

**VILNIUS UNIVERSITY  
KAUNAS FACULTY**

**INSTITUTE OF SOCIAL SCIENCES  
AND APPLIED INFORMATICS**

International Business Management study programme  
Code 6211LX019

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MASTER'S THESIS

**SURVIVAL STRATEGIES FOR TOURISM BUSINESSES DURING  
CRISIS**

Kaunas 2024

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Registration No \_\_\_\_\_

Kaunas 2024

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## **LIST OF ABBREVIATIONS**

**UNWTO** – United Nations World Tourism Organization

**IT** – Information Technology

**UN** – United Nations

**WEF** – World Economic Forum

**ICT** – Information and Communication Technology

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## INTRODUCTION

*Relevance of the thesis.* The growing public awareness of economic crises majorly as a result of international terrorism, especially after the 9/11 attacks, has greatly increased the research interest in the topic area of tourism-crisis relationship (Blake & Sinclair, 2003). The Global Economic Crisis of 2009 that spread from the United States of America (USA) to other parts of the world, bringing the whole world into recession in 2009, also ignited the interest of many researchers in studying its impact on regional and global tourism demand. The COVID-19 outbreak created serious health challenges and crippled different activities around the world. With more than 46 million cases and an estimated 1.2 million deaths (as of October 31, 2020), the pandemic was one of the most contagious viral outbreaks in recent human history (Abu-Rumman, 2020). Given the high speed of transmission of the new coronavirus (SARS-CoV-2), governments around the world had no choice but to impose bans on different activities bringing so many economic and business activities to a stand-still, including tourism business. The spread of the virus has seriously threatened lives and measures such as private closures have seriously put the livelihoods of the masses at risk (Sharma & Mahendru, 2020). The economic shocks of the pandemic are being observed in all industries and sectors of the world. While some industries adapted to digital platforms and continue their fight for survival (Mehroliya, Alagars-amy & Solaikutty, 2020), some industries have encountered unprecedented cuts due to travel restrictions and social distancing, making mobility extremely difficult. The volume of tourist movements between source and destination regions is directly influenced by many of these crises.

Tourism is a business that cannot exist without the mobility of tourists. The worldwide tourism industry might be devastated by global crises such as the COVID - 19 pandemic, as evidenced by a 22 % decline in tourist activities in the first quarter of 2020 (compared to the same quarter of 2019) and an expected drop of 60 to 80 % in 2020 (compared to 2019). According to the World Tourism Organization, tourism is a labor-intensive industry and such a decline in the industry has threatened millions of jobs, as millions of tourist workers are left to their fate, and this obstructs progress toward the UN's Sustainable Development Goals (United Nations, 2014). According to Smeral, 2010, the severe recession, the most intense since World War II, hit the global economy in 2009. The significant decline in world commodity exports and industrial production, the growth of unemployment and the sharp deterioration of consumer confidence in the stability of most countries, which are also the main emitting tourism markets, had a severe adverse effect on the travel and tourism sector.

In the past years, the world has been in a panic, and tourism-related sectors have experienced unprecedented and significant consequences. Many connected industries halted their operations as a result of the grounding of international travels and the abrupt termination of the tourism market. The

global economic crisis, International terrorism, some other regional and international crises and most recently, the COVID-19 crisis has generated a tourism nightmare, and the tourism industry must respond. Business survival strategies cover a wide range of strategies and tactics that business owners employ to ensure their companies' long-term viability. Many connected industries halted operations as a result of the departure of international travelers and the abrupt termination of the tourism market. As a result, tourism businesses must adapt survival business strategies in order to stay afloat during and after the pandemic.

***Level of problem investigation.*** The global economic crisis of 2009 spread from the USA to most world countries in 2008 and 2009, some other countries experienced a longer effect of the shock, and took on the character of a global economic crisis. According to the World Bank (2023), the world's gross domestic product (GDP) dropped by about 3.41% in 2009, compared to 2008 GDP. The global economic crisis could be traced from one of the world's most significant and biggest tourism markets, i.e., the USA, back in 2007, the international tourism market was most affected by the crisis in 2009, when it became a crisis of a global nature. Globally, the volume of international tourist arrivals declined by 3.8%, while international tourism receipts decreased by 5.6% in 2009 compared to 2008 (UNWTO, 2011). Most recently, the COVID-19 crisis has severely hit economic industries such as tourism, hospitality and airlines (Tsionas, 2020). The COVID-19 crisis has claimed lives and destroyed livelihoods all across the world. The pandemic has had an impact on industries across the globe, however, the travel and tourist industry has been hit the worst owing to plane cancellations, train restrictions, hotel shutdowns, and other business closures. The travel and tourism industry have demonstrated its relevance as a global economic growth engine. Before the COVID-19 crisis, tourism was one of the world's fastest-growing industries, attributed to a number of reasons. Due to the region's sustained economic progress, a growing portion of the population now has the financial wherewithal to travel both domestically and globally.

Rapidly spreading throughout the economic sphere, the COVID-19 crisis has affected almost every area of the economy and it caused a crisis that can hardly be compared to any previous one (Đokić, 2021). Economic activities were brought to a halt by strict protocols and a lockdown. The tourism industry was one of the hardest hit. Tourism demand has always been highly elastic related to the impact of external variables. However, the tourism industry has historically demonstrated a remarkable capacity for recovery. In the years following the crisis, tourist traffic quickly surpassed or even reached the pre-crisis level. The COVID-19 crisis, which is still a huge concern today, has had the most severe negative impacts of any crisis that has been identified so far in the modern evolution of tourism. According to the World Bank (2023), the world GDP in 2020 compared to 2019 decreased by 5.7%. In the same period, the number of international tourist arrivals decreased by

72.1%, while international tourism receipts decreased by 62.7% (UNWTO, 2022). Hence, the need to develop recovery strategies for tourism businesses to overcome the effects of these crises is paramount and of great importance.

**Scientific problem:** what survival strategies can tourism businesses adopt during a crisis?

**The Objective of the thesis** is the survival strategies for tourism businesses during a crisis.

**Aim of the thesis** is to propose survival strategies for tourism businesses during a crisis.

**Objectives of the thesis:**

1. To summarize survival strategies definition and types.
2. To explore the concept of survival strategies in relations to tourism businesses.
3. To analyze the empirical level of research regarding strategy for business survival in a globalized economy heavily influenced by crisis.
4. After summarizing the theoretical and empirical level of investigation, to design a research model of survival strategies on the tourism business during crisis.
5. After analyzing the theoretical and empirical level of investigation, to recommend survival strategies for tourism business during crisis.

**The structure of the thesis.** The first part describes the importance of THE FRAMEWORK OF STRATEGY DEVELOPMENT IN TOURISM BUSINESS DURING CRISIS by discussing the definitions and types of strategy and strategic planning, explaining the characteristics of strategy types used by business and a brief explanation of the survival strategies in relations to tourism business to conclude. The second part analyzes the EMPIRICAL LEVEL OF SURVIVAL STRATEGIES FOR TOURISM BUSINESSES DURING CRISIS by summarizing the research on survival strategies for tourism businesses and examining the research model of the survival strategies for tourism businesses. The third part EMPIRICAL RESEARCH OF SURVIVAL STRATEGIES FOR TOURISM BUSINESSES DURING CRISIS discusses the research methodology, analyzes the empirical research data and compares it with the findings of second chapter, and presents the recommended model of survival strategies for tourism businesses during crisis.

**Thesis and research methods.** The analysis of the theoretical and analytical part of the survival strategies for tourism businesses was done through scientific literature analysis, synthesis and generalization. These research methods gave insight to the definitions, types and characteristics of different strategies used by business and tourism businesses to survive. The empirical part of the study will use a quantitative questionnaire survey method.

**Literature used in the thesis.** The literature used in the theoretical part of this thesis are researches done by foreign scientific authors in relation to the theoretical framework for strategy development in tourism business and strategies for tourism business survival. The authors used are



Maitra and Roy (2023), Nyikana and Bama (2023), Nguyen (2020), Gogol and Hnedina (2016), Johnson, Scholes, and Whittington (2008), Drucker (2009), Ritchies (2004), Mao et al. (2010) and other authors related to this topic.

***The theoretical significance of the thesis.*** The framework for strategy development for tourism business can be described by first knowing the essence of strategy and strategic planning which can best be evaluated by various definitions of strategy and strategic planning given by various authors used in the scientific literature review. From the definitions of various authors, it was discovered that strategy is a set of ideas, plans, perspectives, targets and goals outlined by an organization to meet a specific need. The key benefits of strategy formation which are: ensuring achievement of targeted results, improving management quality and supporting economic security and forming competitive advantages were part of the analysis.

***The practical significance of the thesis.***

1. A questionnaire for the evaluation of survival strategies for tourism businesses will be developed through a literature review which contributes to the tourism business and business strategies literature. This questionnaire can be used and further developed into a more comprehensive material for business survival strategies.
2. The impact of age, job type, location and company size on tourism business survival will be evaluated in this research, and the statistically significant differences presented. Thus, the findings of the research can provide better understanding to tourism businesses with respect to implementing survival strategies to enable business survival and good business performance.
3. The practical analysis discussed the survival indicators of tourism businesses which are: improved sales performance, improved business performance, improved customer loyalty, improved financial performance, higher competitive advantage and improved business profits, and evaluates the relationship of each indicator with tourism businesses which makes further contributions to this field of business survival strategies.

***Structure and scope of the thesis.*** The master's thesis consists of an introduction, 3 parts, and conclusions. The theoretical, analytical, and results parts of the master's thesis are presented in 39 pages, 4 figures and 4 tables. The list of references consists of 99 references.

# 1. THEORETICAL FRAMEWORK FOR STRATEGY DEVELOPMENT IN TOURISM BUSINESS DURING CRISIS

This chapter presents the theoretical framework of the concepts of business survival strategies in the tourism industry.

## 1.1. The essence of strategy and strategic planning

A strategic plan provides a roadmap for aligning the functional activities of the organization to achieve the stated objectives, guides management discussions and decision-making to determine resource and budget requirements to achieve stated objectives and increasing operational efficiency.

The Table 1 shows strategy and strategic planning definition and types.

Table 1

**The strategy and strategic planning definitions and types**

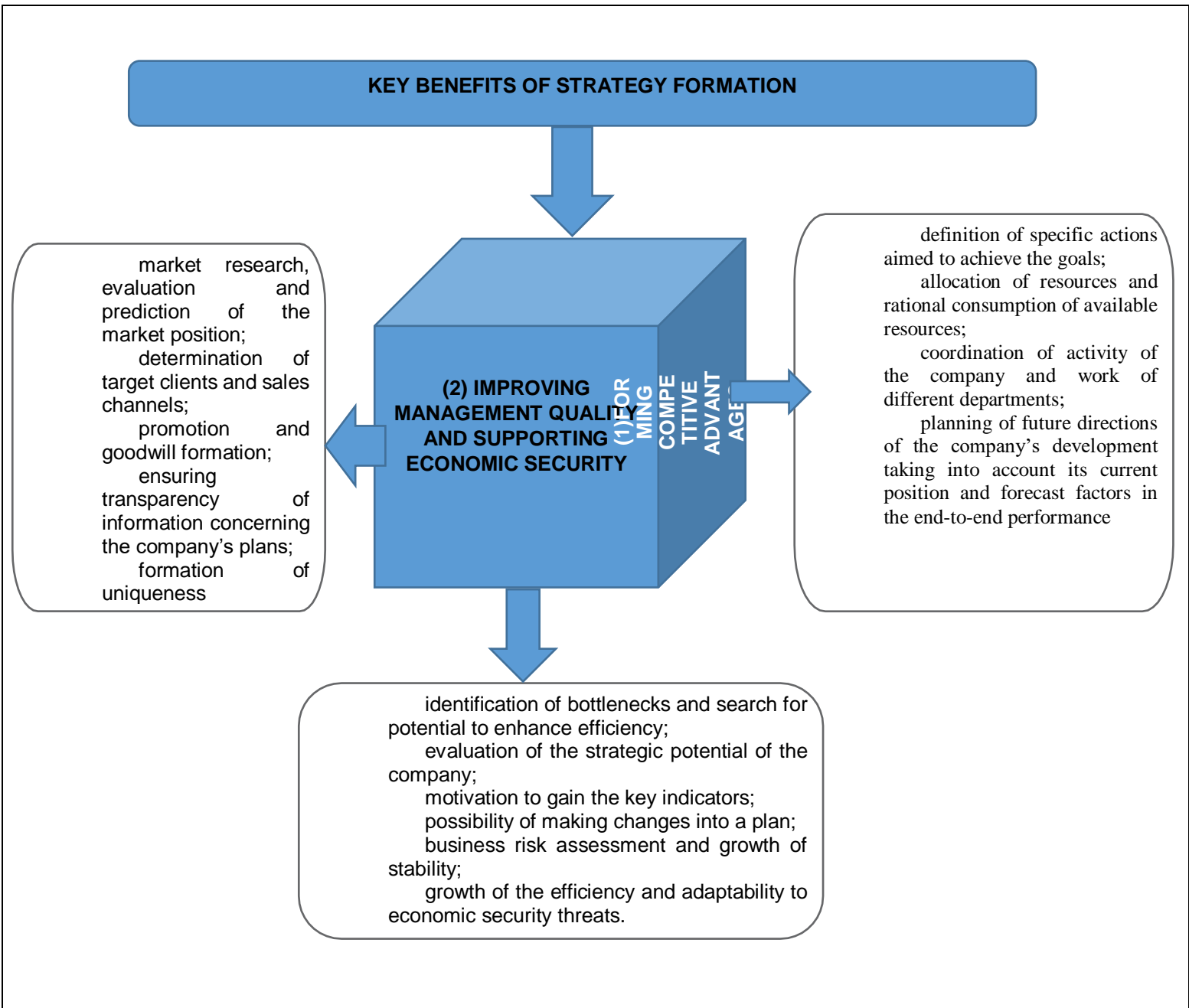
Author	Definitions
Bob De Wit, Ron Meyer, 2010	Strategy is a course of action to achieve an organization's goal. Strategy is a set of ideas, intentions, regulations, integrated into a specific action plan they undertake, taking into account the current position of a company, predictable threats and opportunities designed to fulfill the mission and meet the needs of stakeholders' expectations for the future.
Fred Nickols, 2012	Strategy is a term that refers to a complex network of thoughts, ideas, perspectives, experiences, goals, experience, memories, perceptions, and expectations that provide general guidance for specific actions in pursuit of specific ends. Strategy is the course we are charting, the trip that we imagine and, at the same time, the direction that we take, the trip that we really do make.
Cadle, Paul, &Turner (2014)	Evaluating the impact of external and internal changes factors in the development of business entities of position of an integrated approach (economic, environmental and social factors) can be achieved using appropriate analytical procedures for SWOT analysis. This tool allows you to define strengths and weaknesses, opportunities and threats in three aspects of the company's business.
Gogol, & Hnedina, (2016)	Strategy is associated with a unit's plan, scope, directions, set of ideas and actions, guidelines, ideas, internal rules, intentions, and perspectives. It is very important to emphasize that the strategy is not a vision, a mission, or a goal. Strategy refers to how to achieve results using available resources. Creating a strategic action plan that aims to achieve goals, constantly monitor performance, evaluate results and make adjustments, is considered the key to effective business in the face of modern challenges. The high level of business risk determines the need to formulate a strategy as a long-term action plan to increase the economic potential and ensure competitiveness and sustainable development in the future. The main advantages of strategy formation relate to three main areas: ensuring the achievement of the intended result; the formation of competitive advantages and improving management quality and supporting financial security. Strategy formation plays an important role in ensuring a company's financial security, as it is difficult to combat threats to financial, social, intellectual, environmental and technical security without planned actions and forecasts
Hnedina, (2018)	The formation of the strategy brings a large number of benefits to an entity. These include: resource allocation and rational consumption of available resources; coordinate the activity of the company; evaluate and forecast the business position in the market; definition of target customers and sales channels; promotion and formation of goodwill; the formation of the singularity; blockage identification and looking for the potential to increase efficiency;

	motivation to obtain the key indicators; business risk assessment and increased stability; increase efficiency and adaptability to economic security threats etc.
Thompson & Strickland, (1995)	Strategy is a series of competitive changes and business approaches that managers make to get the best out of the company. It is the management plan to improve the organization's position in the market, increase customer satisfaction and achieve goals.
Porter, (1996 )	Competitive strategy is about being different. It means conscious involvement in a range of activities to deliver a unique blend of value.
Jonas, (2000)	Strategy is not the mission - it is the plan that allows the company to fulfill its mission. Strategy can be defined as a plan, method or set of actions to achieve a particular he desired goal or result
Johnson, Scholes, and Whittington, (2008 )	Strategy is the direction and goal of a long-term organization that achieves advantage in a changing environment through the configuration of resources and skills to meet stakeholder expectations

Source: created by the author.

Strategy is associated with the plan, scope, directions, set of ideas and actions, guidance, conception, regulations, intentions, perspectives of an entity (Table 1). It is very important to emphasize that strategy is not a vision, a mission, a purpose. Strategy is about getting results using available resources. Creating a strategic action plan aimed at implementing objectives, constantly monitoring performance, evaluating the results and making adjustments are considered the key to efficient economic activity under the conditions of modern challenges. High level of business risk determines the need to form a strategy as a long-term action plan for economic growth potential and providing competitiveness and sustainability for future development (Gogol & Hnedina, 2016).

