of the analyzed papers, in Figure 2 we have aimed to present a distribution of authors with most citations in the analyzed papers, of which the following stand out: Saha, 2014 – 200; Antonakakakis, 2015 – 128; Qiu, 2021 – 89; Adedoyin, 2021 – 62; Pham, 2021 – 54.

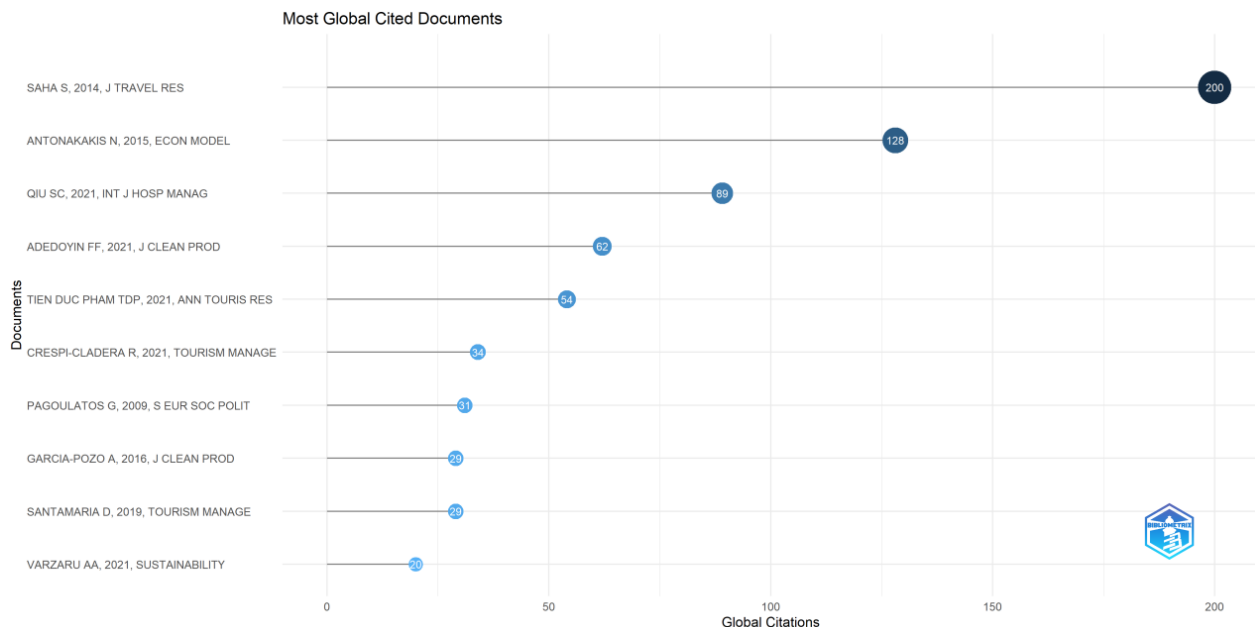


Figure 2 Researcher distribution by the citations they obtained

The 55 papers included in the research were published in 38 journals (as illustrated in Figure 3), so an analysis from this point of view allowed us to observe that the most popular journals in the researched field were *Sustainability* with 12 papers published, *Tourism Management* with 3 papers, followed by *Economes*, *International Journal of Tourism Cities*, *Journal of Cleaner Production*, *Tourism Planning & Development*, with two papers each.

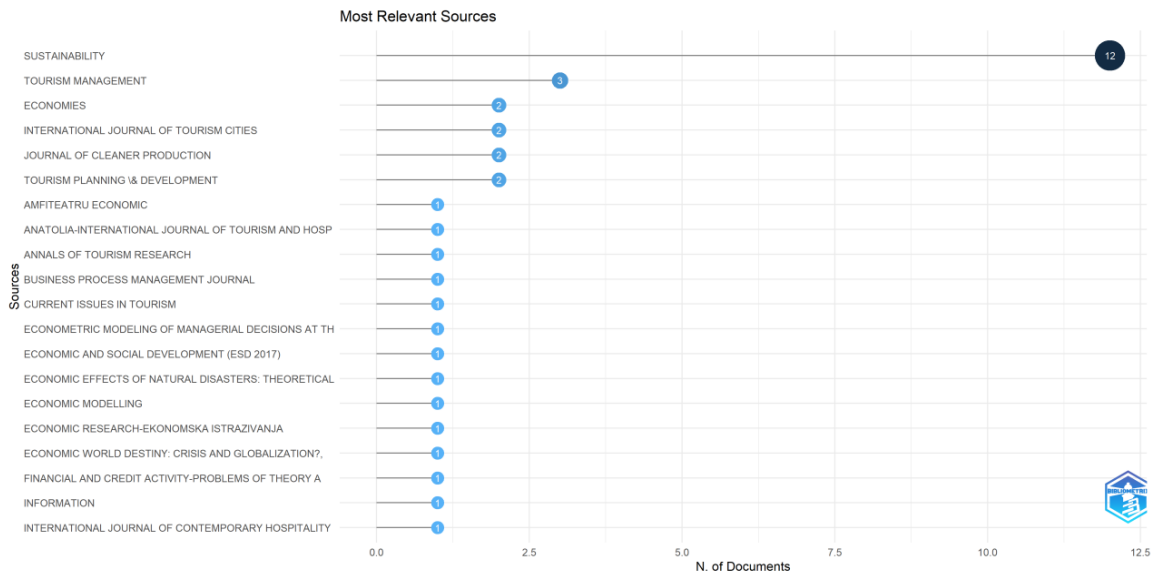


Figure 3 Main journals identified and the relevant articles

The second criterion, year (B), allowed us to analyze the researchers’ contribution over time. The criterion was assigned 11 years (see Figure 4) and we note that the number of publications in the field under investigation peaked in the 2020 to 2022 period.

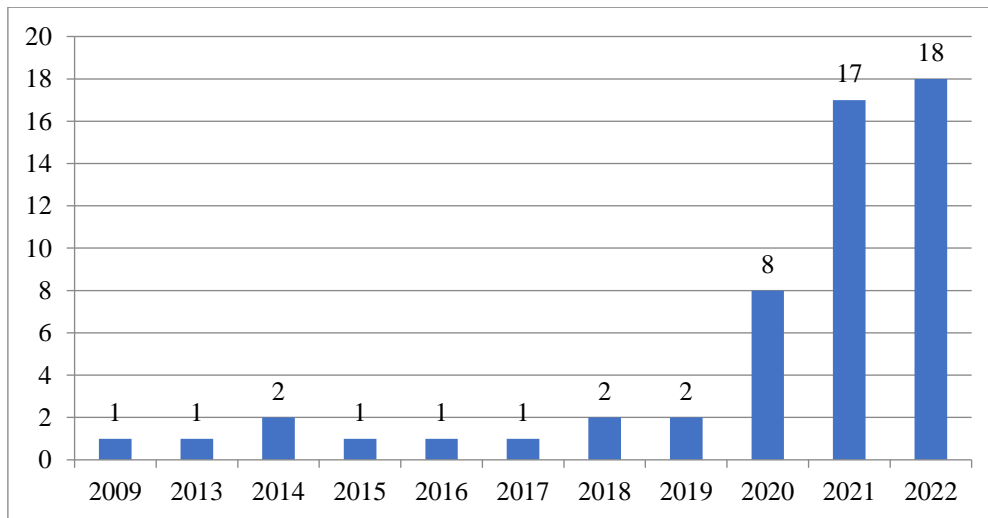


Figure 4 Distribution of analyzed articles by years

From the perspective of criterion (C) Location, we identify the geographic regions most extensively studied in the works included in the research. Thus, we found that the most studied region was Europe with 30 articles (54.55%), followed by Asia with 9 articles (16.36%), America and Australia with 5 and 3 publications respectively. For publications that analyze several countries, several regions or no specific region, the attribute (C5) General was added. The general category included 8 publications (14.55%) dealing with the impact of the crisis on the tourism business environment. Of the 17 countries found in the analyzed publications, Spain is the country with the most articles (13 articles), followed by the USA (5 articles) and Greece (5 articles) (Figure 5).

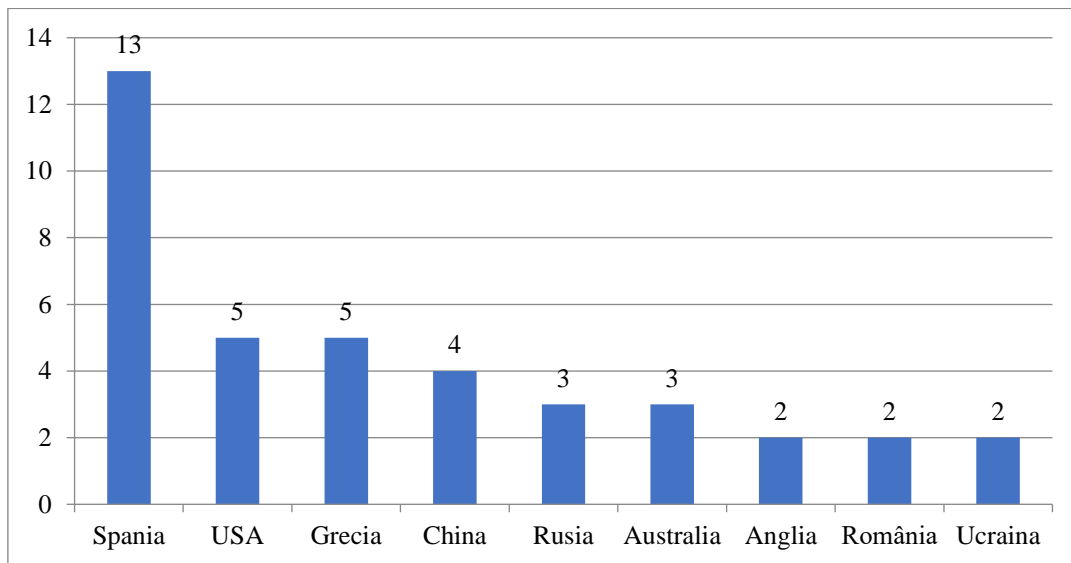


Figure 5 Analysis of articles by research region

Figure 6 shows the most productive countries by number of papers published according to the corresponding author's country of origin. We note that researchers from Spain, China, Greece, Romania, Australia, the UK and the US published the most papers on the impact of crises on the tourism business environment.

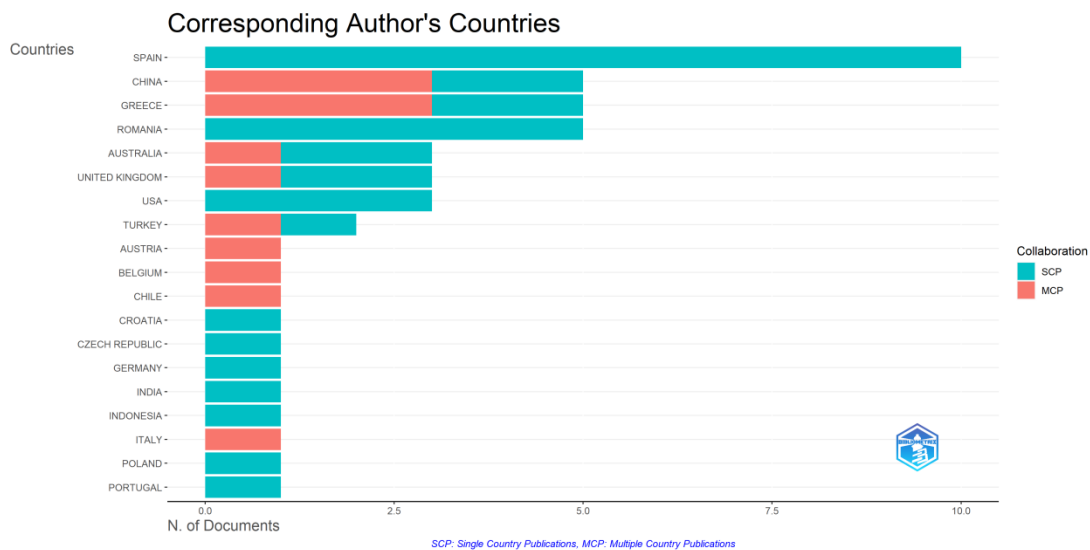


Figure 6 Distribution of analyzed articles by country

Following the analysis based on criterion (D) Research Methods, one can note that the majority of publications use empirical studies (33 articles), followed by mixed methods and case study/interview with 10 and 7 articles respectively (Figure 7).

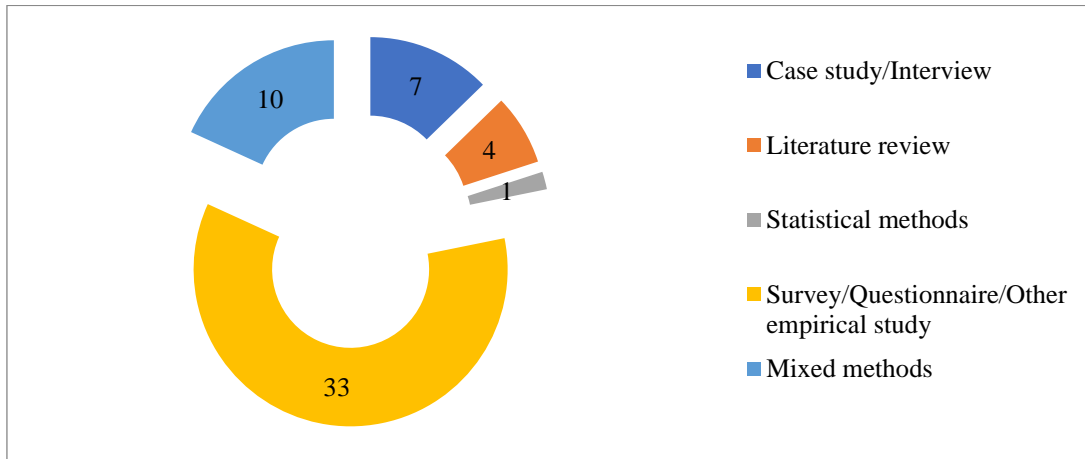


Figure 7 Analysis of articles by research method

The fifth criterion, (E) Types of crisis, analyzes the contribution made to the field of research according to the identified risk (Figure 8). Analyzing the abstracts of selected research papers using the RStudio software, we note that the crisis triggered by the COVID-19 pandemic (28 articles) was the topic most studied by authors, followed by the global financial crisis (19 articles).