Figure 1 reveals that strategy formation plays an important role in insurance of the financial security of a company because it is difficult to combat threats to the economic, social, intellectual, ecological security, technical without planned actions and forecasting. The strategy formation process includes diagnostic stage, conceptual stage, implementation stage, monitoring stage and correction stage. The diagnostic stage examines the internal environment of the company, analyzes its status in relation to major financial and evaluating economic indicators, streamlines resources to identify the key problems, and evaluates strategic potential. The conceptual phase builds a strategic vision, defines the mission, goals, directions of development, formation of development scenarios, and creates a draft strategy. The implementation phase executes strategic actions aimed to achieve the strategic goal. The monitoring stage evaluates the effectiveness of the implemented strategic actions. The correction step makes adjustments to the strategy formed and develops an alternative strategy if necessary.



Source: created by the author as adopted from the work of Hnedina, K. V. (2018). *Strategy formation: the role in ensuring economic security*, p. 14-20.

**Figure 1. Strategy formation: key benefits for an entity**

*Summarizing the essence of strategy and strategic planning, it is clear that strategy is the course we are charting, the trip that we imagine and, at the same time, the direction that we take, the trip that we really do make. The formation of the strategy brings a large number of benefits to an entity. Strategy is the direction and goal of a long-term organization that achieves advantage in a changing environment through the configuration of resources and skills to meet stakeholder expectations.*

## 1.2. Characteristics of the strategy types used by business

This sub-chapter discusses the characteristics of survival strategies in relation to business. Creating strategy is the most responsible and demanding job because this process has a number of specific features. These characteristics include focusing on the future, risky work, resource allocation and senior management participation. In the long run, all factors are variable and it is difficult to predict its development. Strategic work covers all business activity because it is a complex activity that has to work with information from different fields.

Table 2 shows the attributes of strategy types used by business.

Table 2

**The attributes of strategy types used by business**

<b>Authors</b>	<b>Attributes</b>
Cralsand & Vereeck (2004)	The concept of strategies has been used in this research with reference to the future ability of a business to operate ethically and contribute to economic development while improving the quality of life for its workforce, the local and global community as well as future generations
Hitt et al (2007)	Strategic management is the process of achieving and implementing decisions that have a long-term impact on the company. These projects are crucial for the company. The goal is to achieve the company's long-term success. Strategic management is achieved by creating and implementing strategies. Strategic management aims to maintain coherence between the company's long-term orientation, its long-term goals and available resources.
Peng (2008)	Strategic concepts and characteristics of leadership can be found in the army first. The basic objective of military action is to achieve victory. In the financial field, this means that a company strives to make a profit comparative advantage over other companies. This function, that is, the attempt to achieve comparative benefits, differentiates strategic management from long-term management. Proper strategic management is full of elements typical of the military zone. Companies are very competitive. They try to gain a comparative advantage over other companies. Companies eliminate each other. The result is that the strongest companies will survive and create a monopoly.
Drucker (2009)	Especially in recent years, the importance of innovation for a successful business strategy is discussed. The innovation / market first strategy becomes a necessity. Though the strategy is risky, it also allows companies to achieve maximum impact. The goal of this strategy is to create something really new and different. For the strategy to succeed, innovation must be based on deep and intentional analysis of opportunities. When innovation succeeds, the innovator must act even more intensively, continue to develop the product and come up with new ideas. At the same time, companies need to reduce costs to discourage access from potential competitors. This strategy requires a deep analysis and understanding of innovation, its sources and dynamics.
Grant (2010)	Provides the following characteristics for strategic processes: <ul style="list-style-type: none"> <li>• significance for the entire company,</li> <li>• Resource allocation,</li> <li>• The decisions made in the process of developing and implementing the strategies are largely irreversible.</li> </ul>
Ofek & Wathieu (2010)	Emphasizes the importance of the environment and trends to strategy. According to this author, ignoring trends can give competitors an advantage. He suggested four steps:

	Identify trends, perform two separate scans, compare results and formulate possible strategies.
Bartes (2011)	Deals with the military business strategy concept. This author often draws on the principles of the concept of Asian martial arts. This concept is based on the use of the opponent's power. False strategic management is based on non-antagonistic relationships between companies.
Bungay (2011)	According to previous authors, we can distinguish some elements that are characteristic of the strategy: the strategy focuses mainly on the future; strategy has a significant effect on the general the company and its future financial success; establishing a work strategy requires senior management involvement in the decisions taken in the process of creating and implementing the strategy are largely irreversible; the strategy defines the area of activity of the business; part of the strategy are decisions on the allocation of available resources; the strategy must take into account factors that occur outside the company and the scope adapting companies to their environment; in the process of formulating the strategy the interests of all stakeholders must be taken into account.
Džbánková, & Krause (2011)	"Blue Ocean Strategy has previously been very famous and successful. The essence of this concept is the creation of a new industry. The term "Red Ocean Strategy" is used to compete with existing industries. In these industries, companies are fighting against each other and profits are declining.
Bozkur &Kalkan (2014)	Business strategy is the outcome of the decisions made by a small business owner to guide the business on environment, structure, and processes that influence the business's survival.
Alexis Flynn (2022)	Business survival strategy should be a combination of careful thought before making crucial decisions and agile adaptation when things do not go as planned.

Source: created by the author.

The concept of strategies has been used in this research with reference to the future ability of a business to operate ethically and contribute to economic development while improving the quality of life for its workforce, the local and global community as well as future generations (Table 2). In recent years, the importance of innovation for a successful business strategy has been in discussion. The innovation/market strategy has become a necessity. This also allows companies to achieve maximum impact. The goal of blue ocean strategy is to create something really new and different. For the strategy to succeed, innovation must be based on deep and intentional analysis of opportunities (Drucker 2009).

*Summarizing the characteristics of the strategic types used by business, strategic concept and characteristics leadership can be found in the army first. The basic objective of military action is to achieve victory. In the financial field, this means that a company strives to make a profit comparative advantage over other companies. Business survival strategy should be a combination of careful thought before making crucial decisions and agile adaptation when things do not go as planned. The importance of the environment and trends in formulation of possible strategies is highly emphasized.*

### 1.3. Strategies for tourism business survival

The tourism economy has been severely affected by several crises such as the global economic crisis of 2009, international terrorism such as the 9/11 attack and most recently, the COVID-19 crisis. Beyond the immediate measures to support the tourism sector, the countries in which they are changing, from also to develop recovery measures. These include considerations for lifting travel restrictions, restoring travelers' confidence and rethinking the tourism sector for the future.

Table 3 shows the survival strategies in relation to tourism business.

Table 3

**The survival strategies in relation to tourism business**

Strategies	Description
Target Millennial travelers	During the pandemic travels by Millennial outnumbered the Baby Boomers. Because of this, the next big wave of travelers is expected to be from the Millennial generation. According to a recent article by Skift Research, many Millennial-focused travel trends today focus on personalization and technology. Given that this group has the ability to work from home and take their technologies virtually anywhere, the incorporation of highly personalized experiences and the incorporation of improved technology will be the key to attracting this large group of travelers. In addition, millennials look for authenticity and a unique travel experience as adventure seekers.
Strengthen small businesses	Smaller hotels and “mom and pop” shops offer unparalleled authenticity to travelers and are essential economic drivers for their regions. New thinking about financial support for small businesses in the future will be vital to the stability of tourism. One trend to watch out for is the affiliation of smaller independent hotels with soft brands, where an independent hotel joins a hotel chain or franchise to enter the distribution systems of larger hotel chains. This allows smaller hotels access to greater distribution and tools to help manage day-to-day operations and investments where needed to ensure hotels meet brand standards.
Stay competitive	Prior to COVID-19, the growth of tourism in Latin America was increasing in competitiveness. The region's prominent adventure travel scene, beautiful scenery and rich culture have been important in generating international travel in recent years. In addition, the region benefits from a wealth of natural resources, increasing international openness and providing viable prices for travelers. In order to rebuild, these regions need to come up with creative ways to improve their competitiveness and differentiate their destinations. One way to do this is to create tourist trails based on various natural resources. Promoting the tourist destination is very important, especially at a time when every traveler is critical, so that tourists are aware of the various opportunities.

<p>Highlight health and hygiene efforts</p>	<p>Health and hygiene will continue to be a focal point around the world. Increased health awareness presents an opportunity to go beyond standard implementations and focus on the overall visitor experience and enhanced well-being across a wider platform. In addition, destinations will need to work with decision-makers in their city and local governments to help rebuild and engage in talks on economic, health and tourism flow management policies to ensure that the infrastructure is ready for travelers to come beyond the pandemic. Highlighting quality guides and certifications can also show travelers how companies and hotels take their safety into account.</p> <p>The United Nations World Tourism Organization (UNWTO) has approved the seal and more than 200 destinations have requested to use the seal to promote their commitment to cleanliness. Such seals can help communicate that your travel industry takes security seriously. The trust of guests and employees, safety and a sense of commitment to the destination are imperative for future success, whether or not the world is hit by a second wave of COVID-19 in the near future. Effective communication is essential to expressing what your hotel and destination are doing to overcome the overall health and safety of visitors.</p>
<p>Embrace digitalization</p>	<p>To stimulate the recovery of tourism, investments in digitization will be essential. According to the Forum on the Competitiveness of Tourism and Tourism in Latin America and the Caribbean, digital natives such as online travel aggregators, search engines, travel service platforms and sharing economy actors will have a clear advantage in the coming months.</p> <p>Given isolation restrictions and consumer anxiety around person-to-person proximity, the need to go digital will become even more necessary as travelers will want to do most things online. By addressing security concerns, online and contactless access to facilities and booking will also allow for greater convenience and personalization for the traveler. These digital experiences will begin when guests leave their homes and continue with each step toward their final destination.</p> <p>Digitization will also play a role in providing the classic facilities that guests still expect. Restaurants and spas may introduce digital menus and mobile capabilities, for example. For hotels to maintain their facilities, it is necessary to hire room service and speak to the concierge. These changes, while essential in the short term, can also strengthen the long-term resilience of the tourism business as systems adapt to more agile and modern technologies. Such investments to improve technology in Latin America will become a focal point for a number of sectors, as well as tourism.</p>

Source: created by the author based on Radhi, H., (2023). *Modern Tourism Survival Strategies and their Impact on Revitalizing International Tourism*, p. 63-76.

Millennial have the ability to work from home and take their technologies virtually anywhere. The incorporation of highly personalized experiences and the incorporation of improved technology will be the key to attracting this large group of travelers (Table 3). In addition, millennials look for authenticity and a unique travel experience as adventure seekers. Health and hygiene will continue to be a focal point around the world. Increased health awareness presents an opportunity to go beyond standard implementations and focus on the overall visitor experience and enhanced well-being across a wider platform. In addition, destinations will need to work with decision-makers in their city and local governments to help rebuild and engage in talks on economic, health and tourism flow management policies to ensure that the infrastructure is ready for travelers to come beyond the pandemic. To stimulate the recovery of tourism, investments in digitization will be essential.



Health and hygiene will continue to be a focal point around the world. Increased health awareness presents an opportunity to go beyond standard implementations and focus on the overall visitor experience and enhanced well-being across a wider platform. Given isolation restrictions and consumer anxiety around person-to-person proximity, the need to go digital will become even more necessary as travelers will want to do most things online. By addressing security concerns, online and contactless access to facilities and booking will also allow for greater convenience and personalization for the traveler. These digital experiences will begin when guests leave their homes and continue with each step toward their final destination.

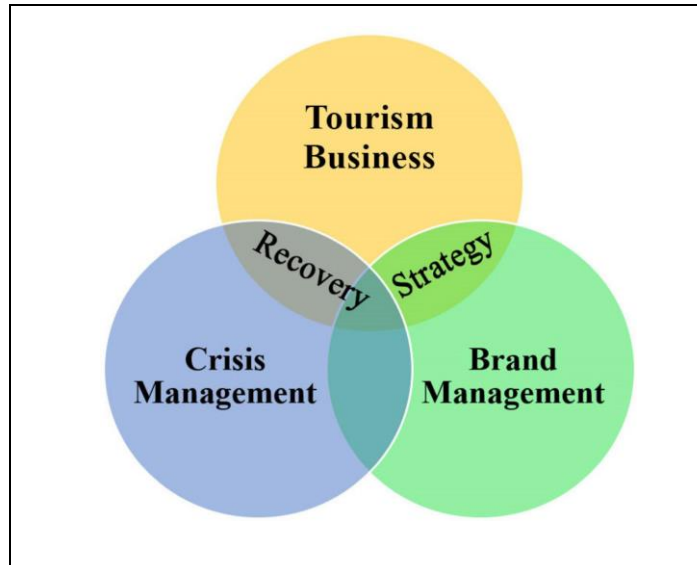
As the COVID-19 crisis made the tourism industry go into hibernation, lost-income tourism workers were forced to relocate to other sectors and seek alternative occupations. Although tourism activities have not yet returned to normal, what remains is the resilience of tourism industry players to adapt to change and cope with this pandemic. In addition, players in the tourism industry need to be creative and innovative. Players in the tourism industry are ready to maintain the resilience of the tourist destination during the COVID-19 crisis. Reviving and supporting tourism will require continued cooperation and strategic thinking from the public and private sectors. Politicians and industry players need to think strategically to improve the region's competitiveness while maintaining its authenticity in a post-COVID-19 crisis. Regardless of the business, one thing will not change: unique and local experiences will continue to be at the forefront of attracting guests. New security and digitization strategies will only further the delivery of these unique experiences.

The daily effort of all professionals, from hotels, airlines, tour operators, authorities and others, will work towards this common goal. Being online and working together is crucial given the huge impact of tourism in Latin America and the Caribbean. The only way forward is together. On the road to recovery, industry leaders must strengthen their commitment to safety, authenticity, and hygiene to maintain traveler confidence. With these elements in place, tourism can continue to be a driving force for the Latin American and Caribbean regions and ensure that these areas have the resilience they need to weather current and future crises.

Information technology (IT) dominates all strategic and operational management functions. Since information is a vital component of tourism, IT offers both opportunities and challenges for the industry. Despite the uncertainty that exists in the development of ICT in tourism, "the only constant will be change". Increasingly, organizations and destinations that have to compete will be forced to calculate. If the current tourism industry does not improve its competitiveness through the use of emerging IT and innovative management

methods, there is a danger that exogenous players will enter the market, jeopardizing the position of existing ones.

Figure 2 shows the conceptual model: in search of recovery.



Source: Pine, R., and; McKercher, B. (2004). *The impacts of SARS on Hong Kong's tourism industry*, p. 139-143.

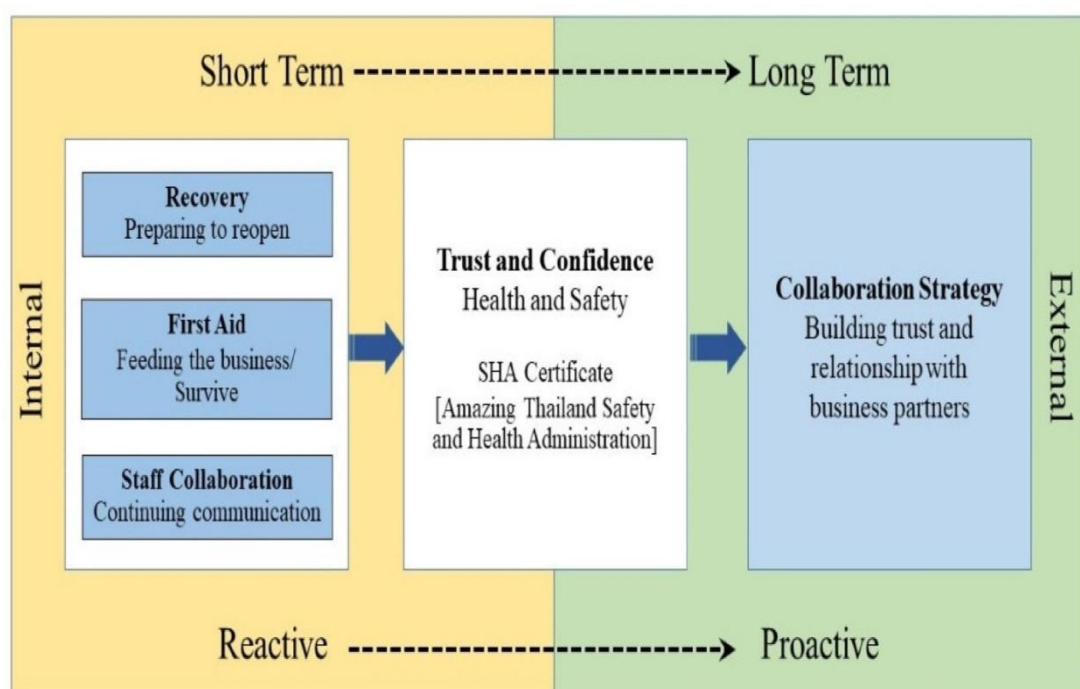
**Figure 2. The conceptual model: in search of recovery**

Figure 2 shows strategy of crisis management and corporate branding in a service context to explore how tourism businesses around the world can recover from the crisis caused by the impact of COVID-19 crisis. To manage the impact of COVID-19 crisis, the concepts of crisis management from different scholars are integrated. The tourism industry is sensitive to threats (e.g disasters, pandemics, terrorism, economic crises, etc.), and the impact of these threats affects broader economic, social, environmental and cultural issues. Toanoglou et al. (2021) examined tourists' perceptions of tourism risk by exploring the effects of media coverage, governance, tourism behavior, and COVID-19 crisis in different countries. They pointed out that tourists were influenced by the media to perceive the risk of the crisis. To respond to the crisis, tourism companies can develop cooperation between stakeholders and use this as an effective strategy during the crisis. According to Singh, & Nazki, (2023), even though travel and tourism are among the world's most prominent economic sectors, they are susceptible to various hindrances, such as natural disasters, political instability and unpredictable terrorist attacks, which can harm the destination's reputation and decrease tourist arrivals. While humans cannot control these incidents, they can implement measures, strategies and activities to mitigate their impact.