Figure 8 Analysis of keywords in the Abstract

Using the RStudio software, we processed and synthesized the research themes from the papers included in the study, conducting a qualitative research. By analyzing the correlation between the variables *keywords*, *researchers* and *abstract* (Figure 9) and the map of crisis-related terms and concepts in the abstracts of the studied papers (Figure 10), we established the last criterion of the analysis, namely Literature Focus (F). The analysis of the Literature Focus criterion reveals the answers to the second question of the SLR analysis undertaken, namely “What are the points of interest in the literature on the impact of crises on the tourism business environment?”

The cluster analysis of the articles (Figure 11) suggests two research directions of the studied articles: *economic crisis in tourism* and *crisis management in tourism*.

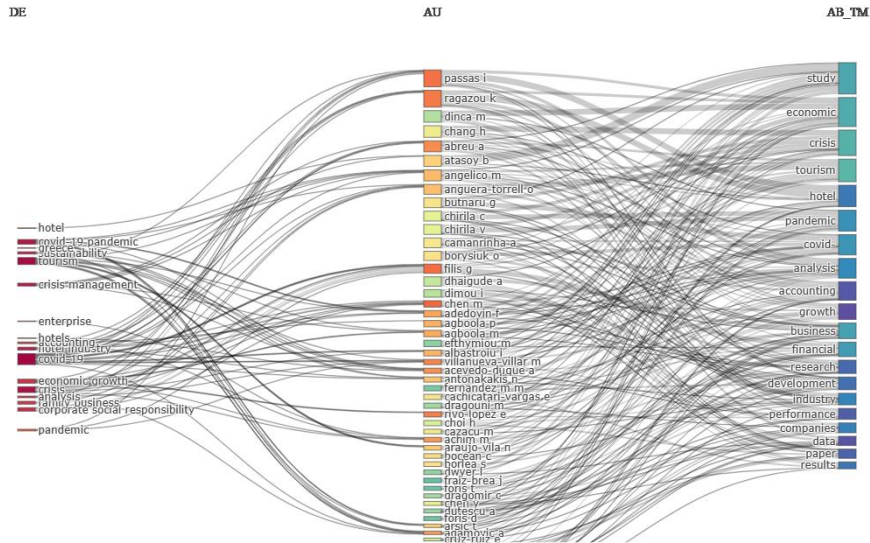


Figure 9 Three field plot in RStudio (first column – keywords, second column – researchers, third column – abstract)

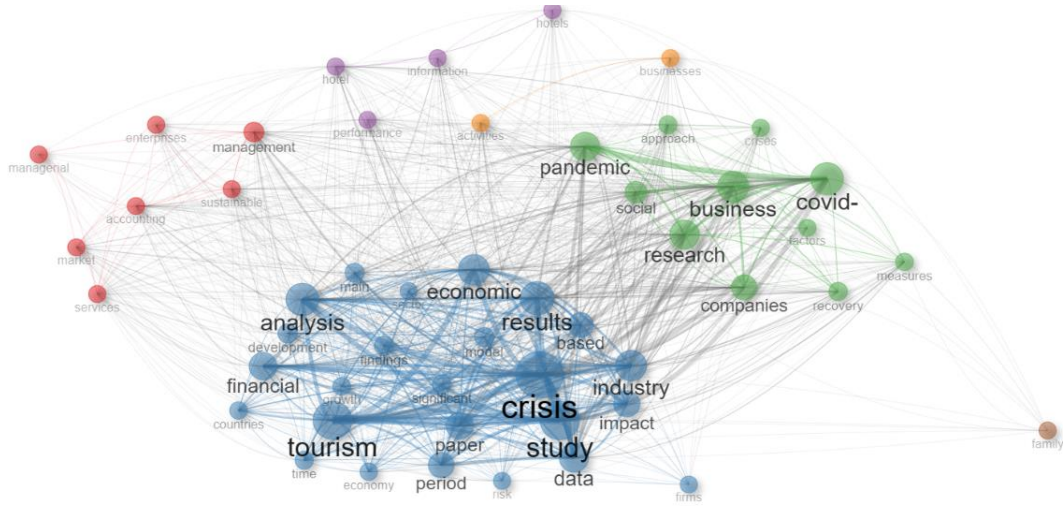


Figure 10 Thematic Network in RStudio

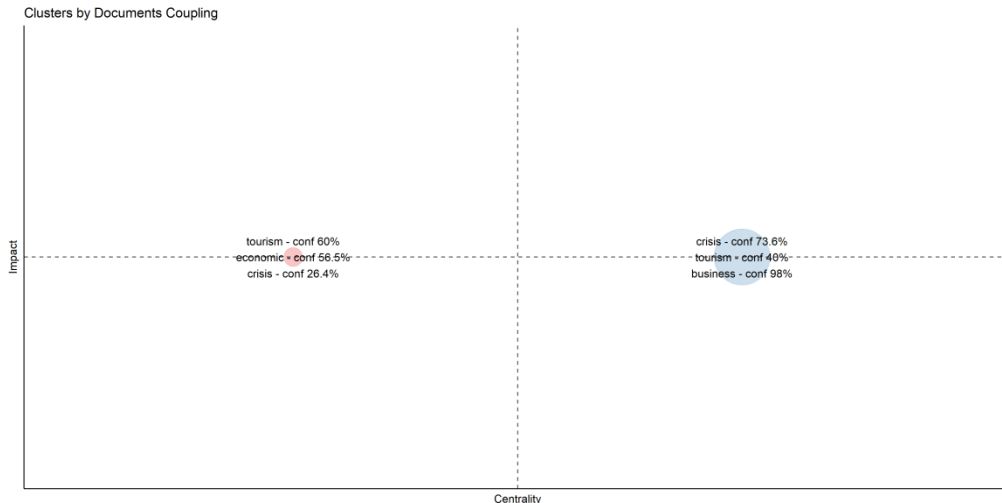


Figure 11 Cluster analysis of articles in RStudio

In emerging countries, tourism is a very important economic sector that generates considerable income and alleviates poverty. However, it is also highly vulnerable to environmental changes and events with negative national, regional or global impacts, such as natural disasters, explosions, global financial and economic catastrophes, medical pandemics ([Saha & Yap, 2014](#); [Chirilă et al., 2020](#); [Song et al., 2022](#); [Mirza et al., 2023](#)).

We note an intense literature focus on two areas of interest in crisis analysis: the *economic crisis in tourism* cluster including 24 papers and the *crisis management in tourism* cluster with 31 papers. Among the crises analyzed we identify the crisis triggered by the COVID-19 pandemic, the global financial crisis of 2007-2008, the political crisis, the crisis generated by Brexit, wars and terrorist attacks.

The first cluster, the *economic crisis in tourism*, comprises papers describing the impact of crises on the tourism sector and the analysis of their negative effects. The second cluster, *crisis management in tourism*, presents business strategies and different financial and fiscal measures that support the resilience of the tourism sector during crises.