In order to deal with the effect of COVID-19 crisis, crisis management was explored. Crisis management is classified into three phases: Pre-Crisis, Crisis (with three sub-phases:

emergency; intermediate; emergency aid) and Post-Crisis (with two sub-phases: recovery; learning process). Mao et al. (2010) recommended disaster models or CAT models to analyze SARS pandemic data. With the sale of CAT models, Mao et al. (2010) developed two promotional strategies, namely a macro strategy to increase trust and security and a micro strategy to reduce the perceived risk of travel.

To deal with a crisis, Ritchies (2004) proposes a crisis management model that can be divided into the prodromal stage, the acute stage, the chronic stage and the resolution. But Ritchies's (2004) crisis management model does not focus on proactive action in response to the crisis. Other researchers, such as Roberts (1994) and Faulkner (2001), focus on proactive leadership through pre-crisis preparedness for recovery (Figure 3).



Source: Radic, A.; Law, R.; Lück, M.; Kang, H.; Ariza-Montes, A.; Arjona-Fuentes, J.M.; Han, H. (2020). *Apocalypse now or overreaction to coronavirus: The global cruise tourism industry crisis.*

**Figure 3. The recovery strategy**

Faulkner (2001) developed a multi-step process to cover different periods of the crisis, known as the Tourism Disaster Management Framework (TDMF). It involves different stages: pre-event, prodromal, emergency, intermediate, recovery and dissolution. However, Faulkner's framework tends to be more suitable for natural and man-made disasters than for pandemic events. In this direction, Hosie and Smith (2004) proposed an additional model: PPRR (Prevention, Preparedness, Response and Recovery) crisis management model. These models tend to overlook actions after the crisis, i.e. to learn from the crisis. The results of the learning process play an important role as they act as input to

the proactive phase to enable all relevant stakeholders. This requires contributions from various disciplines, including marketing, management and human resource management.

*In summary, the tourism economy has been severely affected by the COVID-19 crisis and the scenarios analyzed indicate that the potential impact could range from a 60-80% decline in the international tourism economy. Players in the tourism industry are ready to maintain the resilience of the tourist destination during the COVID-19 crisis. Crisis management and corporate branding in a service context to explore how tourism businesses around the world can recover from the crisis caused by the impact of COVID-19. To manage the impact of COVID-19 crisis, the concepts of crisis management from different scholars are integrated.*

#### **1.4. The concept and consequences of crisis**

Crisis can be defined as a painful process that results in deviations in the goals, objectives and strategies of a nation, organization, or institution with the impact of unfavorable events. Pearson & Clair, (1998) defined crises and disasters as unexpected and unpredictable, whether natural or human, injuring people, damaging infrastructure and property, and threatening the survival of an organization. The Cambridge Dictionary (2004) defines a crisis as “a situation which has reached an extremely difficult or dangerous point, and a time of great disagreement, uncertainty and suffering”. In the same vein, the Merriam-Webster Online Dictionary (2005) defines a crisis as “an unstable or crucial time or state of affairs in which a decisive change is impending”. Many other authors have defined crisis in a similar way as an adverse occurrence with an unpredictable outcome (Coombs & Holladay, 2002; Faulkner, 2001; Moreira, 2007; Pforr, 2006; Ritchie, 2004; Ruff & Aziz, 2003). The tourism industry can be affected directly or indirectly in any national or international crisis.

History has repeatedly shown that crises arising out of health diseases such as the covid-19 crisis, natural disasters such as earthquakes, economic downturns such as the global economic crisis or terrorist attacks such as the 9/11 attack have had an instant damaging impact on tourism activity, as a result of high vulnerability of tourism to crises situations. While local or regional crises may not have an adverse effect on global tourism, the spread of any economic crisis or infectious disease around the world is sure to have chaotic and negative consequences for the tourism industry. This is evident from the way in which the Global Economic Crisis led to a decline in tourist movements around the world, and even more pronounced in the case of the Covid-19 crisis, which led to an almost complete shutdown of international tourism globally. There are different kinds of crises that may pose serious threats to the tourism industry. These include political instability, terrorism, crime,

natural disasters, environmental crises and disasters, economic shocks, management and service failure (own goals), technological disasters, other health related crises (apart from the COVID-19 crisis). According to Singh and Nazki (2023), crises and disasters pose significant obstacles to the socio-economic progress of any destination, especially in the tourism sector. Due to the increased permeability of borders among countries resulting from globalization, an economic crisis in any country can easily spread to other countries. With such negative effects on national economies, global crises impede the achievement of the macroeconomic goals that countries set for themselves (Yangibayev, 2011). Talking about crises, the 2009 Global Economic Crisis and the Covid-19 pandemic crisis are the two biggest crises that have hit the international tourism market in the twenty-first century which have had a global adverse effect in the tourism industry.

The Global Economic Crisis undoubtedly led to a huge decline in foreign travel, but depending on the nation, it may also present new prospects for domestic travel by enhancing its comparative competitiveness with other locations due to new financial constraints. This can benefit the economy in terms of employment and production, minimizing leaks that can occur during a crisis (Sheldon & Dwier, 2010). However, not all regions have experienced the same change in the tourist destination. According to Smeral (2010), the severe recession as a result of the global economic crisis, which is the most intense since World War II, hit the global economy in 2009. The economic crisis spread from the USA to most world countries in 2008 and 2009, while in certain countries it lasted even longer, and took on the character of a global economic crisis. According to the World Bank (2023), the world's gross domestic product (GDP) declined by 3.41% in 2009, compared to 2008. Even though the roots of the crisis came from one of the world's most significant emitting tourism markets, i.e., the USA, back in 2007, international tourism was most severely impacted by the Global Economic Crisis in 2009, when it was largely of a global nature. Globally, the volume of international tourist arrivals declined by 3.8%, while international tourism receipts decreased by 5.6% in 2009 compared to 2008 (UNWTO, 2011).

The crisis caused by the Covid-19 pandemic hit the world in 2020, with the first cases of recorded in China towards the end of 2019. The pandemic negatively affected practically every economic sector, but tourism was one of the most affected due to a specificity of the crisis, as well as tourism itself as an economic activity. The coronavirus pandemic has had the substantial impact on tourism, like no other event in history (Sigala, 2020). This especially applies to international tourism. The Covid-19 crisis was followed by the shutdown of the state borders, the restriction of people's freedom of movement, and the introduction of specific strict and stringent restrictions, or even total shutdowns of hotels,

restaurants and other tourist-related activities and facilities. According to the World Tourism Organization (UNWTO, 2020), 96% of tourism destinations worldwide imposed travel restrictions, and fully or partially closed their borders to tourists. Most tourists in an attempt to prioritize their safety and security, canceled trips themselves or substituted for domestic ones (Stanić et al., 2022). As much as the tourism industry is considered to have a remarkable resilience and the ability to respond to unexpected or unforeseen circumstances and recover quickly, the Covid-19 crisis has negatively affected the industry (Romagosa, 2020).

Several countries depend heavily on tourism for their economic growth and development, and the rapid spread of Covid-19 crisis has had a negative impact on it (Estrada et al., 2020). Due to their heavy reliance on foreign tourists, which makes them more vulnerable, major receptive tourist destinations are particularly exposed to the crisis effects (Nicola et al., 2020; Robina Ramirez et al., 2021).

The Table 4 shows Author's Ideas and conclusion on the concept of Crises and its effect on tourism.

Table 4

**Author's Ideas and conclusion on the concept of crises and its effect on tourism**

S/N	Authors	Ideas and conclusion on crises and its effect on tourism
1	Sönmez et al. (1994, p. 22)	According to them, tourism crisis is “Any occurrence which can threaten the normal operation and conduct of tourism-related businesses; damage a tourist destination’s overall reputation for safety, attractiveness and comfort by negatively affecting visitors’ perceptions of that destination; and, in turn, cause a downturn in the local travel and tourism economy, and interrupt the continuity of business operations for the local travel and tourism industry, by the reduction in tourist arrivals and expenditures”.
2	Coombs & Holladay, 2002; Faulkner, 2001; Moreira, 2007; Pforr, 2006; Ritchie, 2004; Ruff & Aziz, 2003.	They defined crisis in a similar way as an adverse occurrence with an unpredictable outcome. Crises have an adverse effect on global tourism.
3	El-Khudery (2003)	Crises, whether natural, human-made or political, are unwanted and threatening events that negatively impact the tourism industry, hence requiring practical managerial activity and immediate recovery.
4	Yangibayev, (2011)	Economic crises in any country can easily spread to other countries as a result of globalization. With such negative effects on national economies, global crises impede the achievement of the macroeconomic goals that countries set for themselves.
5	Gani et al., (2018)	The travel and tourism industry is very susceptible to crises and the short- and long-term effects of disasters.
6	Minar, (2019)	The complexity of a crisis is that it has a strong impact on tourism behavior and any unwanted or uneven incident has an impact on the destination image.

7	Gani et al., (2021).	One of its devastating effects is that it negatively affects the tourism destination image.
8	Matanzima & Nhiwatiwa (2022).	The politico-economic crises of the 2000s in Zimbabwe and the COVID-19 crisis have variedly affected the prevalence of tourism with the actors (such as employees, tourists and recreational facility owners) involved in the tourism industry having been seriously affected.
9	Özkeşkek, Emir and Aksöz (2022)	They defined crisis as a painful process that results in deviations in the goals, objectives and strategies of a nation, organization, or institution with the impact of unpredictable and unfavorable events.
10	Singh and Nazki (2023)	Crises and disasters pose significant obstacles to the socio-economic progress of any destination, especially in the tourism sector. Such crises as natural disasters, political instability and unpredictable terrorist attacks, can harm the destination's reputation and decrease tourist arrivals.

Source: created by the author

The tourism industry is a very lucrative industry for several countries who rely on it for economic prosperity. Throughout the literature discussions, it is evident that the tourism industry is susceptible to crises of different nature. Not only is the tourism industry susceptible to crises but also it is negatively affected by the effect of the crises. Crises that affect tourism have been classified into different categories by different authors such as natural disasters and human-made disasters. It was found from the discussions above that one of the most devastating effects of crises is that it negatively affects the tourism destination image.

## **2. EMPIRICAL RESEARCH ON THE SURVIVAL STRATEGIES FOR TOURISM BUSINESSES DURING CRISIS**

This chapter presents the empirical levels of research on the concepts of survival strategies for tourism businesses carried out by different authors. This section highlights the different strategies and strategic plans that contribute greatly to the survival of tourism businesses and the model in creating survival strategies for tourism businesses.

### **2.1. Summary of research on survival strategies for tourism businesses during crisis**

Survival strategies refers to a wide range of different tactics and actions taken by business owners to give their business the best chance of survival (Abu, 2020). Some business survival strategies include having a good business plan, conducting competitor analysis, regularly monitoring the business cash-flow, conducting consumer research and a host of others. Business survival strategies incorporate all the business management activities like marketing, production, promotion, revenue generation, and so on. In creating a strategy for your business, it is recommended to use such instruments as “sketch of a business strategy”, which reflects the main components of the strategy and on the basis of which a detailed strategic plan can be developed (Hnedina, 2019).

Research on the empirical levels of survival strategies of tourism businesses has shown that tourism businesses who create and adopt survival strategies tend to have a better financial performance, marketing performance, increased brand value and brand visibility, and improved relationships with stakeholders and customers. Also, studies have found that survival strategies can lead to increased innovation and efficiency for businesses, as well as a more effective customer acquisition and retention processes as businesses create models for strategic decision-making and possibilities of alternative strategic decisions in the area of tourism (Arimavičiūtė, 2015).

It is very important to understand that different businesses have different dynamics, and these dynamics can shape the way they operate and determine the different strategic plans for business survival. According to Hnedina (2019), the formation of the strategy brings a large number of benefits to an entity. These include: resource allocation and rational consumption of available resources; coordinate the activity of the company; evaluate and forecast the business position in the market; definition of target customers and sales channels; promotion and formation of goodwill; the formation of the singularity; blockage identification and looking for the potential to increase efficiency; motivation to obtain the key indicators; business risk assessment and increased stability; increase efficiency and adaptability to economic security threats, and so on.



In a world increasingly faced with, and divided by, regional and global crises, resilience has emerged as a key concept with significant relevance for tourism. A paradigmatic shift is taking place in the long-term planning of tourism development, in which the prevailing focus on sustainability is being enhanced with the practical application of resilience planning (Cheer, & Lew, 2017).

According to Tarapituxwong, Polard, & Chimprang (2023), the survivability of a tourism-related establishment mainly depends on the firm's characteristics such as business type, location, fixed assets, and net income. However, such business and employment strategies as social distancing practice, laying off part-time employees and operating without working-hour reduction can harm the business's survivability. Furthermore, domestic-tourist targeting enterprises appear to contribute to high survivability similar to the exporting and importing components in their supply chain. The COVID-19 pandemic brought a crisis for businesses but has provided many positive transformations. SME entrepreneurs should sustain their survival strategies and seize external support to enhance their potential. Due to the pandemic, various efforts have created innovations, honed business resiliency and increased competitiveness (Yunus, & Ernawati, 2023). So many other countries also suffered many damages as much as this due to the Covid-19 pandemic, and for the tourism businesses, it was due to lack of strategic business plans. In the work of Nyikana, & Bama, (2023), they noted that domestic tourism is an important springboard for recovery in the country but only if effective collaboration between the private and public sectors is enhanced. While some industries adapted to digital platforms and continue their fight for survival, some industries have encountered unprecedented cuts due to travel restrictions and social distancing, making mobility extremely difficult (Mehroliya, Alagars-amya & Solaikutty, 2020).

The problem of building business strategies for companies is becoming more and more important and urgent, because it determines the success or failure of a company. This is because the strategic planning in the business, specifically the tourism industry is not only important but also means the survival and survival of a business in the market. Also, modern strategic management helps businesses clarify the importance of paying more attention to environmental analysis and planning strategies related to the development of the tourism industry (Tien, 2023).

Modern tourism strategies relate to implementing new and effective methods to attract international tourists and promote sustainable growth in the tourism industry (García-Henche, 2018). These strategies include the use of modern technology, the development of unique and different tourist experiences, the preservation of local culture and the natural environment, and the directing of efforts towards emerging markets. It also contributes to

achieving economic growth, providing job opportunities, and promoting cultural exchange and international cooperation. It is important that these strategies are compatible with the concept of sustainable development, in which the environment, culture and human heritage are preserved, sustainable job opportunities are created and cooperation between stakeholders is enhanced in general. It can be said that modern tourism strategies have a significant impact on revitalizing international tourism and achieving sustainable growth in this sector, and are necessary to meet the needs of tourists, improve their experience, and make tourist sites more attractive and competitive at the global level (Radhi, 2023). Business survival strategy should be a combination of careful thought before making crucial decisions and agile adaptation when things do not go as planned (Alexis Flynn, 2022).

High level of business risk determines the need to form a strategy as a long-term action plan for economic growth potential and providing competitiveness and sustainability for future development. (Gogol & Hnedina, 2016). According to Pilelienė, & Grigaliunaite, (2016), the most common technique for identifying the compatibility between tourist needs and the experience with a tourism destination is tourist satisfaction measurement.

Variakojiene & Achonen, (2022) found in their study that war and political instability influence business performance. The results from their study showed that war and political instability has a serious negative impact on tourism arrivals to Lithuania. Many businesses have always developed resilient strategies to be able to survive business crises and unforeseen economic and business downturns. After the covid-19, the businesses with resilient framework are able to develop resilient strategies the business can utilize to survive to sustain the business livelihood (Gorjian & Gooyabadi, 2021). According to Iirmdu, & Donaldson, (2023), most of the tourism businesses survived the pandemic with businesses gradually 'bouncing back' due to human resources and the overhauling of business operations. Bifurcation caused tourism businesses to be on paths that led to their closure (destruction), while some gained new market segments thanks to reorganization to reach self-organization facilitated by strange attractors. The incorporation of chaos theory in business management practices during the pandemic further confirms that crises are complex and unpredictable. Table 5 summarizes the insights and conclusions of some of the authors.

Table 5

**Analysis of the summary of some author’s findings and conclusions on the survival strategies for tourism businesses during crisis**

s/n	Authors/Year	Aim of Research	Research Findings & Conclusions
1	Žuromskaitė, & Daciulyte (2016)	The aim of the study article was not only to analyze the selected cultural	The result highlighted the problematic areas and the direction in which improvement

		tourism products and reveal problematic areas of management and marketing competencies which occur during the provision of these products to customers, but also at setting out the guidelines for the development of human resources.	could be achieved. Further, they found that Lithuania has a big potential of cultural tourism (heritage) products, however, the opportunities are poorly availed of and this area is not competitive enough. They concluded that it is important to note that to place an attractive cultural tourism product on the market of tourism or to offer attractive services more attention should be focused on clients and the improvement of competencies related to market knowledge and customer-oriented learning.
2	Abu-Rumman, (2020)	The aim of the study was to investigate the COVID-19 impact and survival strategy in the business tourism market: the example of the UAE MICE industry.	He found that the UAE MICE industry was among the global leaders before the COVID-19 pandemic occurred. He concluded that the multiplicative analysis performed in the course of the study identified the 5P marketing strategy and an outsourcing method as an optimal solution for MICE companies' survival and recovery.
3	Maitra, (2021)	The research paper aims to identify the significant changes in tourism and hospitality business in India led by the Usage of digital Technology.	He found that digital platforms has become a preferred way of conducting business with people connected on digital platforms, i.e. Zoom, WebEx, Ms teams, Google meets. He concluded that in the post-COVID-19 phase, digital overdrive for the service sector in India is rising gradually. The development of new apps and dependency on digital media have increased manifold. The New normal has taken a thrust by enhancing the visibility of brands on the digital platform. The tourism and hospitality sectors are working on a digital platform for survival and sustainability.
4	Pociūtė-Sereikienė et al., (2022)	The aim of the study is to investigate the challenges of the tourism sector in Lithuania in the context of the COVID-19 pandemic: State aid instruments and the efficiency of the tourism business support.	They found that the imposed restrictive measures have greatly impacted and led to the stagnation of the tourism sector. Due to the COVID-19 pandemic and travel restrictions, the number of international tourist arrivals sharply decreased.
5	Humeniuk, et al., (2022)	The aim of the research is the creation of a conceptual framework and formulation of practical recommendations for development of the methodological foundations of anti-crisis management in the sphere of international tourism and hospitality services.	The results of the research have permitted determination of the instruments for responding to the crises caused by the COVID-19 pandemic, formulation of conceptual approaches to identification of the crises sources and the process of anti-crisis management in hotel and tourism business.
6	Etim, et al., (2022).	The aim of the study was to assess small business mortality and survival strategies in Akwa Ibom State, Nigeria.	They found that there is a significant and negative relationship between managerial skill and business mortality. Also, there is a significant and negative relationship between marketing strategy and small business mortality. Further, they also found that significant joint influence of managerial skills, succession plan and marketing

			strategy on small business survival in Akwa Ibom State. Thus, it is concluded from the study that managerial skills, succession plan and marketing strategy affect the small businesses in Akwa Ibom State, Nigeria.
7	Sudirman, et al., (2023)	The aim of the study was to identify and analyze the recovery strategy of the Sharia tourism business on Lombok Island, Indonesia, after the Covid-19 pandemic.	After their analysis, they found and concluded that there are several essential strategies in the recovery of the Sharia tourism business on Lombok Island, namely increasing online marketing, a collaboration between tourism actors, developing halal tourism, and developing environmentally friendly tourism. Further, they stated that with the implementation of the right strategy, it is expected that Sharia tourism on Lombok Island can recover successfully, provide significant economic benefits, and meet the expectations of Muslim tourists and local communities.
8	Amiri, & Ramos (2023)	The aim of the study was to understand the effects and potentialities of business intelligence systems conjugated with artificial intelligence for tourism companies.	They found that several technologies have emerged and disrupted how businesses operate in the Tourism 4.0 environment surrounding tourism companies. They concluded that the benefits of BI adoption in businesses helps the tourism company to increase destination sustainability support and to create a shared decision-maker environment between the companies.
9	Syah, et al., (2023)	The aim was to investigate the impact of Service Strategy on Tourism Business Development: Empirical Study on Purbalingga Panyatan Waterfall Tourism Spot.	The results from the study showed that service strategy in rural tourism has a significant effect on tourism business development in this area. Further, they concluded that the friendliness of the residents surrounding the tourist site become part of the external service of the community, and it attracts tourists to visit Panyatan Waterfall.
10	Luo, & Yun, (2023)	The aim of the study was to investigate the risks and strategies in adopting green tourism practices in developing economies.	They stated that promoting sustainability and reducing the detrimental effects of tourism are two benefits of using green tourism strategies. According to the SAW method used, they found that clear and effective regulations and guidelines, infrastructure development, and public-private partnerships are top-ranked strategy risks to adopting green tourism practices in China.
11	Yunus, & Ernawati, (2023)	The aim of the study was to examine the positive impact of strategies on the viability of small and medium-sized enterprises (SMEs) in times of crisis. Specifically, the study investigated the influence of resource utilization as an initial survival strategy on innovation practices and SMEs' performance.	They found that Resource utilization as an initial survival strategy has a positive effect on increasing organizational innovation practices and ultimately affects business performance. Furthermore, government support and external partnerships significantly enhance the relationship between resource utilization and innovation.

12	Wijaya, et al., (2023)	The aim was to examine the Survival Strategy of Indonesian Tourism Business Actors during Covid-19 Pandemic.	They found from the results of the study that the impact of the Covid-19 pandemic on Karimunjawa Island made tourism business actors lose their jobs and income. They further concluded that most tourism business actors used their savings to survive throughout the pandemic and a handful of them went to find other jobs possible.
13	Kurniati, & Suryanto (2023)	The aim of the research was to analyze the digital entrepreneurship strategies by tourism industry players in Tourism 4.0.	The results from the study showed that digital entrepreneurship in the Indonesian tourism industry is multiplying. Also, several factors that support the growth of digital entrepreneurship include internet penetration, large population demographics, and digitization in the tourism industry. They concluded that digital entrepreneurship actors in the tourism industry are implementing several strategies to survive during and after the Covid-19 pandemic and entering the era of Tourism 4.0.
14	Jagtap, Reddy, & Saiteja, (2023).	The aim of the study was to comprehensively evaluate the economic losses incurred throughout the entire pandemic period and to investigate potential recovery phases for the tourism sector post-pandemic.	They found that during the initial wave of the pandemic, the tourism sector in India suffered more profoundly than most other economic sectors. Further, the study seeks to reinvigorate a vital sector that not only fuels India's economy and employment but also connects a significant portion of the population directly or indirectly to tourism-related activities.
15	Radhi, (2023)	The aim of the study was to examine the modern technologies in tourism and their impact in revitalizing international tourism.	He found that by implementing strategic practices such as eco-friendly accommodations, responsible wildlife tourism, and community tourism initiatives, it can attract environmentally conscious travelers. Also, sustainable tourism strategies not only help preserve natural and cultural resources, but also enhance the reputation of a tourist site and attract a wider audience. Further, digital marketing and technology play an important role in stimulating international tourism. He concluded that with the widespread use of the internet and social media, tourism spots can reach a global audience and showcase their unique offerings.
16	Maitra, & Roy, (2023)	The aim of the research paper was to address the technological interventions' role in regaining customers' and employees' trust, increasing the tourism industry's resilience in the wake of the pandemic.	They concluded that hotels handle reservations, check-in, check-out, rooms, food experiences, conferencing, and delivery seamlessly with technology interventions. And in the same vein, digital technology became a facilitator for implementing the stringent social distancing criteria and driving a redefined customer experience.

Source: created by the author.

Yunus, & Ernawati, (2023) carried out a research study titled “awakening the giant within: turning SMEs survival strategy into performance”. The aim of the study was to examine the positive impact of strategies on the viability of small and medium-sized enterprises (SMEs) in times of crisis. Specifically, the study investigated the influence of resource utilization as an initial survival strategy on innovation practices and SMEs’ performance. It further assesses the potential impact of government aid and partnerships on the relationship between resource utilization and innovation. The study used a mixed-method approach that integrates phenomenology and quantitative research. They found that Resource utilization as an initial survival strategy has a positive effect on increasing organizational innovation practices and ultimately affects business performance. Furthermore, government support and external partnerships significantly enhance the relationship between resource utilization and innovation.

Another business survival strategy that’s very vital for the success of any business is a strategic plan on marketing and related activities. Marketing is the life of any business, it is through marketing that the business generates revenue, hence creating a strategic marketing plan will not only improve the marketing performance of the business, but also increase its sales and revenue generation and overall increase in profit for the business.

Kenneth Waldman (2016) sees marketing strategy as a number of skilled procedures that allows an organization to control its resources towards maximizing best available opportunities that will result in increased sales, and obtain an edge over competitors. It involves sustainable business activities that accord the business organization an opportunity to develop an impregnable brand awareness. It is also viewed as an ideology that activates the process through which organizations, groups and individuals attain their needs and wants to discover value, draw up means of achieving it, communicate and deliver it to others. Additionally, businesses with a good marketing strategy tend to outperform their competitors in a competitive market environment. SMEs have struggled with unhealthy competition and many have responded by utilizing many retrenchment strategies to overcome the unhealthy competition.

According to Toanoglou et al. (2021), who examined tourists' perceptions of tourism risk by exploring the effects of media coverage, governance, tourism behavior, and COVID-19 in different countries pointed out that tourists were influenced by the media to perceive the risk of the crisis. To respond to the crisis, tourism companies can develop cooperation between stakeholders and use this as an effective strategy during the crisis.

In the same vein, Abu Rumman, (2020) investigated the COVID-19 impact and survival strategy in the business tourism market: the example of the UAE MICE industry.

He found that the UAE MICE industry was among the global leaders before the COVID-19 pandemic occurred. However, as a result of severe quarantine measures, due to the pandemic, the majority of destinations all over the world introduced COVID-19-related travel restrictions that were valid until May 2020. He stated further that in the UAE, like in any other country, the coronavirus pandemic affected every industry, and especially the MICE one. Even though the consequences of COVID-19 have been greatly analyzed by many UAE researchers, its global and local impact on the MICE industry, as well as the strategies for MICE company's survival, are described insufficiently. The result from the research revealed that under the conditions of harsh travel restrictions and closed borders, the UAE MICE industry is faced with a sharp reduction of demand. Emirates Airlines, hotels, and other tourism-related businesses have experienced significant material losses. In particular, the drop in scheduled departure flights comprised 82%. He concluded that the multiplicative analysis performed in the course of the study identified the 5P marketing strategy and an outsourcing method as an optimal solution for MICE companies' survival and recovery.

In the work of Mzobe, Makoni, & Nyikana, (2022), they emphasized that as a form of recovery strategy from the shock of the pandemic, prices should be reduced in order to ensure that domestic customers could afford domestic tourism products offered during times of external shocks. According to several studies, the Covid-19 pandemic led to travel restrictions globally and affected the tourism industry with a drastic decrease in tourist activities globally and resulted in a huge loss of business activities, decrease in revenue for tourism businesses globally.

Pociūtė-Sereikienė et al., (2022) explored the research study, Challenges of the tourism sector in Lithuania in the context of the COVID-19 pandemic: State aid instruments and the efficiency of the tourism business support. They disclosed that at the beginning of 2020, Lithuania and many other European countries introduced quarantine and began restricting movement across the country's borders. The imposed restrictive measures have greatly impacted and led to the stagnation of the tourism sector. Further, due to the COVID-19 pandemic and travel restrictions, the number of international tourist arrivals sharply decreased. The result from the analysis revealed that the difficult situation was noticed in all fields of the tourism sector, however, the main losers of the pandemic were those relying on the international tourist. The analysis of official documents disclosed that even though the tourism business was able to benefit from the variety of offered governmental aid packages in 2020–2021, the quantity and quality of support was not enough and was strongly criticized.

Another traditional survival strategy for businesses is the habit of saving towards bad business days. Saving a part of the business profit to be able to have a cash reservoir will help businesses stay working during business downturn periods. Business owners and other actors in the tourism business will be able to still have some income to run the business activities.

The work of Wijaya, et al., (2023) explored the Survival Strategy of Indonesian Tourism Business Actors during Covid-19 Pandemic. They employed a qualitative method for the research study. The data collection was conducted through interviews, focus group discussion, observation, and document analysis. They found from the results of the study that the impact of the Covid-19 pandemic on Karimunjawa Island made tourism business actors lose their jobs and income. They further concluded that most tourism business actors used their savings to survive throughout the pandemic and a handful of them went to find other jobs possible.

Several other studies have also discussed the significance of digitalization as a survival strategy for businesses. Many of them opined that through digitization of some activities of the tourism business, they are able to survive business downtimes such as the one that happened during the pandemic. Through digital means many tourism businesses were able to operate online.

The research work of Kurniati, & Suryanto (2023) examined Digital entrepreneurship strategy in the tourism business of the tourism 4.0 era. The research analyzed digital entrepreneurship strategies by tourism industry players in Tourism 4.0. A qualitative and descriptive research method was used in this study. Primary data sources come from the results of in-depth interviews with informants. In comparison, the secondary data sources are obtained from the search results of research results and statements of informants published in the media. The data that has been obtained is triangulated before being analyzed. The results from the study showed that digital entrepreneurship in the Indonesian tourism industry is multiplying. Also, several factors that support the growth of digital entrepreneurship include internet penetration, large population demographics, and digitization in the tourism industry. They concluded that digital entrepreneurship actors in the tourism industry are implementing several strategies to survive during and after the Covid-19 pandemic and entering the era of Tourism 4.0. This strategy successfully attracts tourists to continue to carry out tourism activities.

Another study that proposed a digital strategy for tourism businesses is the work of Sudirman, et al., (2023). They explored the topic, Sharia Tourism Business Recovery Strategies on Lombok Island, Indonesia Post Covid-19. They aimed to identify and analyze



the recovery strategy of the Sharia tourism business on Lombok Island, Indonesia, after the Covid-19 pandemic as they believed that with the right strategy, Sharia tourism on Lombok Island can recover and generate a positive economic impact for the area. After their analysis, they found and concluded that there are several essential strategies in the recovery of the Sharia tourism business on Lombok Island, namely increasing online marketing, a collaboration between tourism actors, developing halal tourism, and developing environmentally friendly tourism. Further, they stated that with the implementation of the right strategy, it is expected that Sharia tourism on Lombok Island can recover successfully, provide significant economic benefits, and meet the expectations of Muslim tourists and local communities.

The uses of innovative technologies have also become a survival strategy for many businesses in the wake of the aftermath of the Covid-19 pandemic. Businesses have employed several innovative technologies like artificial intelligence (AI), business intelligence (BI), and the uses of chatbots for customer support services.

Amiri, & Ramos (2023) examined the Effects and Potentials of Business Intelligence Tools on Tourism Companies in a Tourism 4.0 Environment. The aim of the study was to understand the effects and potentialities of business intelligence systems conjugated with artificial intelligence for tourism companies. They found that several technologies have emerged and disrupted how businesses operate in the Tourism 4.0 environment surrounding tourism companies. Firstly, the digitization of processes has become a strategy to support business survival, and secondly, the data grows exponentially on a daily basis. Further, they stated that in the tourism 4.0 environment, a business intelligence tool can help to improve decision-making while enabling business managers to realize complex information quickly and make more efficient and informed decisions. They concluded that the benefits of BI adoption in businesses helps the tourism company to increase destination sustainability support and to create a shared decision-maker environment between the companies.

Talking of business survival strategies, service strategies helps organizations determine the types of services to offer to their target customers. A customer service strategy is a blueprint for delivering on your business service standards across multiple teams, channels and tools.

Syah, et al., (2023) explored the study, Service Strategy on Tourism Business Development: Empirical Study on Purbalingga Panyatan Waterfall Tourism Spot. The research employed primary research methods. They interviewed and distributed questionnaires to visitors. There were 543 visitors who responded and answered our questionnaire. The respondents were selected using an accidental sampling technique with

the Lemeshow formula. The data were analyzed using validity, reliability, and descriptive analyses, as well as simple linear regression. The results from the study showed that service strategy in rural tourism has a significant effect on tourism business development in this area. Further, they concluded that the friendliness of the residents surrounding the tourist site become part of the external service of the community, and it attracts tourists to visit Panyatan Waterfall.

Luo, & Yun, (2023) investigated the risks and strategies in adopting green tourism practices in developing economies. They opined that in emerging economies, the tourism industry is crucial for economic growth, but it also carries substantial environmental and social risks. They stated that promoting sustainability and reducing the detrimental effects of tourism are two benefits of using green tourism strategies. The analytic hierarchy process (AHP) and simple additive weighting (SAW) methods are used in the study to assess the multiple risks and strategies of various green tourism initiatives. The results of the AHP method showed that economic, environmental, and political risks impede the implementation of green tourism for sustainable development. According to the SAW method findings, clear and effective regulations and guidelines, infrastructure development, and public-private partnerships are top-ranked strategy risks to adopting green tourism practices in China.

Žuromskaitė, & Daciulyte (2016) examined the Guidelines for improvement of cultural tourism product management and marketing competencies (Lithuania's case). The aim of the study article was not only to analyze the selected cultural tourism products and reveal problematic areas of management and marketing competencies which occur during the provision of these products to customers, but also at setting out the guidelines for the development of human resources. The triangulation of research methods was employed for the study. A survey was carried out which combined meta-analyses of several cultural tourism products (encompassing document analysis, website analysis and observation). The result highlighted the problematic areas and the direction in which improvement could be achieved. Further, they found that Lithuania has a big potential of cultural tourism (heritage) products, however, the opportunities are poorly availed of and this area is not competitive enough. They concluded that it is important to note that to place an attractive cultural tourism product on the market of tourism or to offer attractive services more attention should be focused on clients and the improvement of competencies related to market knowledge and customer-oriented learning.

Humeniuk, et al., (2022) worked on the research, international hotel and tourism business: anti-crisis management aspects. The aim of the research is the creation of a

conceptual framework and formulation of practical recommendations for development of the methodological foundations of anti-crisis management in the sphere of international tourism and hospitality services. The key problem investigated in the research is assessment of the scale of crises in the international hotel and tourism business sphere, as well as outlining the conceptual model of the anti-crisis management mechanism with regard to the COVID-19 pandemic. The core scientific results have been obtained using the general scientific methods of research, the retrospective, statistical, financial, and factor analyses, the correlation between the studied phenomena and the existing practice, as well as the target-oriented method. The conceptual approaches to identification of the functional elements of anti-crisis management in international tourism and the hospitality services sphere have been determined. The results of the research have permitted determination of the instruments for responding to the crises caused by the COVID-19 pandemic, formulation of conceptual approaches to identification of the crises sources and the process of anti-crisis management in hotel and tourism business.