The economic crisis in tourism

The majority of researchers ([Adedoyin et al., 2021](#); [Anguera-Torrell et al., 2021](#); [Crespí-Cladera et al., 2021](#); [Jawed et al., 2021](#); [Karlin et al., 2021](#); [Q. Q. Lin & Wen, 2021](#); [Njoya, 2021](#); [Rivo-Lopez, Villanueva-Villar, Novoa-Santos, et al., 2021](#); [Matejic et al., 2022](#); [Palazzo et al., 2022](#); [Permatasari & Mahyuni, 2022](#); [Ragazou, Passas, Garefalakis, Kourgiantakis, et al., 2022](#); [Song et al., 2022](#); [Syriopoulos et al., 2022](#); [Teixeira et al., 2022](#)) believe that the COVID-19 pandemic has had a severe negative impact on the global economy. The COVID-19 pandemic has triggered a number of new features in the global tourism market, of which we list a few aspects noted by the researchers included in the study, namely:

- quarantine and declining consumer purchasing power has caused the tourism sector to grind to a halt, discouraging travel altogether through regulatory constraints, to freeze financial markets and the inability of organizations to access financial funding ([Adedoyin et al., 2021](#); [Anguera-Torrell et al., 2021](#); [Crespí-Cladera et al., 2021](#); [Karlin et al., 2021](#); [Permatasari & Mahyuni, 2022](#); [Song et al., 2022](#); [Syriopoulos et al., 2022](#));
- the tourism sector has been a great challenge for the global economy, determining these organizations to adapt the online environment, to the organizational culture and towards more open leadership ([Q. Q. Lin & Wen, 2021](#); [Rivo-Lopez, Villanueva-Villar, Novoa-Santos, et al., 2021](#); [Matejic et al., 2022](#); [Permatasari & Mahyuni, 2022](#); [Ragazou, Passas, Garefalakis, Kourgiantakis, et al., 2022](#); [Teixeira et al., 2022](#));
- the tourism crisis induced by the COVID-19 pandemic will exacerbate impoverishment, particularly in urban areas ([Njoya, 2021](#));
- tourism was among the last sectors to recover, implementing sustainable development strategies ([Jawed et al., 2021](#); [Palazzo et al., 2022](#)).

Other researchers ([Pagoulatos & Triantopoulos, 2009](#); [Achim et al., 2010](#); [Antonakakis et al., 2015](#); [Santamaria & Filis, 2019](#); [Chirilă et al., 2020](#); [Adedoyin et al., 2021](#); [Syriopoulos et al., 2022](#)) support the idea that the global financial crisis of 2007-2008 affected global tourism, but tourism businesses managed to recover financially, proving their resilience, adaptability and flexibility compared to the crisis triggered by the COVID-19 pandemic which caused market paralysis. Researchers [Dutescu et al. \(2014\)](#) argue that the tourism sector is influenced by the consumers' culture, customs, traditions and lifestyle, and the financial performance of tourism organizations during crises is influenced by the financial support of banking institutions.

The performance of the tourism sector has also been greatly affected by the crises triggered by terrorist attacks, the risk of Ebola infection and political conflicts ([Saha & Yap, 2014](#); [Wu et al., 2021](#); [Njoya et al., 2022](#)). Researchers [Saha and Yap \(2014\)](#) indicate that political instability has a greater negative effect on tourism than terrorist attacks.

Crisis management in tourism

A review of the studies in this area has allowed us to find that there is a particular interest in how different crises have affected the tourism sector, as well as the business strategies adopted by organizations to increase resilience in the business environment. In the literature, we have identified intense concerns in the development of resilience strategies and measures for the tourism sector during crises (as summarized in Table 4).

Table 4 Resilience strategies and measures for the tourism sector during crises

No.	Resilience strategies and measures	Types of crises	Researchers
1	Promoting local tourism	COVID-19 pandemic	Cruz-Ruiz et al. (2022)
2	Implementing digitization	COVID-19 pandemic	Saseanu et al. (2020) ; Bagińska (2020) ; Yang et al. (2022)
3	Tax reduction, bank loan facilities, the awarding of government subsidies	COVID-19 pandemic Russian-Ukrainian war	Pham et al. (2021) ; Foris et al. (2022)
4	Crisis anticipation and mitigation strategies	COVID-19 pandemic	Novikov and Tikhonov (2021) ; Ragazou, Passas, Garefalakis, and Dimou (2022)
5	Innovative business strategies based on risk management	COVID-19 pandemic Global financial crisis	Plotnikov et al. (2016) ; Elbanna and Elsharnouby (2018) ; Pavlatos et al. (2021) ; Rivo-Lopez, Villanueva-Villar, Michinel-Alvarez, et al. (2021) ; Ivanova and Kozhukhova (2021) ; Atasoy et al. (2022) ; Y. Chen and Wu (2022) ; Thees et al. (2022) ;
6	Sustainable development strategies	COVID-19 pandemic Global financial crisis	Garcia-Pozo et al. (2016) ; Toubes et al. (2021) ; Acevedo-Duque et al. (2021) ; Qiu et al. (2021) ; Vărzaru et al. (2021) ; C. D. Chen et al. (2022)
7	Analysis of accounting information	Global financial crisis	Koh et al. (2013) ; Mar-Molinero et al. (2017) ; Heryan (2017) ; Karanović et al. (2020) ; Ciccotosto (2020)
8	Promoting the organization via the marketing and social media mix	Global financial crisis Natural disasters	Lado-Sestayo et al. (2020) ; Kim et al. (2019) ; Zavar et al. (2020) ; Gkritzali et al. (2020)

[Cruz-Ruiz et al. \(2022\)](#) argue that the COVID-19 pandemic continues to test barriers around the world, and the tourism industry has been the sector most affected by the crisis (more than 900 million Euro in losses). For an effective recovery, tourism organizations need to focus on promoting local tourism whereby locals become consumers of tourism products.

This strategy is also supported by the implementation of new technologies and strong marketing campaigns aimed at strengthening the business strategies of tourism organizations. Researchers [Kim et al. \(2019\)](#) demonstrated that the long-term performance of tourism organizations is achieved through increased advertising spending after a global financial crisis. The geographic positioning of these organizations is another important asset for achieving profitability during financial crises ([Lado-Sestayo et al., 2020](#)).

Considering the instability of the business environment, researchers [Zavar et al. \(2020\)](#) and [Gkritzali et al. \(2020\)](#) point to the growing influence of social media on this economic sector. They have identified a niche in supporting tourism business that focuses on advertising via social media and on consumer preferences for tourist areas after various disasters.

To avoid risks during the COVID-19 pandemic, other authors ([Bagińska, 2020](#); [Saseanu et al., 2020](#); [Yang et al., 2022](#)) recommend the implementation of digitization for the development and recovery of the tourism sector.

Other researchers ([Pham et al., 2021](#); [Foris et al., 2022](#)) consider that the resilience of tourism organizations is supported by the implementation of government measures, such as: tax reduction, bank loan facilities, awarding government subsidies. These government measures for tourism recovery provide indirect benefits for other sectors of the economy, as well as for the whole spectrum of occupations in the labor market.