Many businesses especially in developing countries lack survival strategies, and this has contributed to the high rate of business mortality rate.

Etim, et al., (2022) investigated Small Business Mortality and Survival Strategies in Nigeria. They opined that Small businesses in Nigeria have been characterized by high mortality within their first five years of existence, only about five or ten percent survive, thrive and grow to maturity. The aim of the study was to assess small business mortality and survival strategies in Akwa Ibom State, Nigeria. Data for the study was obtained through questionnaires administered on 384 respondents who were selected using Systematic Random Sampling technique. Descriptive analytical tools like frequency counts, percentages and means were used to analyze the data. Four hypotheses were formulated and tested using simple linear regression and multiple regression analyses. From the results, they found that there is a significant and negative relationship between managerial skill and business mortality. Also, there is a significant and negative relationship between marketing strategy and small business mortality. Further, they also found that significant joint influence of managerial skills, succession plan and marketing strategy on small business survival in Akwa Ibom State. Thus, it is concluded from the study that managerial skills, succession plan and marketing strategy affect the small businesses in Akwa Ibom State, Nigeria.

Also, Maitra, (2021) explored the Adoption and implementation of digital transformation for the sustainability of tourism and hospitality business in India. The research paper aims to identify the significant changes in tourism and hospitality business in India led by the Usage of digital Technology. Secondary data was used to analyze the digital

platform's Hotel and Tourism industry presence. The researcher analyzed the content of websites, electronic documents, scientific journals, daily newspapers, trade magazines, interviews and excerpts from hospitality and tourism experts. He found that digital platforms has become a preferred way of conducting business with people connected on digital platforms, i.e. Zoom, WebEx, Ms teams, Google meets. He concluded that in the post-COVID-19 phase, digital overdrive for the service sector in India is rising gradually. The development of new apps and dependency on digital media have increased manifold. The New normal has taken a thrust by enhancing the visibility of brands on the digital platform. The tourism and hospitality sectors are working on a digital platform for survival and sustainability. The gala events of tourism and hospitality in India have become virtual, and significant hotel companies have adopted the digital platform for enhancing the visibility of their product line during the crucial period, i.e. doorstep laundry service offered at an economical rate.

Radhi, (2023) examined the Modern Tourism Strategies and their Impact on Revitalizing International Tourism. The aim of the study was to examine the modern technologies in tourism and their impact in revitalizing international tourism. He found that by implementing strategic practices such as eco-friendly accommodations, responsible wildlife tourism, and community tourism initiatives, it can attract environmentally conscious travelers. Also, sustainable tourism strategies not only help preserve natural and cultural resources, but also enhance the reputation of a tourist site and attract a wider audience. Further, digital marketing and technology play an important role in stimulating international tourism. He concluded that with the widespread use of the internet and social media, tourism spots can reach a global audience and showcase their unique offerings. Thus, online travel agencies and social media websites and platforms enable travelers to search, plan and book their trips with ease. Moreover, technologies such as virtual reality and augmented reality provide immersive previews of tourist sites, allowing travelers to experience a place before they arrive. Hence, these digital strategies have proven highly effective in inspiring and seducing international tourists.

Finally, the work of Maitra, & Roy, (2023) examined the Increasing Tourism Resilience with Digital Engagement in the Hotel Industry. The aim of the research paper was to address the technological interventions' role in regaining customers' and employees' trust, increasing the tourism industry's resilience in the wake of the pandemic. They found that technology which was perceived as a novelty before the pandemic, became a necessity after the pandemic. Also, technology-driven artificial intelligence tools and big data analytics have benefited industries. They concluded that hotels handle reservations, check-in, check-

out, rooms, food experiences, conferencing, and delivery seamlessly with technology interventions. And in the same vein, digital technology became a facilitator for implementing the stringent social distancing criteria and driving a redefined customer experience. In recent years, the significance of creating and having a strategic survival plan for a business cannot be underestimated as businesses seek to gain brand value and increase its performance. For the purpose of the study, the survival strategies of business are streamlined to six main components such as marketing strategies, innovation strategies, customer relationship management strategies, financial management strategies, business resilience strategies and profit maximization strategies.

## **2.2. Research model of the survival strategies for tourism businesses**

The emphasis of the research study is on the link between the elements of the business survival strategies and business survival indicators for tourism businesses.

Therefore, to actualize the purpose of the research which is to analyze the survival strategies for tourism businesses and develop survival strategies for tourism business, the following hypotheses are developed:

H1 – Competitive Marketing Strategy has a positive impact on tourism business survival

H2 – Digital Innovation Strategy has a positive impact on tourism business survival

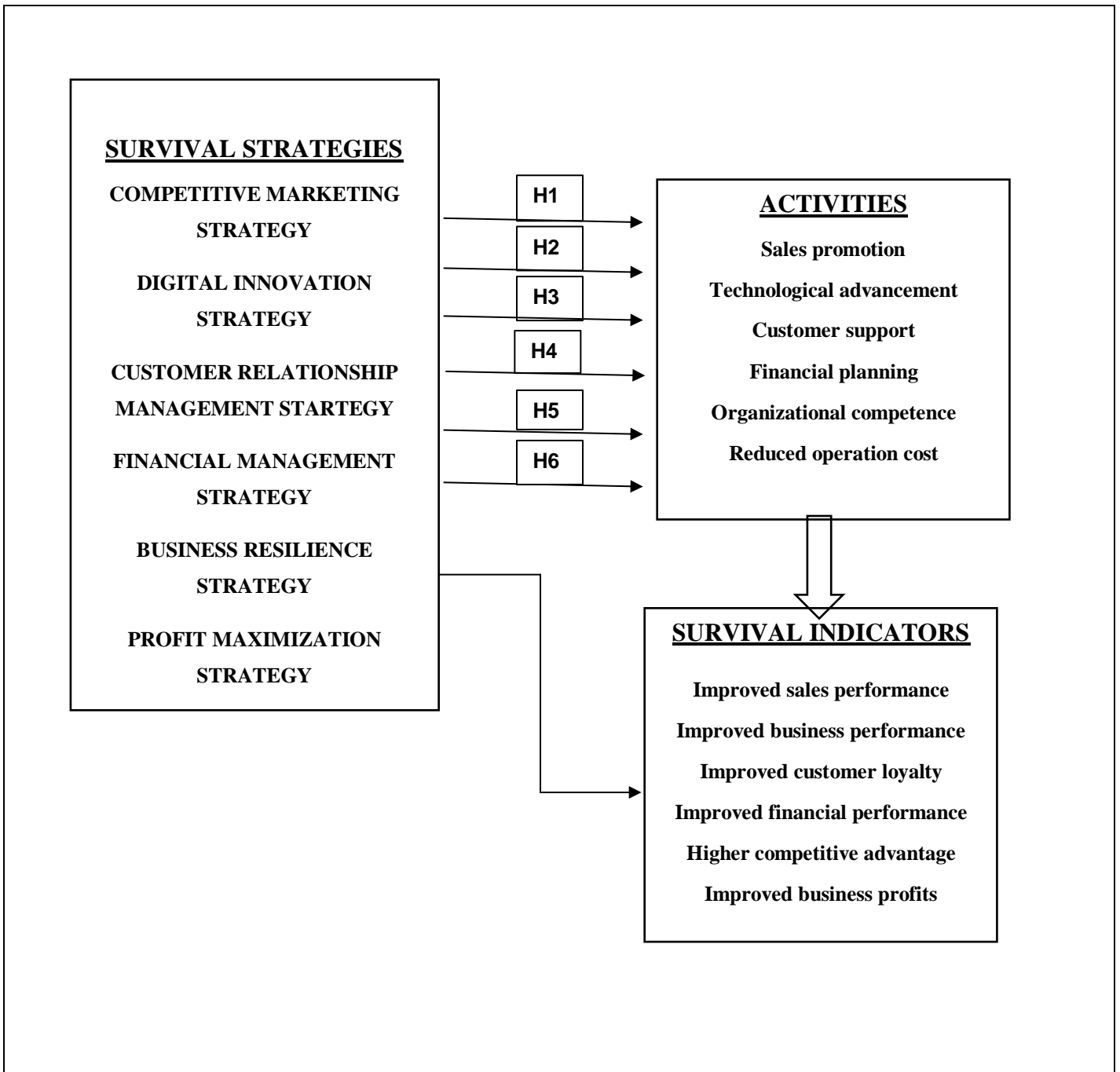
H3 – Customer Relationship Management Strategy has a positive impact on tourism business survival

H4 – Financial Management Strategy has a positive impact on tourism business survival

H5 – Business Resilience Strategy has a positive impact on tourism business survival

H6 – Profit Maximization Strategy has a positive impact on tourism business survival.

Figure 3 presents the research model of the survival strategies for tourism business.



Source: created by the author.

**Figure 4. Research model of the survival strategies for tourism businesses**

Figure 4 represents the research model developed for the survival strategies for tourism businesses. The model shows the link between the strategies, business survival activities and the business survival indicators. Tourism businesses who develop a good and competitive marketing strategy will be able to have a great share of the market and in return, there will be high sales performance. Such marketing strategies like sales promotion, advertising, and different marketing campaigns are the competitive marketing strategies that businesses come up with to be able to have an improved sales performance. An improved sales performance will bring in more revenue and profit for the business. The integration of

digital and technological innovations into tourism business help to improve their business performance in general. Several studies that explored how digital tools and technological innovations impact tourism businesses have found and concluded that as a result of technological advancements, digital and technological innovations have a positive and significant impact on the success and survival of tourism businesses. Hence, it is recommended for tourism businesses to adopt technological and digital innovations to improve their overall business performance. Furthermore, customer relationship management strategies are undoubtedly what any business needs to prioritize. Customers are the life of every business establishment and creating strategies to manage the relationship between the business and the customers is very important. It helps the business to retain its existing customers, the business can also generate new customer base via referrals and customer loyalty is also an indicator of having good customer relationship management. A good financial management strategy such as good financial planning will improve the financial performance of the business. Also, tourism firms with business resilience strategies tend to have a high competitive advantage due to organizational competence. Finally, a good profit maximization strategy such as reducing operation cost and prize optimization will result in improved profits for the business.

*In summary, to undertake the empirical research on the survival strategies of tourism businesses, the fundamental goal behind constructing the model in this study was to establish a well-structured link between the survival strategies and the business survival indicators. Some examples of business survival strategies such as competitive marketing strategy, digital innovation strategy, customer relationship management strategy, financial management strategy, business resilience strategy and profit maximization strategy are employed as the independent variables to analyze their influence on the different business survival indicators.*

### 3. **EMPIRICAL RESEARCH OF SURVIVAL STRATEGIES FOR TOURISM BUSINESSES DURING CRISIS**

The research methodology, as well as the foundation of the research organization, the course of the research, problems that came up throughout it, as well as the results of the data analysis are all described in this chapter.

#### 3.1. **Research Methodology**

This section reflects in full the methodology adopted in this research of the survival strategies for tourism businesses during crisis. A research methodology is a structure used to build up and use knowledge which is the objective in providing rationale also appropriate results with unique accuracy, the aim of capably analyzing a fixed hypothesis. The study therefore used quantitative research.

**The aim of the research** is to determine the survival strategies for tourism businesses during crises and their impact in tourism business survival.

**Objectives of the research.** In order, to achieve the aim mentioned above, the following objectives were set:

1. To determine which survival strategies are the most important for the survival of tourism businesses during a crisis.
2. To evaluate the link between survival strategies and tourism business survival during a crisis.
3. To determine if the development of survival strategies have an impact on the survival of tourism businesses during a crisis.

**Research sample.** The purposive sampling was adopted to establish the sample of this study. This style is a classification under the non-probability sampling methods, sample participants are picked based on the person's understanding, relations and capability relevant to the study topic (Freedman, 2007).

**Selection criteria:** Respondents were selected based on their willingness to participate, their availability to participate, putting in mind that I was working with limited resources and time constraints. Hence, only 60 respondents whom were willing and available to partake in the study were used.

For this study, the sample participants that were picked have a connection with the organization of the research, adequate and significant job experience. For this study, the population is the estimated number of staff from different tourism organizations.

A sample is a subset of the population. Adedayo (2010) defines it as the fraction of a population size. There are different methods used to determine sample size, but, for this research; the sample size was determined by using the Taro Yamane formula (2006)



sampling method. Depending on the population size and the desired sample size for the investigation, the formula employs the 90% to 95% confidence level and 10% to 5% level of procession, respectively. Due to the small population size (100) and desire for large samples, the research used a 95% confidence level and a 5% procession level which is sufficient to determine the link between sustainable business model and the competitiveness of international companies.

The Taro Yamane formula is shown below:

$$n = N / [1 + N (e)^2]$$

Where: n= Required sample size.

N = Total target population which is 100 staff

e = level of procession which was 5% = 0.05.

Therefore,  $n = 100 / (1 + 100 (0.05)^2)$

$$n = 100 / (1 + 100 (0.0025))$$

$$n = 100 / (1 + 0.335)$$

$$n = 100 / 1.335$$

$n = 74.906$  approximately 75. On this premise, the sample size is seventy-five (75).

**Research method.** For this investigation, to test the hypotheses, a quantitative research method was employed. Adopting a quantitative research method for research on the survival strategies of tourism businesses is important for a number of reasons; quantitative research methods provide objective data that can be measured and analyzed, reducing the potential for bias, it can be gathered from a significant sample of tourism organizations, allowing for generalizations to be made about the entire population of tourism businesses. These research methods are replicable, meaning that other researchers can use the same methods to test the findings of the study. This method allows for the use of statistical analysis to test hypotheses and identify patterns and trends in the data. Overall, the quantitative methodology allows for a more rigorous and accurate assessment of the survival strategies of tourism businesses during crises, providing valuable insights for businesses, policymakers and researchers alike.

A structured questionnaire has been used to get primary data. It was designed to identify personal factors like the respondent's age, gender, job role, country of operation and so on, however the second and third section contains information that was drafted to get the respondents point of view on survival strategies and survival indicators of tourism businesses. The questionnaire is straightforward and written in clear and simple English for the respondent to pick from the corresponding opinions like; strongly agree (SA), agree (A), neutral (N), disagree (D) and strongly disagree (SD) options. The statistical package for

social sciences (SPSS) was applied to interpret data, the Pearson correlation analysis was used to test the research hypothesis.

The research data will be collected using the questionnaire survey method. Questionnaires will be distributed to different staff in different tourism organizations via online survey.

Questionnaire is provided in Appendix 1, and consists of three (3) sections:

- 1st section “Bio Data” (1 – 8 questions). The aim of this section is to find out the following data about the respondents: respondent’s age, gender, job role, country of operation and so on.
- 2nd section “Survival Strategies of tourism businesses” (9 – 26 statements). The aim of this section is to find out the data about the survival strategies of the respondents under the 6 types of survival strategies employed in the study.
- 3rd section “firms’ Survival Indicators of tourism businesses” (27 – 32 statements). The aim of this section is to find out the data about the firms’ business management practices of the respondents.

Further tests were done (reliability test) to determine the internal consistency of the questionnaire items to know if it is suitable for the analysis.

The answers to all statements related to survival strategies and survival indicators of tourism businesses are presented on Likert scale, in which the estimates range from 1 (Strongly disagree) to 5 (Strongly agree). The questionnaire was developed to test the hypotheses and achieve our research objectives.

The hypotheses, the questionnaire statements and their objectives as assigned to their testing are presented in Table 6.

**Description of hypotheses according to the questionnaire**

<b>Hypothesis</b>	<b>Questionnaire statements</b>	<b>Objectives</b>
H1 – Competitive Marketing Strategy has a positive impact on tourism business survival.	<ul style="list-style-type: none"> <li>● Your organization has put in place a competitive marketing strategy to overcome poor marketing of tourism services during the crisis.</li> <li>● During the crisis, the marketing team worked to create alternative means of selling the tourism services of the organization.</li> <li>● Your organization has a recognized marketing plan to improve the sales of tourist services during a crisis.</li> </ul>	To determine the impact of marketing strategy of tourism businesses on sales performance during crisis
H2 – Digital Innovations Strategy has a positive impact on tourism business survival.	<ul style="list-style-type: none"> <li>● There is room for digital innovation to prevent permanent disruption of tourism operations during crises in your organization.</li> <li>● Innovations such as chatbots, robotics and use of mobile applications for bookings are available in your organization.</li> <li>● Your organization recognizes digital innovation to be a driver for improved business performance during a crisis.</li> </ul>	To determine the impact of digital innovations in tourism businesses on business performance during crisis
H3 – Customer Relationship Management Strategy has a positive impact on tourism business survival.	<ul style="list-style-type: none"> <li>● There is 24/7 online customer support to assist customers sort out all kinds of challenges related to tourism in your organization during a crisis.</li> <li>● Your organization offers personalized customer services in order to get specific feedback from prospective customers during and after a crisis.</li> <li>● Your organization has a recognized customer management plan to drive customer loyalty and customer retention during a crisis.</li> </ul>	To determine the impact of customer relationship management in tourism businesses on customer loyalty and customer retention during crisis
H4 – Financial Management Strategy has a positive impact on tourism business survival.	<ul style="list-style-type: none"> <li>● There is a careful plan on how to manage financial resources efficiently and effectively in your organization.</li> <li>● Your organization creates an annual budget, builds a detailed financial tracking model, ongoing audits and report structure that helps tourism operation managers to keep tabs on Profit &amp; Loss information of the business.</li> <li>● Your organization has a recognized financial management plan and it is</li> </ul>	To determine the impact of financial management plans in tourism businesses on the financial performance of the business during a crisis.

	recognized to be a driver for financial management during a crisis.	
H5 – Business Resilience Strategy has a positive impact on tourism business survival.	<ul style="list-style-type: none"> <li>• Your organization has a comprehensive risk management plan to adopt during a crisis.</li> <li>• Your tourism operations gives room for: preparations for crisis, response to crisis and recovery from crisis.</li> <li>• Your organization recognizes resilience strategy as a driver for business recovery during a crisis.</li> </ul>	To determine the impact of business resilience in tourism businesses on the recovery of tourism businesses during crisis
H6 – Profit Maximization Strategy has a positive impact on tourism business survival.	<ul style="list-style-type: none"> <li>• In your organization, there is an efficient management of the operational cost of tourism activities during a crisis.</li> <li>• Your organization has a high quality standard of tourism activities that attracts high paying customers, and thus improves the profit of the organization.</li> <li>• Your organization recognized profit maximization as a driver for continuous tourism operation.</li> </ul>	To determine the impact of profit maximization plans in tourism businesses on the day to day business activities of the business during a crisis.