Management focused on crisis anticipation and mitigation is another resilience strategy for tourism organizations proposed by researchers [Novikov and Tikhonov \(2021\)](#) and [Ragazou, Passas, Garefalakis, and Dimou \(2022\)](#). They designed a three-dimensional model through which organizations can perform a real analysis of the crisis situation, following which they will choose the most effective business strategy. [Ragazou, Passas, Garefalakis, and Dimou \(2022\)](#) argue that the coronavirus pandemic has affected organizations the most through difficulty in sourcing internationally, leading to decreased sales and reduced liquidity.

By combining traditional management methods with those based on innovation and agility, tourism organizations ensure business continuity after crises have passed ([Plotnikov et al., 2016](#); [Elbanna & Elsharnouby, 2018](#); [Ivanova & Kozhukhova, 2021](#); [Pavlatos et al., 2021](#); [Rivo-Lopez, Villanueva-Villar, Michinel-Alvarez, et al., 2021](#); [Atasoy et al., 2022](#); [Y. Chen & Wu, 2022](#); [Thees et al., 2022](#)). In crisis situations, these researchers recommend risk management strategies for identifying management directions. [Atasoy et al. \(2022\)](#) focus on business continuity by transforming tourism organizations into isolation centers for people coming from abroad, thus managing to adapt to the crisis situation. The COVID-19 pandemic thus becomes an opportunity for reshaping business and management models. [Elbanna and Elsharnouby \(2018\)](#) argue that the planning process, organizational capabilities and decision-making style in tourism are important factors in increasing the effectiveness of business strategies, especially during political crises.

Sustainable development strategies are another solution encouraged by researchers ([Garcia-Pozo et al., 2016](#); [Acevedo-Duque et al., 2021](#); [Qiu et al., 2021](#); [Toubes et al., 2021](#); [Vărzaru et al., 2021](#); [Y. Chen & Wu, 2022](#)). The inclusion of corporate social responsibility and eco-innovative actions in the business activities effectively influences labor productivity during different crises. Developing sustainable development strategies and plans for crisis situations are seen as assets of the organizations in achieving the organizational resilience of their businesses.

The last group of researchers studied ([Koh et al., 2013](#); [Heryan, 2017](#); [Mar-Molinero et al., 2017](#); [Ciccotosto, 2020](#); [Karanović et al., 2020](#)) argue that accounting information manages to measure and prevent the impact of crises on organizations through the calculation and control of costs associated with financial crises, by calculating indicators of liquidity, debt ratio, equity, turnover and the value of receivables.

[Koh et al. \(2013\)](#) examined the income elasticity and financial performance of US restaurants during the economic downturns of 2008 and 2009. The study indicates that revenue elasticity did not show significant effects; however, fast-food restaurants showed much more significant financial performances. These differences suggest that fast-food restaurants implemented more effective cost control than non-fast-food restaurants.

[Mar-Molinero et al. \(2017\)](#) find that the explanation for increased risk in the tourism sector can be explained by analyzing the influence of the financial crisis on risk-determining factors (such as business productivity, liquidity and business size). These researchers have focused on improving aspects of business management, demonstrating that such management influences business results and the market value of an organization.

[Heryan \(2017\)](#) focused on the financial issues of the hotel industry, analyzing the impact of liquidity and return on assets in the use of external financial sources among hotels. In emerging countries, the use of external financial sources is highly developed in all companies. The researcher showed that liquidity influences the use of external financial sources, and hotels with good liquidity are the only ones that can provide security in contracting loans.

[Ciccotosto \(2020\)](#) argues that accounting information plays an important role for organizations in the event of a natural disaster. They have the ability to evaluate and explain the actions of economic growth or decline after the crisis has passed. Accounting information measures the impact of the crisis on organizations, but also quantifies the cost of the natural disaster itself and its effect through changes in the business environment.

Karanović ([Karanović et al., 2020](#)) et al. (2020) analyze the debt-to-equity structure of the Croatian hotel industry between 2002 and 2017 and demonstrate its correlation with financial performance. The studied economic indicators (liquidity ratio, debt ratio, turnover rate of current assets, profit rate) show significant influences on return on assets and equity, and the crisis variable indicates that financial decisions should take into account the external economic environment.

5. Perspectives and criticism

This study has important managerial implications because tourism organizations are highly vulnerable to economic shocks such as global financial crises, pandemics, natural disasters, explosions and political instability. Both security threats and economic instabilities discourage consumers from directing their financial resources to the tourism sector. The present study inventories the strategies and protocols undertaken by tourism organizations to maintain or recover organizational resilience before, during and after the onset of various crises.

The fact that the study only focused on two databases (Scopus and Web of Science) is another limitation. Another criticism of the study is that the relation between the types of crises identified was not analyzed. And lastly, this study only focused on the impact of the crises on tourism businesses.

6. Future research directions

The last section of the study answers the question “What are the future research directions in the literature on the impact of crises on the tourism business environment?”

For future studies, research could extend to pre- and post-pandemic sustainability actions, strategies and success factors that help tourism businesses remain resilient and sustainable. Another research direction would be the impact of risks (geopolitical, financial, natural disasters) on the financial and non-financial performance of tourism organizations.

Considering the results of the study, we support an extrapolation of the research area by proposing the design of an SLR on the impact of crises on business environments in several economic sectors (air transport, medical sector, etc.), comparing the effects of these risks in these sectors.

Bibliography

1. Acevedo-Duque, A., Gonzalez-Diaz, R., Vega-Munoz, A., Mantilla, M. M. F., Ovalles-Toledo, L. V., & Cachicatari-Vargas, E. (2021). The Role of B Companies in Tourism towards Recovery from the Crisis COVID-19 Inculcating Social Values and Responsible Entrepreneurship in Latin America. *Sustainability*, 13(14), 1-21. <http://dx.doi.org/10.3390/su13147763>
2. Achim, M. V., Borlea, S. N., Pintea, M. O., & Lucian Blaga Univ, S. (2010). *The world financial crisis. Challenges and answers for accounting*. Paper presented at the Economic world destiny: crisis and globalization?, Section III: Marketing, Commerce and Tourism and a New Paradigm of Change.
3. Adedoyin, F. F., Agboola, P. O., Ozturk, I., Bekun, F. V., & Agboola, M. O. (2021). Environmental consequences of economic complexities in the EU amidst a booming tourism industry: Accounting for the role of brexit and other crisis events. *JOURNAL OF CLEANER PRODUCTION*, 305. <http://dx.doi.org/10.1016/j.jclepro.2021.127117>