Source: created by the author

The questions above were developed to get insights on the research constructs, Survival strategies for tourism businesses during crisis. The data obtained will serve as a guide to propose survival strategies for tourism businesses which is the aim of this research.

### **Research hypothesis**

H1 – Competitive Marketing Strategy has a positive impact on tourism business survival

H2 – Digital Innovation Strategy has a positive impact on tourism business survival

H3 – Customer Relationship Management Strategy has a positive impact on tourism business survival

H4 – Financial Management Strategy has a positive impact on tourism business survival

H5 – Business Resilience Strategy has a positive impact on tourism business survival

H6 – Profit Maximization Strategy has a positive impact on tourism business survival.

**Research organization.** The actual questionnaire which was designed by adopting different items from different authors who had worked on a related study in the past, the data were collected through an online survey. The links of the questionnaire were sent to related people in different tourism organizations and the questionnaire was forwarded through internal communication channels. The samples were taken randomly to give everyone an equal chance and a total of 75 responses were received, with all of them suitable for analysis. Over half of the respondents (63.5% of the respondents) were male and 34.0% of the respondents hold senior managerial positions. More detailed information about respondents and organizations of the survey sample are illustrated in Table 6, and Figure 3 and 4.

**Course of the research and problems related to it.** The questionnaire was developed in English language and data was collected through online links in April, 2024. A questionnaire consisting of different questions is being prepared for data collection. A theoretical model is then evaluated based on the empirical level and a conclusion is prepared. The research is limited based on the validity and reliability of the information given by respondents, due to dishonest respondents and the unwillingness to go against their organization. A major limitation is also the fact that this research methodology is only centered in a few tourism organizations. That is, the data findings may not be applicable to other tourism organizations internationally.

**Data analysis.** The content analysis was adopted to analyze the information that was gotten through the questionnaires. A main merit of the content analysis is it assists in the data being compact and easy, creating outcomes which may then be measured through the quantitative methods. The statistical package for social sciences (SPSS) was applied to interpret data, the Pearson correlation analysis was used to test the research hypothesis.

**Assessment of research results.** The respondents will receive the questionnaire. The analysis of each response will have the consent of the informant in advance. After the questions have been gathered, they will be assessed in accordance with the research's aim, objectives, and hypothesis. The end result will offer concrete data for the subsequent research.

### **3.2 Research data analysis and discussion of research results**

This chapter discusses the data analysis and findings from the completed questionnaires by respondents in the different tourism organizations. The obtained data would be arranged and quantitatively summarized so as to enable a confirmation or rejection of a predetermined idea of the relationship between the variables. The data is shown through frequencies and cross tabulating the analysis and hypothesis testing by using the Pearson's

moment correlation and this was done through the “statistical package for social sciences” (SPSS), then the outcomes would be interpreted. The total sample size for this research was 75 and 75 questionnaires were distributed to staff in the selected tourism organizations. However 60 answered questionnaires were returned and analyzed (Table 7). The questionnaire was sectioned into three parts namely; section A that consisted of the bio data of the respondents, section B which consisted of data for survival strategies of tourism and section C that consisted of data for survival indicators of tourism businesses. Table 7 highlights the demographic characteristics of the respondents, while figures 5,6,7 and 8 shows the percentage distribution of some key and decisive characteristics of the respondents.

Table 7

**Respondents Demographic Characteristics**

<b>Items</b>	<b>Frequency (N=60)</b>	<b>Percentage %</b>
<b>1. Gender</b>		
Male	36	60
Female	24	40
<b>2. Age range</b>		
18 to 25 years	7	11.7
25 to 30 years	16	26.7
30 to 35 years	23	38.3
35 years and above	14	23.3
<b>3. Country</b>		
Nigeria	25	41.7
United Kingdom	8	13.3
Lithuania	15	25
Ghana	6	10
USA	6	10

<b>4. Tourism services</b>		
Hotel & Accommodations	19	31.7
Transportation Services	6	10
Food Services	24	40
Adventure & Recreation National park & Wildlife Reserves	11	18.3
<b>5. Years in operations in your country</b>		
< 1 year	0	0
1 – 3 years	26	43.3
3 – 5 years	17	28.3
5 years and above	17	28.3
<b>6. Role/position</b>		
Founder	15	25
Chief Operations Officer	6	10
Business Manager	14	23.3
Marketing Manager	6	10
Project Manager	8	13.3
Other	11	18.3
<b>7. Level of Education</b>		
Less than a high school diploma	0	0
High school degree or equivalent	4	6.7
Bachelor's degree	40	66.7

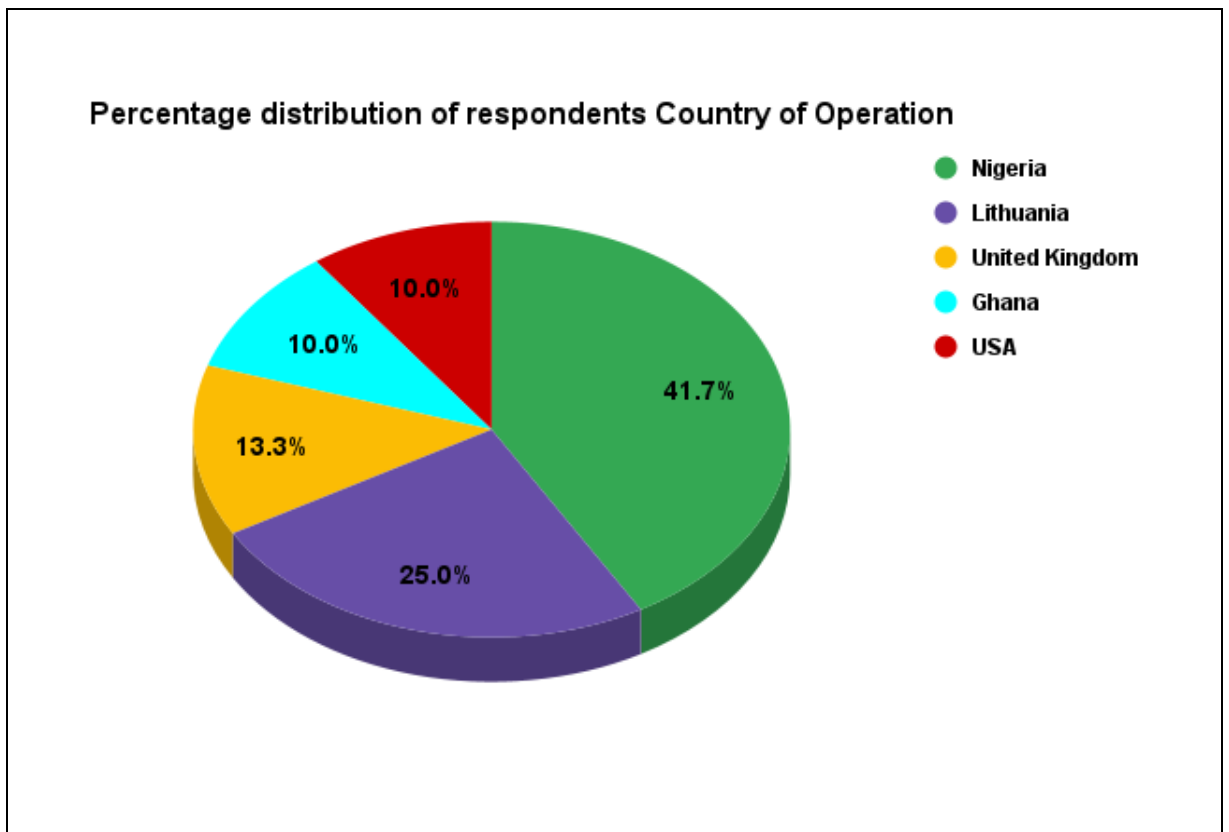
Master's degree	12	20
Doctorate degree	0	0
Others	4	6.7
<b>8. Number of Employees</b>		
2-5	20	33.2
5-10	26	43.3
10 and above	14	23.3

Source: Created by the author

Table 7 shows that there are more males in the gender distribution of the respondents as the male respondents account for over 60% of the total respondents. According to the survey, 66.7% of the respondents are either based in Nigeria or Lithuania for their tourism operations. The survey also showed that 71.7% of the respondents are either in the Hotel & accommodation tourism services or food services. Furthermore, it is also observed that 56.6% of respondents have been in operations for 3 years and above in their present company. Thus, it can be said that a hand-full of the respondents have enough experience with their company's tourism activities during a crisis. However, for the role of the respondents, 68.3% of the respondents are either founders, chief operating officers, marketing managers or business managers in their respective organizations. It is important to have respondents who are experienced and have full knowledge of the tourism business activities as this shows they are the major decision makers for the tourism businesses during a crisis. The survey further showed the highest educational qualification of the respondents, 4 of the respondents have a high school degree with a percentage of 6.7%, 40 of the respondents are B.sc degree holders with a percentage of 66.7%, while 12 of the respondents who filled the questionnaire for this study are M.sc degree holders with a percentage 20%. 4 of the respondents with other relevant education accounted for just 6.7%. Finally, 53.9% of the respondents are either in operations or strategic departments. This is very important as most of the key environmental policies and programs are formulated by the strategic and operations departments.

Having discussed Respondents Bio Data survey sample, Figure 5 presents the percentage distribution of respondents Country of operations.



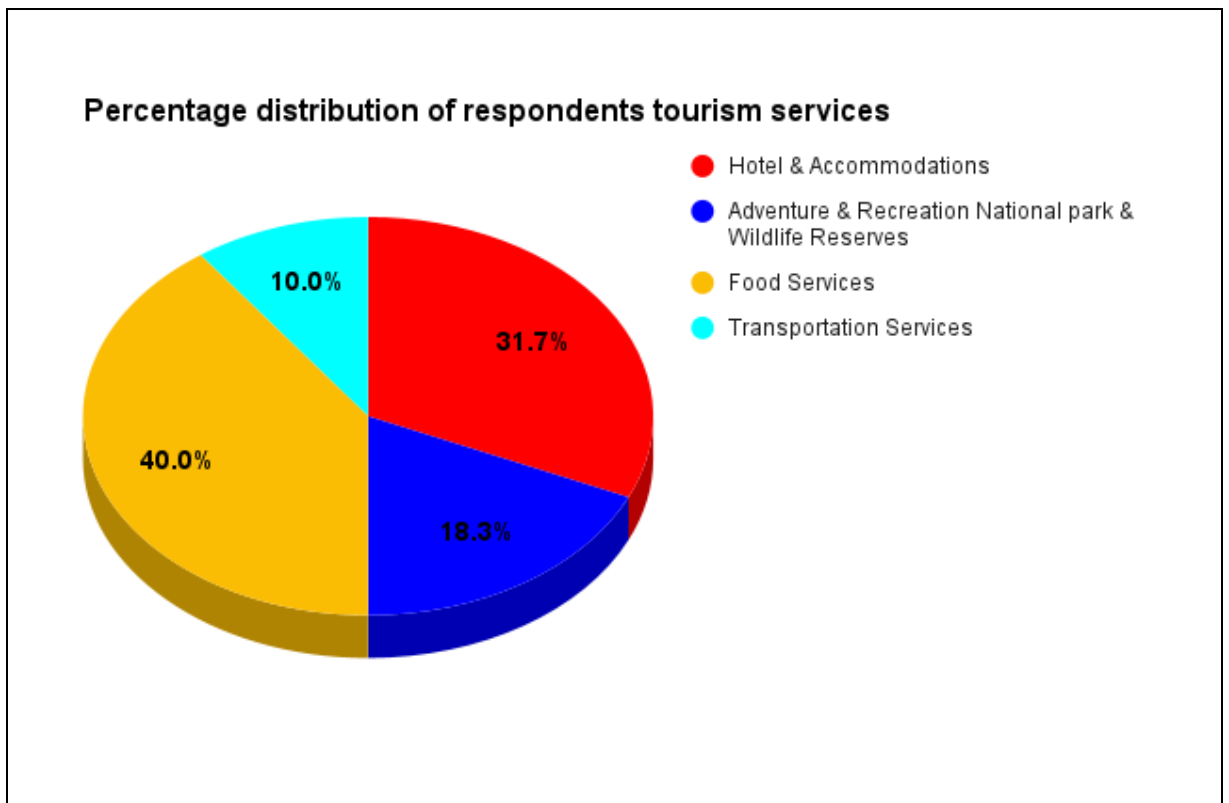


Source: Created by the author

**Figure 5. The percentage distribution of respondents Country of operations**

Figure 5 shows that the majority of the respondents 76.7% are either based in Nigeria or Lithuania. The United Kingdom, the USA and Ghana accounted for the 33.3% of the remaining respondent's country of operations.

Having presented the percentage distribution of respondent's country of operation, Figure 6 further presents the tourism services of the respondents.

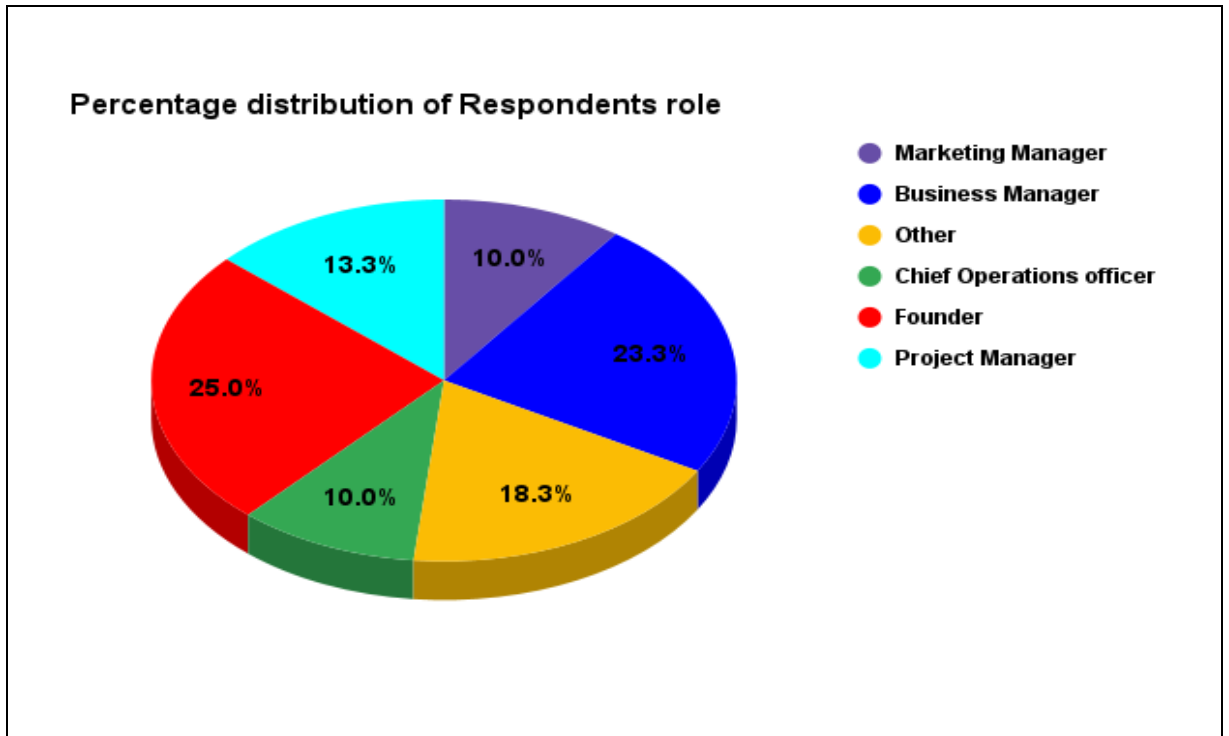


Source: Created by the author

**Figure 6. The percentage distribution of respondents Tourism services**

The Figure 6 shows that the majority of the respondents 71.7% are either in food services or hotel and accommodations. Transportation services accounted for just 10% of the tourism services of the respondents while 18.3% of the respondents are into Adventure & recreational national park & wild reserve services.

Having presented the percentage distribution of respondent's tourism services, Figure7 further presents the role of the respondents.