4. Anguera-Torrell, O., Vives-Perez, J., & Aznar-Alarcón, J. P. (2021). Urban tourism performance index over the COVID-19 pandemic. *International Journal of Tourism Cities*, 7(3), 622-639. <http://dx.doi.org/10.1108/IJTC-09-2020-0206>
5. Antonakakis, N., Dragouni, M., & Filis, G. (2015). How strong is the linkage between tourism and economic growth in Europe? *Economic Modelling*, 44, 142-155. <http://dx.doi.org/10.1016/j.econmod.2014.10.018>
6. Atasoy, B., Turkyay, O., & sengul, S. (2022). Strategic responses of chain hotels to COVID-19 from a situational crisis communication theory perspective. *JOURNAL OF HOSPITALITY AND TOURISM INSIGHTS*, 5(5), 1118-1136. <http://dx.doi.org/10.1108/JHTI-02-2021-0047>
7. Badulescu, A., Badulescu, D., Simut, R., & Dzitac, S. (2020). Tourism - Economic growth nexus. The case of Romania. *Technological and Economic Development of Economy*, 26(4), 867-884. <http://dx.doi.org/10.3846/tede.2020.12532>
8. Bagińska, I. (2020). Improvement and evaluation of the financial (accounting) services quality in the era of SARS-COV-2. *Production Engineering Archives*, 28(3), 283-288. <http://dx.doi.org/10.30657/pea.2022.28.35>
9. Björck, A. (2016). Crisis Typologies Revisited: An Interdisciplinary Approach. *Central European Business Review*, 5(3), 25-37. <http://dx.doi.org/10.18267/j.cebr.156>
10. Brida, J. G., Gómez, D. M., & Segarra, V. (2020). On the empirical relationship between tourism and economic growth. *Tourism Management*, 81, 1-11. <http://dx.doi.org/10.1016/j.tourman.2020.104131>
11. Burnett, J. J. (1998). A strategic approach to managing crises. *Public Relations Review*, 24(4), 475-488. [http://dx.doi.org/10.1016/S0363-8111\(99\)80112-X](http://dx.doi.org/10.1016/S0363-8111(99)80112-X)
12. Chen, C. D., Su, C. H., & Chen, M. H. (2022). Are ESG-committed hotels financially resilient to the COVID-19 pandemic? An autoregressive jump intensity trend model. *Tourism Management*, 93. <http://dx.doi.org/10.1016/j.tourman.2022.104581>
13. Chen, T.-l., Shen, C.-c., & Gosling, M. (2021). To stay or not to stay? The causal effect of interns' career intention on enhanced employability and retention in the hospitality and tourism industry. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 28. <http://dx.doi.org/10.1016/j.jhlste.2021.100305>
14. Chen, Y., & Wu, Z. J. (2022). Taking Risks to Make Profit during COVID-19. *Sustainability*, 14(23). Retrieved from <http://dx.doi.org/10.3390/su142315750>
15. Chirilă, V., Butnaru, G. I., & Chirilă, C. (2020). Spillover Index Approach in Investigating the Linkage between International Tourism and Economic growth in Central and Eastern European Countries. *Sustainability*, 12(18). Retrieved from <http://dx.doi.org/10.3390/su12187604>
16. Ciccotosto, S. (2020). Costing a natural disaster: An accounting perspective Economic Effects of Natural Disasters. In T. Chaiechi (Ed.), *Economic Effects of Natural Disasters. Theoretical Foundations, Methods, and Tools*: Academic Press. <http://dx.doi.org/10.1016/C2018-0-01357-2>
17. Coombs, W. T. (2010). *Parameters for Crisis Communication The Handbook of Crisis Communications* (Vol. 1): Blackwell Publishing Ltd.
18. Coombs, W. T., & Holladay, S. J. (2002). Helping crisis managers protect reputational assets: Initial tests of the situational crisis communication theory. *Management Communication Quarterly*, 16 (2), 165–186. <http://dx.doi.org/10.1177/089331802237233>
19. Crespí-Cladera, R., Martín-Oliver, A., & Pascual-Fuster, B. (2021). Financial distress in the hospitality industry during the Covid-19 disaster. *Tourism Management*, 85, 104301. <http://dx.doi.org/10.1016/j.tourman.2021.104301>
20. Cruz-Ruiz, E., de la Cruz, E. R. R., & Caballero-Galeote, L. (2022). Recovery Measures for the Tourism Industry in Andalusia: Residents as Tourist Consumers. *Economies*, 10(6). <http://dx.doi.org/10.3390/economies10060133>
21. Dutescu, A., Popa, A. F., & Ponorică, A. G. (2014). Sustainability of the Tourism Industry, Based on Financial Key Performance Indicators. *Amfiteatru Economic*, 16, 1048-1062.
22. Elbanna, S., & Elsharnouby, T. H. (2018). Revisiting the relationship between formal planning process and planning effectiveness. *International Journal of Contemporary Hospitality Management*, 30(2), 1016-1034. <http://dx.doi.org/10.1108/IJCHM-12-2016-0675>

23. Foris, T., Tecau, A. S., Dragomir, C. C., & Foris, D. (2022). The Start-Up Manager in Times of Crisis: Challenges and Solutions for Increasing the Resilience of Companies and Sustainable Reconstruction. *Sustainability*, 14(15). <http://dx.doi.org/10.3390/su14159140>
24. Friedman, M. (2002). *Everyday crisis management : how to think like an emergency physician*. Retrieved from https://books.google.com.ar/books?id=JH_0wEY8E6QC&printsec=frontcover#v=onepage&q&f=false
25. Garcia-Pozo, A., Sanchez-Ollero, J. L., & Ons-Cappa, M. (2016). ECO-innovation and economic crisis: a comparative analysis of environmental good practices and labour productivity in the Spanish hotel industry. *JOURNAL OF CLEANER PRODUCTION*, 138, 131-138. <http://dx.doi.org/10.1016/j.jclepro.2016.01.011>
26. Gkritzali, A., Mavragani, E., & Gritzalis, D. (2020). Negative MWOM and value co-destruction during destination crises. *BUSINESS PROCESS MANAGEMENT JOURNAL*, 26(4), 839-856. <http://dx.doi.org/10.1108/BPMJ-07-2019-0278>
27. Hart, C. (1998). *Doing a literature review : releasing the research imagination*: SAGE Publications Ltd.
28. Heryan, T. (2017). *What influences usage of external financial sources among large and medium sized hotels in V4 countries?* Paper presented at the 23rd International Scientific Conference on Economic and Social Development, Madrid.
29. Hossain, M. R., Akhter, F., & Sultana, M. M. (2022). SMEs in Covid-19 Crisis and Combating Strategies: A Systematic Literature Review (SLR) and A Case from Emerging Economy. *Operations Research Perspectives*, 9. <http://dx.doi.org/10.1016/j.orp.2022.100222>
30. Issam, M. B., & Abdellatif, M. M. (2017). IFRS for SMEs: A Structured Literature Review. *International Journal of Accounting and Financial Reporting*, 7(2), 538-561. <http://dx.doi.org/10.5296/ijafr.v7i2.12390>
31. Ivanova, N., & Kozhukhova, T. (2021). *Econometric modeling of managerial decisions at the macro and micro levels*. Monograph. Kharkiv, Ukraine: Technology Center. <http://dx.doi.org/10.15587/978-617-7319-37-4>
32. James, E., & Wooten, L. P. (2005). Leadership as (un)usual: How to display competence in times of crisis. *Organizational Dynamics*, 34(2), 141-152. <http://dx.doi.org/10.1016/j.orgdyn.2005.03.005>
33. Jang, S., & Park, K. (2011). Hospitality finance research during recent two decades: Subjects, methodologies, and citations. *International Journal of Contemporary Hospitality Management*, 23, 479-497. <http://dx.doi.org/10.1108/09596111111129995>
34. Jawed, M. S., Tapar, A. V., & Dhaigude, A. S. (2021). Crisis, firm characteristics and stock performance: evidence from Hospitality and Tourism sector. *TOURISM RECREATION RESEARCH*. <http://dx.doi.org/10.1080/02508281.2021.1899536>
35. Jiang, Y., Ritchie, B. W., & Benckendorff, P. (2019). Bibliometric visualisation: an application in tourism crisis and disaster management research. *Current Issues in Tourism*, 22(16), 1925-1957. <http://dx.doi.org/10.1080/13683500.2017.1408574>
36. Karanović, G., Štambuk, A., & Jagodić, D. (2020). Profitability performance undercapital structure and other company characteristics: An empirical study of croatian hotel industry. *Zbornik Veleučilišta u Rijeci*, 8(1), 227-242. <http://dx.doi.org/10.31784/zvr.8.1.21>
37. Karlin, M., Stashchuk, O., & Borysiuk, O. (2021). Financial aspects of taking into account of new economic risks in the activity of enterprises. *FINANCIAL AND CREDIT ACTIVITY-PROBLEMS OF THEORY AND PRACTICE*, 4(39), 376-386.
38. Kaur, G. (2017). The importance of digital marketing in the tourism industry. *International Journal of Research - GRANTHAALAYAH*, 5(6), 72-77. <http://dx.doi.org/10.29121/granthaalayah.v5.i6.2017.1998>
39. Khan, A., Bibi, S., Lorenzo, A., Lyu, J., & Babar, Z. U. (2020). Tourism and Development in Developing Economies: A Policy Implication Perspective. *Sustainability*, 12(4). <http://dx.doi.org/10.3390/su12041618>
40. Kim, T., Choi, H., Song, C., & Lee, M. J. (2019). Investigating the impact of advertising during economic shocks on firm performance in the hospitality industry. *Journal of Hospitality Marketing & Management*, 28(8), 1010-1031. <http://dx.doi.org/10.1080/19368623.2019.1572563>