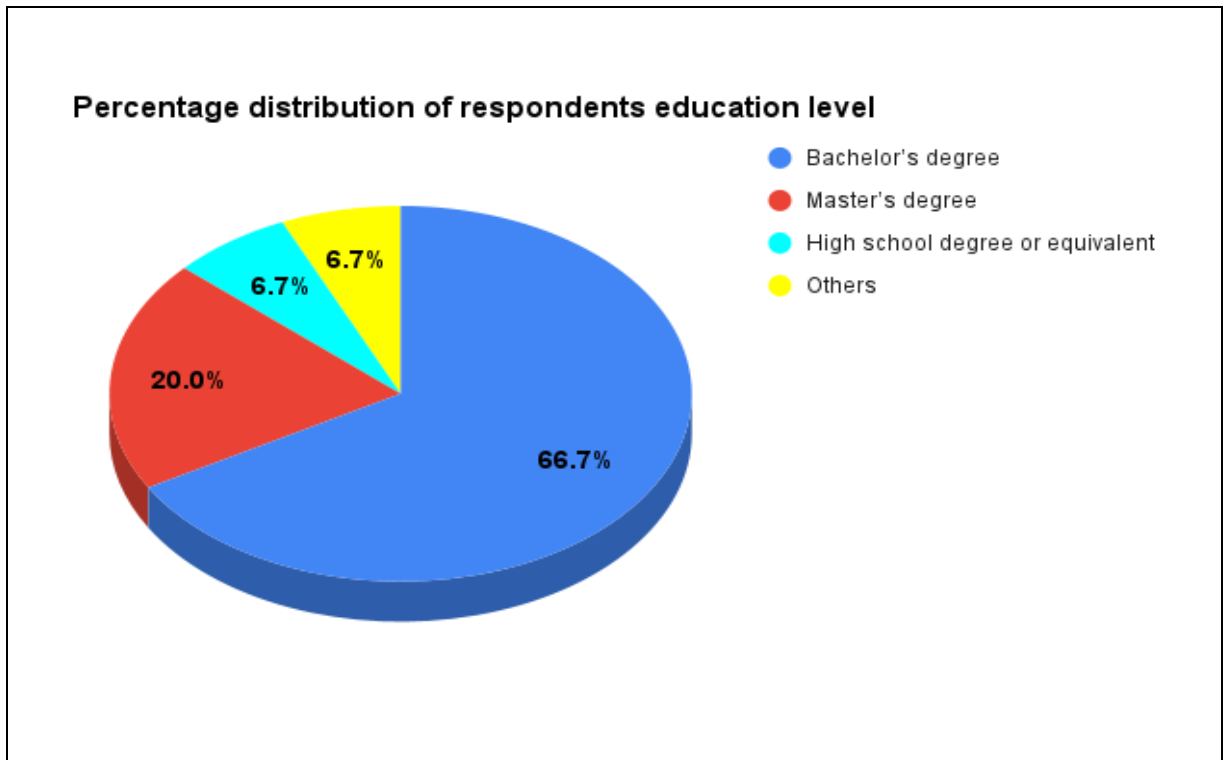


Source: Created by the author

**Figure 7. The percentage distribution of respondents Role**

Figure 7 shows that 35% of the respondents are either founders or the chief operating officers in their respective organizations. Business and marketing managers accounted for 33.3% of the respondents while 13.3% of the respondents were project managers. Others whose roles were not explicitly stated accounted for the remaining 18.3% of the respondents.

Having presented the percentage distribution of respondent's roles, Figure 8 further presents the education level of the respondents.



Source: Created by the author

**Figure 8. The percentage distribution of respondents' Education level.**

Figure 8 shows that the majority of the respondents 66.7% are Bachelor's degree holders. A further 20% are Master's degree holders while the high school degree holders are just about 7%. Others who had some other forms of training not explicitly stated accounted for the other 6.7% of the respondents.

Having presented the percentage distribution of respondent's education level, Table 8 further presents the reliability test of the study variables.

Table 8

**Reliabilities of the study variables**

Variables	Cronbach's Alpha	Number of items
Competitive Marketing Strategy	0.83	3
Digital Innovation Strategy	0.91	3
Customer Relationship Management Strategy	0.89	3
Financial Management Strategy	0.87	3
Business Resilience Strategy	0.90	3
Profit Maximization Strategy	0.92	3
Survival Indicators	0.94	6

Source: Created by the author.

Table 8 shows the reliability analysis of the variables. It shows the internal consistency of the set of items used in the questionnaire which are represented by Cronbach's Alpha coefficient. As it can be seen from the table, all the variables have Cronbach's Alpha greater than 0.70. However, there was not any necessity to delete any statement, since the increase in Cronbach's Alpha will be insignificant. This implies that there is internal consistency among the variables and it is reliable and can be employed for this research analysis.

Table 9

**Survival indicators for tourism businesses as perceived by respondents**

Elements of Survival indicators for tourism businesses	Frequencies (%)				
	SD	D	N	A	SA
Through sales promotion, your organization has improved its sales performance.	0 (0)	0 (0)	5(8.3)	44(73.3)	11(18.3)
With the use of advanced technology in tourism operations, business performance has improved in your organization.	0(0)	0(0)	25(41.7)	22(36.7)	13(21.7)
There is 24/7 customer support in your organization and it has resulted in more loyal customers for your tourism business.	0(0)	0(0)	15(25)	32(53.3)	13(21.7)
Your organization has financial planning professionals and they have helped to improve the financial performance of the tourism organization.	0(0)	3(5)	26(43.3)	13(21.7)	18(30)
There are competent tour professionals and competent management in your organization and it has led to higher competitive advantage for the organization.	0(0)	3(5)	20(33.3)	19(31.7)	18(30)
Tour operation costs have been reduced to the barest minimum and this has improved the business profits of the organization.	0(0)	0(0)	21(35)	24(40)	15(25)

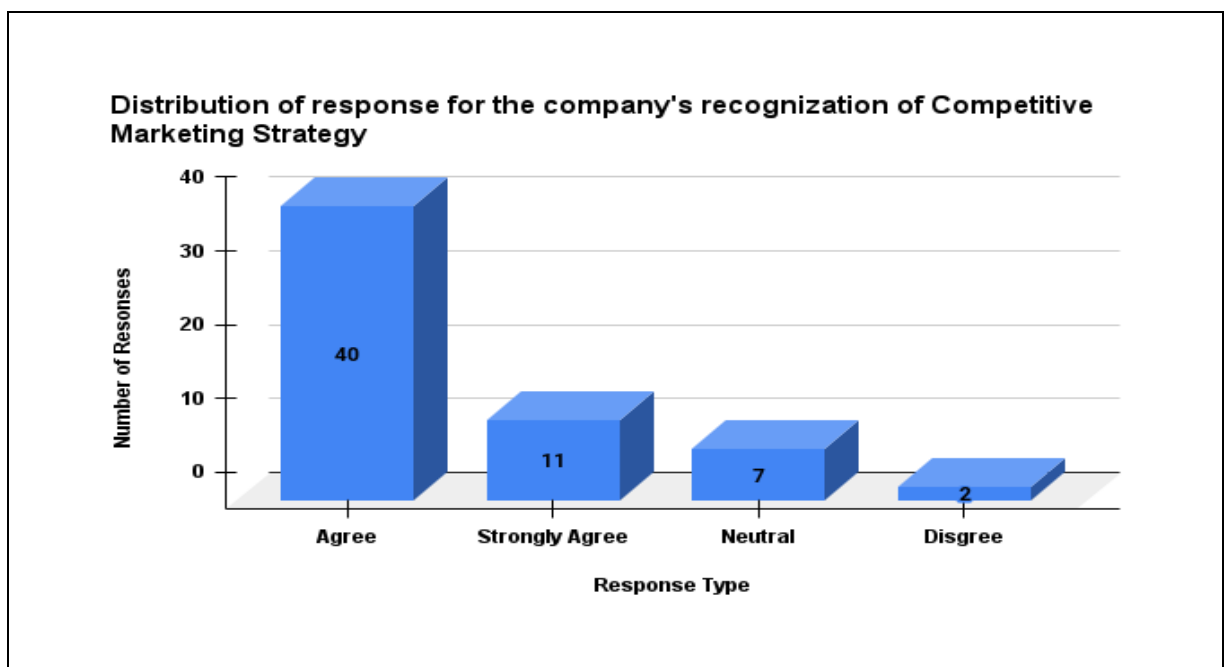
Source: Created by the author.

SD: Strongly disagree; D: Disagree; N: Neutral; A: Agree; SA: Strongly Agree.

The answers given by the respondents when asked questions that involve sales promotion; neither of the respondents strongly disagree nor disagree that sales promotion has improved sales performance, 5 (8.3%) remain neutral, 44 (73.3%) agree and 11 (18.3%) strongly agree. About 35 (58.4%) either agree or strongly agree that advanced technology

improved their business performance. Further when asked about customer support, 75% of the respondents either agree or strongly agree that customer support has improved their customer loyalty while the remaining 25% were neutral. When asked about financial planning and management, 5% of the respondents disagree, while 51.7% either agree or strongly agree that having a financial management plan has improved their financial performance. About 61.7% of the respondents also either agree or strongly agree about the presence of competent management giving them competitive advantage. Finally, when asked about profit maximization, about 65% of the respondents either agree or strongly agree that reducing operation costs help them to maximize profits.

Having presented the Survival indicators for tourism businesses as perceived by respondents, Figure 9 further presents the respondent’s opinion on the recognition of Competitive Marketing Strategy in their organization.

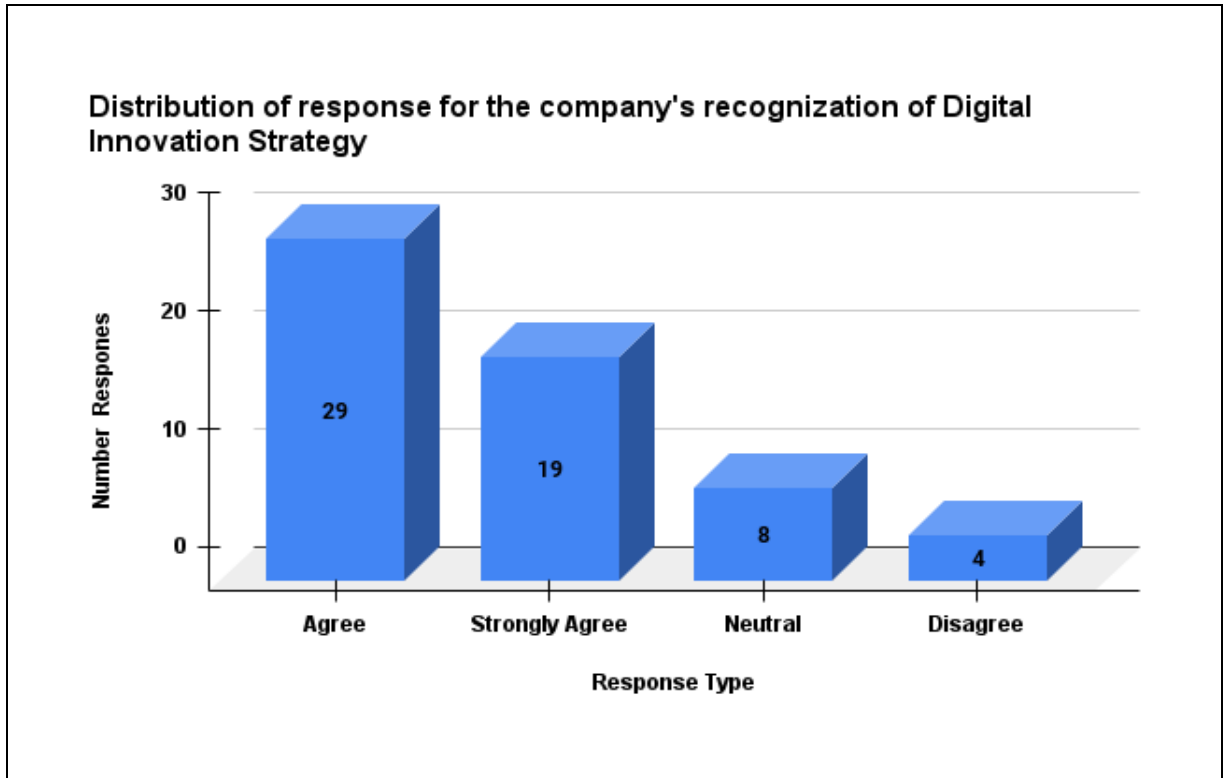


Source: Created by the author

**Figure 9. Respondent’s opinion on the recognition of Competitive Marketing Strategy.**

The Figure 9 shows the distribution of response on the recognition of Competitive Marketing Strategy in their organizations. Majority of the respondents, 40%, agree that their organization recognized Competitive Marketing Strategy as a drive for marketing performance during crises. A further 11 of them strongly agree while just 2 disagree as the remaining 7 chose to remain neutral .

Having presented the respondent's opinion on the recognition of Competitive Marketing Strategy in their organization, Figure 10 further presents respondent's opinion on the recognition of Digital Innovation Strategy in their organization.

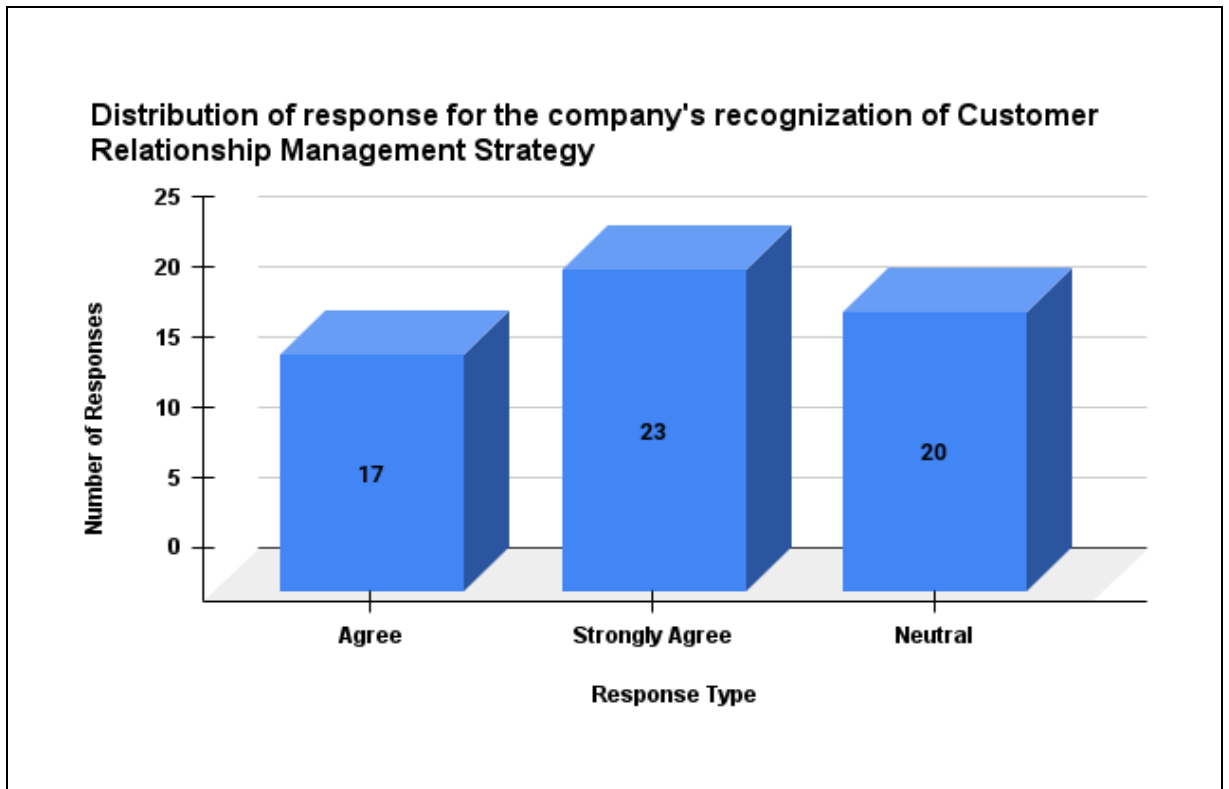


Source: Created by the author

**Figure 10. Respondent's opinion on the recognition of Digital Innovation Strategy.**

The Figure 10 shows the distribution of response on the recognition of Digital Innovation Strategy in their organizations. Majority of the respondents, 48 either agree or strongly agree that their organization recognized Digital Innovation Strategy as a drive for business performance during a crisis. 8 were neutral while 4 disagreed.

Having presented the respondent's opinion on the recognition of Digital Innovation Strategy in their organization, Figure 11 further presents respondent's opinion on the recognition of Customer Relationship Management Strategy in their organization.