41. Koh, Y., Lee, S., & Choi, C. (2013). The income elasticity of demand and firm performance of US restaurant companies by restaurant type during recessions. *Tourism Economics*, 19(4), 855 - 881. <http://dx.doi.org/10.5367/te.2013.0250>
42. Kum, H., Aslan, A., & Gungor, M. (2015). Tourism and Economic Growth: The case of Next 11 Countries. *International Journal of Economics and Financial Issues*, 5(4), 1075-1081.
43. Lado-Sestayo, R., Vivel-Búa, M., & Otero-González, L. (2020). Connection between hotel location and profitability drivers: an analysis of location-specific effects. *Current Issues in Tourism*, 23(4), 452-469. <http://dx.doi.org/10.1080/13683500.2018.1538203>
44. Lin, H.-W., & Lu, H.-F. (2016). Valuing Residents' Perceptions of Sport Tourism Development in Taiwan's North Coast and Guanyinshan National Scenic Area. *Asia Pacific Journal of Tourism Research*, 21(4), 398-424. <http://dx.doi.org/10.1080/10941665.2015.1050424>
45. Lin, Q. Q., & Wen, J. J. (2021). Family Business, Resilience, and Ethnic Tourism in Yunnan, China. *Sustainability*, 13(21). <http://dx.doi.org/10.3390/su132111799>
46. Mar-Molinero, C., Menendez-Plans, C., & Orgaz-Guerrero, N. (2017). Has the 2008 financial crisis changed the factors determining the systematic risk of shares in the "European Hospitality Industry"?(2003-2013). *JOURNAL OF HOSPITALITY AND TOURISM MANAGEMENT*, 31, 59-69. <http://dx.doi.org/10.1016/j.jhtm.2016.10.002>
47. Massaro, M., Dumay, J., & Guthrie, J. (2016). On the shoulders of giants: undertaking a structured literature review in accounting. *Accounting, Auditing & Accountability Journal*, 29(5), 767-801. <http://dx.doi.org/10.1108/AAAJ-01-2015-1939>
48. Matejic, T., Knezevic, S., Arsic, V. B., Obradovic, T., Milojevic, S., Adamovic, M., . . . Spiler, M. (2022). Assessing the Impact of the COVID-19 Crisis on Hotel Industry Bankruptcy Risk through Novel Forecasting Models. *Sustainability*, 14(8). <http://dx.doi.org/10.3390/su14084680>
49. Mirza, N., Rahat, B., Naqvi, B., & Rizvi, S. K. A. (2023). Impact of Covid-19 on corporate solvency and possible policy responses in the EU. *Q Rev Econ Finance*, 87, 181-190. <http://dx.doi.org/10.1016/j.qref.2020.09.002>
50. Mitroff, I. I., & Anagnos, G. (2000). *Managing crises before they happen: What every executive and manager needs to know about crisis management*: AMACOM Books.
51. Müller, R. (1985). Corporate crisis management. *Long Range Planning*, 18(5), 38-48. [http://dx.doi.org/https://doi.org/10.1016/0024-6301\(85\)90199-2](http://dx.doi.org/https://doi.org/10.1016/0024-6301(85)90199-2)
52. Njoya, E. T. (2021). Assessing the poverty impact of the COVID-19-induced tourism crisis in Tanzania: a social accounting matrix microsimulation analysis. *JOURNAL OF SUSTAINABLE TOURISM*. <http://dx.doi.org/10.1080/09669582.2021.2024552>
53. Njoya, E. T., Efthymiou, M., Nikitas, A., & O'Connell, J. F. (2022). The Effects of Diminished Tourism Arrivals and Expenditures Caused by Terrorism and Political Unrest on the Kenyan Economy. *Economies*, 10(8). <http://dx.doi.org/10.3390/economies10080191>
54. Novikov, S. V., & Tikhonov, G. V. (2021). Development of an Adaptive Management Strategy of High-Technology Enterprises in Modern Crisis. *Management and Production Engineering Review*, 12(3), 106-115. <http://dx.doi.org/10.24425/mper.2021.138535>
55. Nundy, S., Ghosh, A., Mesloub, A., Albaqawy, G. A., & Alnaim, M. M. (2021). Impact of COVID-19 pandemic on socio-economic, energy-environment and transport sector globally and sustainable development goal (SDG). *JOURNAL OF CLEANER PRODUCTION*, 312. <http://dx.doi.org/10.1016/j.jclepro.2021.127705>
56. Pagoulatos, G., & Triantopoulos, C. (2009). The Return of the Greek Patient: Greece and the 2008 Global Financial Crisis. *SOUTH EUROPEAN SOCIETY AND POLITICS*, 14(1), 35-54. <http://dx.doi.org/10.1080/13608740902995844>
57. Palazzo, M., Gigauri, I., Panait, M. C., Apostu, S. A., & Siano, A. (2022). Sustainable Tourism Issues in European Countries during the Global Pandemic Crisis. *Sustainability*, 14(7). <http://dx.doi.org/10.3390/su14073844>
58. Pavlatos, O., Kostakis, H., & Digkas, D. (2021). Crisis management in the Greek hotel industry in response to COVID-19 pandemic. *ANATOLIA-INTERNATIONAL JOURNAL OF TOURISM AND HOSPITALITY RESEARCH*, 32(1), 80-92. <http://dx.doi.org/10.1080/13032917.2020.1850485>

59. Permatasari, M. G., & Mahyuni, L. P. (2022). Crisis management practices during the COVID-19 pandemic: The case of a newly-opened hotel in Bali. *JOURNAL OF GENERAL MANAGEMENT*, 47(3), 180-190. <http://dx.doi.org/10.1177/03063070211063717>
60. Pham, T. D., Dwyer, L., Su, J.-J., & Ngo, T. (2021). COVID-19 impacts of inbound tourism on Australian economy. *Annals of Tourism Research*, 88, 103179. <http://dx.doi.org/https://doi.org/10.1016/j.annals.2021.103179>
61. Plotnikov, V. A., Volkova, A. A., & Sgem. (2016). *The influence of a crisis on the services sector development*. Paper presented at the SGEM 2016, BK 2: Political sciences, law, finance, economics and tourism conference proceedings, Vol. IV.
62. Qiu, S., Jiang, J., Liu, X., Chen, M.-H., & Yuan, X. (2021). Can corporate social responsibility protect firm value during the COVID-19 pandemic? *International Journal of Hospitality Management*, 93, 102759. <http://dx.doi.org/10.1016/j.ijhm.2020.102759>
63. Ragazou, K., Passas, I., Garefalakis, A., & Dimou, I. (2022). Investigating the Research Trends on Strategic Ambidexterity, Agility, and Open Innovation in SMEs: Perceptions from Bibliometric Analysis. *Journal of Open Innovation Technology Market and Complexity*, 8(3), 1-17. <http://dx.doi.org/10.3390/joitmc8030118>
64. Ragazou, K., Passas, I., Garefalakis, A., Kourgiantakis, M., & Xanthos, G. (2022). Youth's Entrepreneurial Intention: A Multinomial Logistic Regression Analysis of the Factors Influencing Greek HEI Students in Time of Crisis. *Sustainability*, 14(20). <http://dx.doi.org/10.3390/su142013164>
65. Ritchie, B. W., & Jiang, Y. (2019). A review of research on tourism risk, crisis and disaster management: Launching the annals of tourism research curated collection on tourism risk, crisis and disaster management. *Annals of Tourism Research*, 79, 1-15. <http://dx.doi.org/10.1016/j.annals.2019.102812>
66. Rivo-Lopez, E., Villanueva-Villar, M., Michinel-Alvarez, M., & Reyes-Santias, F. (2021). Corporate Social Responsibility and Family Business in the Time of COVID-19: Changing Strategy? *Sustainability*, 13(4). <http://dx.doi.org/10.3390/su13042041>
67. Rivo-Lopez, E., Villanueva-Villar, M., Novoa-Santos, S., & Doval-Ruiz, M. I. (2021). Does COVID-19 Change CSR? A Family Business Perspective. *Sustainability*, 13(24). <http://dx.doi.org/10.3390/su132413954>
68. Rosenthal, U., & Kouzmin, A. (1993). Globalizing an Agenda for Contingencies and Crisis Management: An Editorial Statement. *Journal of Contingencies and Crisis Management*, 1(1), 1-12. <http://dx.doi.org/10.1111/j.1468-5973.1993.tb00001.x>
69. Saha, S., & Yap, G. (2014). The Moderation Effects of Political Instability and Terrorism on Tourism Development: A Cross-Country Panel Analysis. *Journal of Travel Research*, 53(4), 509-521. <http://dx.doi.org/10.1177/0047287513496472>
70. Santamaria, D., & Filis, G. (2019). Tourism demand and economic growth in Spain: New insights based on the yield curve. *Tourism Management*, 75, 447-459. <http://dx.doi.org/10.1016/j.tourman.2019.06.008>
71. Saseanu, A. S., Ghita, S. I., Albastroiu, I., & Stoian, C. A. (2020). Aspects of Digitalization and Related Impact on Green Tourism in European Countries. *INFORMATION*, 11(11). <http://dx.doi.org/10.3390/info11110507>
72. Schumpeter, J. A. (2008). *Business Cycles. A Theoretical, Historical, and Statistical Analysis of the Capitalist Process* Retrieved from https://discoversocialsciences.com/wp-content/uploads/2018/03/schumpeter_businesscycles_fels.pdf
73. Song, Y., Zhao, P., Chang, H. L., Razi, U., & Dinca, M. S. (2022). Does the COVID-19 pandemic affect the tourism industry in China? Evidence from extreme quantiles approach. *Economic Research-Ekonomska Istraživanja*, 35(1), 2333-2350. <http://dx.doi.org/10.1080/1331677X.2021.1941180>
74. Syriopoulos, T., Tsatsaronis, M., & Gorila, M. (2022). The global cruise industry: Financial performance evaluation. *Research in Transportation Business & Management*, 45, 100558. <http://dx.doi.org/10.1016/j.rtbm.2020.100558>
75. Teixeira, S. F., Silva, A., Angelico, M. J., Camanrinha, A. P., & Abreu, A. (2022). Web Information in Face of COVID-19 Crisis: Evidence from Tourism Sector. *INTERNATIONAL JOURNAL OF*

- MARKETING COMMUNICATION AND NEW MEDIA*, 10(18), 28-49. <http://dx.doi.org/10.54663/2182-9306.2022.v10.n18.28-49>
76. Thees, H., Stormann, E., & Pechlaner, H. (2022). Business Modeling for Resilient Destination Development: A Multi-Method Approach for the Case of Destination Franconia, Germany. *Tourism Planning & Development*. <http://dx.doi.org/10.1080/21568316.2022.2121313>
77. Toubes, D. R., Araujo-Vila, N., & Fraiz-Brea, J. A. (2021). Organizational Learning Capacity and Sustainability Challenges in Times of Crisis: A Study on Tourism SMEs in Galicia (Spain). *Sustainability*, 13(21). <http://dx.doi.org/10.3390/su132111764>
78. Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207-222. <http://dx.doi.org/10.1111/1467-8551.00375>
79. Vărzaru, A. A., Bocean, C. G., & Cazacu, M. (2021). Rethinking Tourism Industry in Pandemic COVID-19 Period. *Sustainability*, 13(12). Retrieved from <http://dx.doi.org/10.3390/su13126956>
80. Wu, T.-P., Wu, H.-C., Wu, S.-T., & Wu, Y.-Y. (2021). Economic Policy Uncertainty and Tourism Nexus Dynamics in the G7 Countries: Further Evidence from the Wavelet Analysis. *Tourism Planning & Development*, 18(5), 529-546. <http://dx.doi.org/10.1080/21568316.2020.1825520>
81. Yang, L., Li, X., & Hernández-Lara, A. B. (2022). Tourism and COVID-19 in China: recovery and resilience strategies of main Chinese tourism cities. *International Journal of Tourism Cities, ahead-of-print*(ahead-of-print). <http://dx.doi.org/10.1108/IJTC-04-2022-0084>
82. Zavar, E., Lavy, B. L., & Hagelman, R. R. (2020). Chain tourism in post-disaster recovery. *Tourist Studies*, 20(4), 429-449. <http://dx.doi.org/10.1177/1468797620939413>