Source: Created by the author

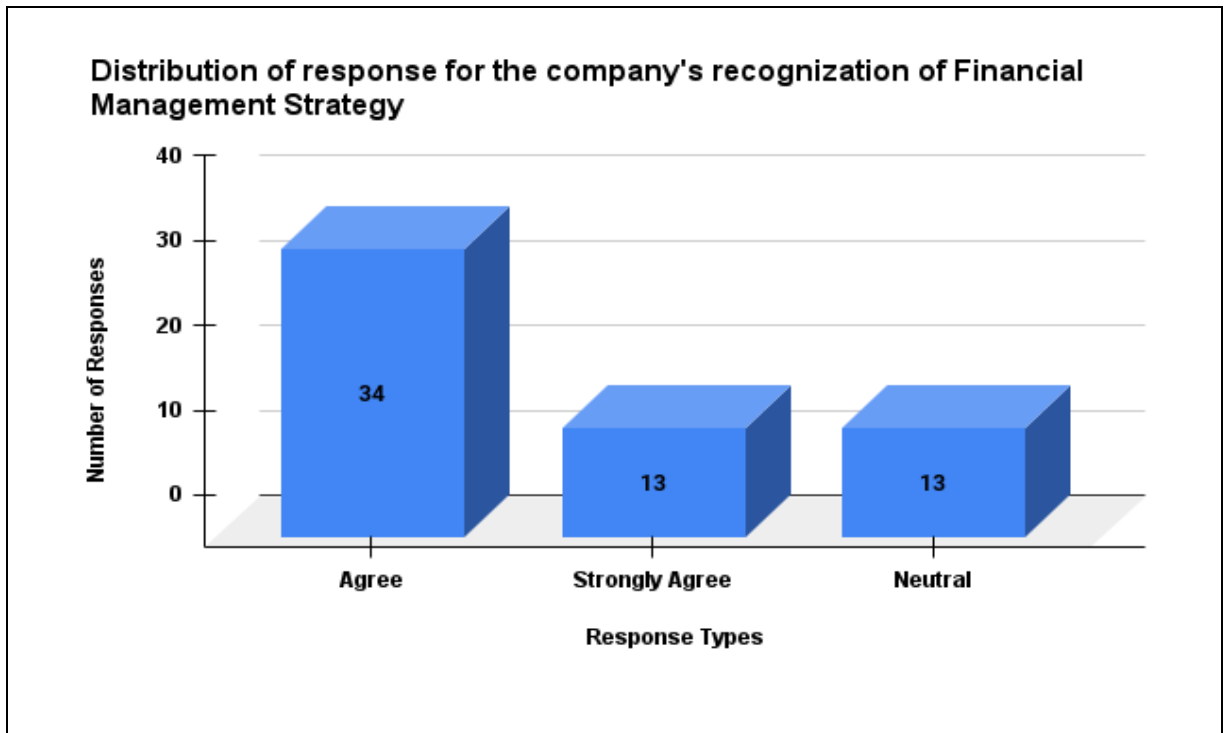
**Figure 11. Respondent’s opinion on the recognition of CRM Strategy.**

The Figure 11 shows the distribution of response on the recognition of Customer Relationship Management Strategy in their organizations. Majority of the respondents, 40% either agree or strongly agree that their organization recognized Customer Relationship Management Strategy as a drive for customer loyalty and retaining customers during crises. 20 were neutral.

Having presented the respondent’s opinion on the recognition of Customer Relationship Management Strategy in their organization, Figure 12 further presents the respondent's opinion on the recognition of Financial Management Strategy in their organization.







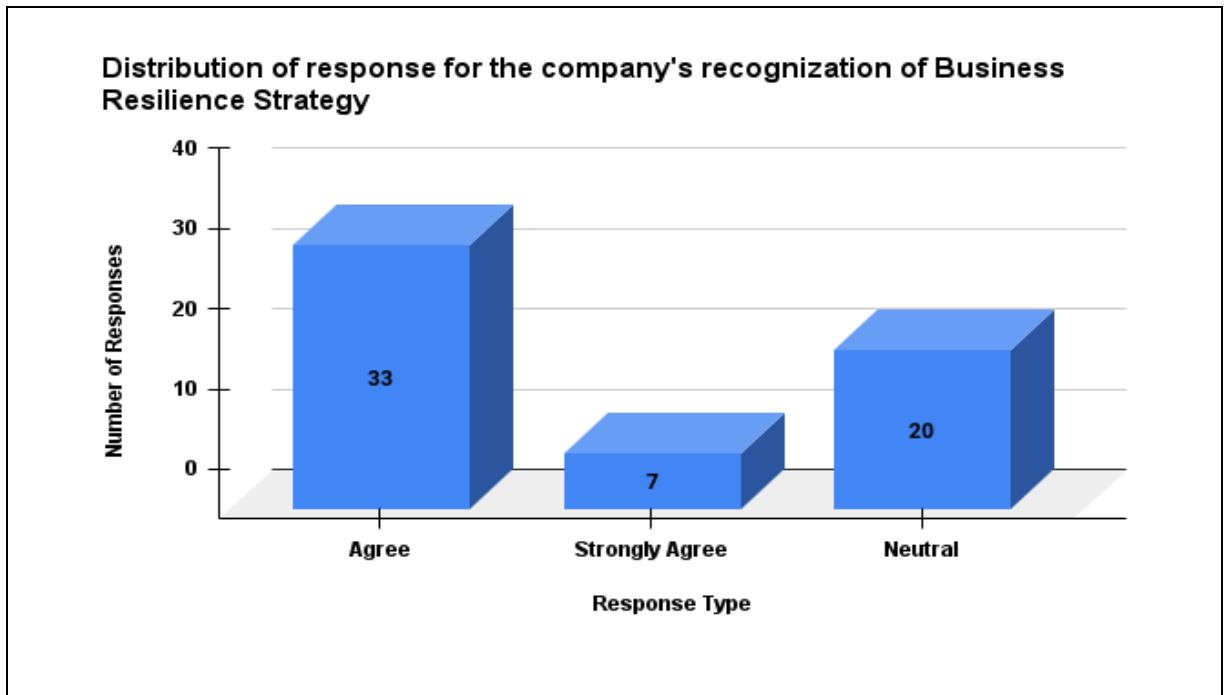
Source: Created by the author

**Figure 12. Respondent’s opinion on the recognition of Financial Management Strategy.**

The Figure 12 shows the distribution of response on the recognition of Financial Management Strategy in their organizations. Majority of the respondents, 47 either agree or strongly agree that their organization recognized Financial Management Strategy as a drive for improved financial performance during a crisis. 13 were neutral.

Having presented the respondent’s opinion on the recognition of Financial Management Strategy in their organization, Figure 13 further presents respondent’s opinion on the recognition of Business Resilience Strategy in their organization.



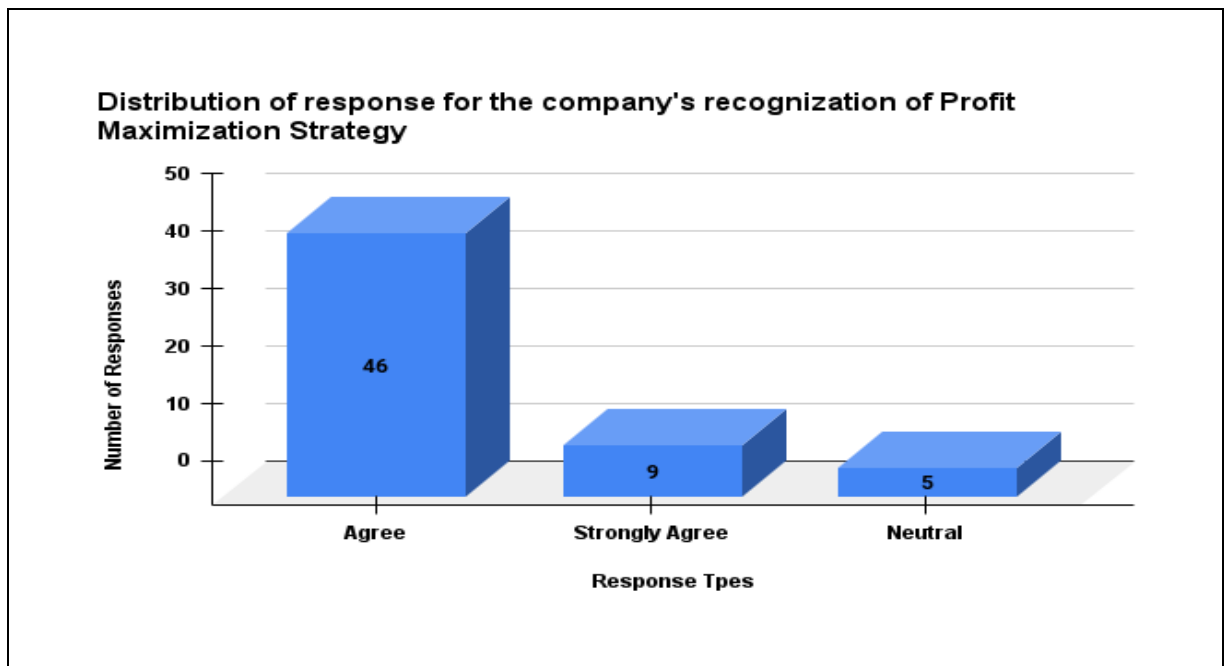


Source: Created by the author

**Figure 13. Respondent’s opinion on the recognition of Business Resilience Strategy.**

The Figure 13 shows the distribution of response on the recognition of Business Resilience Strategy in their organizations. Majority of the respondents, 40% either agree or strongly agree that their organization recognized Business Resilience Strategy as a drive for business recovery during a crisis. 20 were neutral.

Having presented the respondent’s opinion on the recognition of Business Resilience Strategy in their organization, Figure 14 further presents the respondent's opinion on the recognition of Profit Maximization Strategy in their organization.



Source: Created by the author

**Figure 14. Respondent’s opinion on the recognition of Profit Maximization Strategy.**

Figure 14 shows the distribution of response on the recognition of Profit Maximization Strategy in their organizations. Majority of the respondents, 55 either agree or strongly agree that their organization recognized the Profit Maximization Strategy as a drive for continuous Tourism business operations during the crisis. 20 were neutral.

Having presented the respondent’s opinion on the recognition of Profit Maximization Strategy in their organization, Table 10 further presents the Correlation Analysis between Tourism business survival strategies and survival indicators of tourism businesses.

Table 10

**Correlation Analysis between Tourism business survival strategies and survival indicators of tourism businesses**

Variables	Survival Indicators of Tourism Businesses
Competitive Marketing Strategy	0.378**
Digital Innovation Strategy	0.455**
Customer Relationship Management Strategy	0.465**
Financial Management Strategy	0.450**
Business Resilience Strategy	0.482**
Profit Maximization Strategy	0.523**
<b>Note: Significance at ** p&lt;0.01 and p&lt;0.05</b>	

Source: Created by the author. Note: N = 60; \* p < 0.05; \*\* p < 0.01 (2-tailed).

Table 10 shows the results of the correlation analysis between Tourism business survival strategies and survival indicators of tourism businesses. The analysis found that all the components of Tourism business survival strategies have significant and positive relationships with survival indicators of tourism businesses. These are Competitive Marketing Strategy ( $r = 0.378$ ,  $p < 0.01$ ), Digital Innovations Strategy ( $r = 0.455$ ,  $p < 0.01$ ), Customer Relationship Management ( $r = 0.465$ ,  $p < 0.01$ ), Financial Management Strategy ( $r = 0.450$ ,  $p < 0.01$ ), Business Resilience Strategy ( $r = 0.482$ ,  $p < 0.01$ ) and Profit Maximization Strategy ( $r = 0.523$ ,  $p < 0.01$ ).

On this basis, this implies that the formulation of strategies such as Competitive Marketing Strategy, Digital Innovations Strategy, Customer Relationship Management Strategy, Financial Management Strategy, Business Resilience Strategy and Profit Maximization Strategy will improve the survival of tourism businesses during a crisis. These findings support hypotheses H1, H2, H3, H4, H5 & H6. Therefore, all the hypotheses as outlined are confirmed and accepted. Having discussed the findings from the research analysis, the results of the findings are provided in the table 10 below.

### **3.3. Evaluation of research results**

This section discusses the results of the hypothesis testing obtained during the analysis of the survey data, which revealed the influence of Tourism business survival strategies and survival indicators of tourism businesses. The hypotheses H1, H2, H3, H4, H5 & H6 were supported. Each hypothesis is discussed in detail below.

**Hypothesis 1: Competitive Marketing Strategy positively influences tourism business survival.** According to the results of the research, Competitive Marketing Strategy is found to positively impact tourism business survival. Thus, we accept the hypothesis (H1) that Competitive Marketing Strategy positively influences tourism business survival. This finding goes in line with that of Abu Rumman, (2020). This means that during a crisis, tourism businesses employ different marketing strategies to keep business going and improve their chances of survival during a crisis. Thus, hypothesis H1 is confirmed.

**Hypothesis 2: Digital Innovation Strategy positively influences tourism business survival.** The results from the empirical findings show that digital innovations such as chatbots have positively improved tourism business survival during a crisis. We will therefore, accept the hypothesis (H2) that Digital Innovation Strategy positively influences tourism business survival. The result is consistent with the works of Kurniati, & Suryanto (2023) and Maitra, & Roy, (2023). The implication of this result is that tourism businesses

adopt Digital Innovations to keep business operations going and have a good chance of survival during a crisis. Thus, hypothesis H2 is confirmed.

**Hypothesis 3: Customer Relationship Management Strategy positively influences tourism business survival.** The hypothesis testing revealed that Customer Relationship Management such as 24/7 customer support has positively improved tourism business survival during crises. We will therefore, accept the hypothesis (H3) that Customer Relationship Management Strategy positively influences tourism business survival. The result is consistent with the works of Luo, & Yun, (2023). The implication of this result is that tourism businesses use Customer service strategies to retain customers and keep business operations going and have a good chance of survival during a crisis. Thus, hypothesis H3 is confirmed.

**Hypothesis 4: Financial Management Strategy positively influences tourism business survival.** The results from the empirical findings show that tourism businesses have financial management plans and this has positively improved tourism business survival during crises. We will therefore, accept the hypothesis (H4) that Financial Management Strategy positively influences tourism business survival. The result is consistent with the works of Amiri, & Ramos (2023). The implication of this result is that tourism businesses develop financial management plans during a crisis to keep business operations going and have a good chance of survival during a crisis. Thus, hypothesis H4 is confirmed.

**Hypothesis 5: Business Resilience Strategy positively influences tourism business survival.** The results from the empirical findings show that tourism businesses have built competent management and have positively improved tourism business survival during crises. We will therefore, accept the hypothesis (H5) that Business Resilience Strategy positively influences tourism business survival. The result is consistent with the works of Sudirman, et al., (2023). The implication of this result is that tourism businesses build competent, recovery and resilience plans during a crisis to make business recovery possible and have a good chance of survival during a crisis. Thus, hypothesis H5 is confirmed.

**Hypothesis 6: Profit Maximization Strategy positively influences tourism business survival.** The results from the empirical findings show that profit maximization plans like reducing operation costs have positively improved tourism business survival during a crisis. We will therefore, accept the hypothesis (H6) that Profit Maximization Strategy positively influences tourism business survival. The result is consistent with the

works of Yunus, & Ernawati, (2023). The implication of this result is that tourism businesses reduce operation costs during crises to maximize profits and have a good chance of survival during a crisis. Thus, hypothesis H6 is confirmed.

## **CONCLUSIONS**

1. In summarizing the survival strategies and types, the essence of strategy and strategic planning definitions and types was analyzed. Strategy and strategic planning are a

process setting of ideas, perspectives, and goals aimed at creating a successful pathway for the future of an entity or organization. The benefits of strategy formation are numerous, but this research work limited it to the three key benefits which are ensuring achievement of targeted results, improving management quality and supporting economic security, and forming competitive advantages. These three benefits of strategy formation create more drive for an entity or organization to survive in the harshest of conditions.

2. After exploring the concept of Crisis in relation to the tourism industry, it was found and concluded that the tourism industry is susceptible to crises but also it is negatively affected by the effect of the crises. Further, crises that affect the tourism industry have been classified into different categories by different authors such as natural disasters and human-made disasters. Finally, it was found that one of the most devastating effects of crises is that it negatively affects the tourism destination image.
3. Exploring the concept of survival strategies in relations to tourism business, strategies related to tourism business were outlined and analyzed. And staying competitive, highlighting health and hygiene efforts and targeting millennial travelers are very important strategies for tourism businesses to survive in unprecedented conditions. Health and hygiene efforts must be maintained and improved to keep tourists satisfied and will in turn make the business entity remain competitive. It is also very important to note that recovery strategy can exist in two forms: short-term recovery strategy and long-term recovery strategy. Long-term recovery strategy is a proactive approach for tourism business. It builds lasting solutions to problems and also helps to manage future problems or challenges.
4. After analyzing the empirical level of research regarding the survival strategies for tourism businesses, several studies found and concluded that the different survival strategies have positive impact on performance and survival of tourism businesses.
5. After summarizing the theoretical and empirical level of investigation regarding the survival strategies for tourism businesses, the research hypotheses and research model of the survival strategies for tourism businesses are formulated and developed respectively.
6. After evaluating the results of theoretical and empirical research, it revealed that all the six components of business survival strategies have positive and significant influences on survival indicators of tourism business. Therefore, hypotheses H1, H2, H3, H4, H5, & H6 are all confirmed and accepted. Further, survival strategies are proposed.

## **RECOMMENDATION**

Based on the comprehensive analysis and findings of the thesis, I highly recommend the following specific strategy for tourism businesses to survive during crisis periods:

The THRIVE strategy:

**Transformation:** Transformation of business model to prioritize business sustainability and customer experience.



**Harmonization:** Harmonize tourism operations with local cultures and environments to ensure responsible and sustainable tourism practices.

**Recovery:** Focus on recovery and growth leveraging the experiences gotten from the crisis to drive innovation with resilience initiatives.

**Innovation:** Encourage innovation and creativity to develop new tourism products and services.

**Vigilance:** Monitor current market trends and customer needs by being vigilant. This will enable you to be up to date with latest developments in tourism industry.

**Engage:** Engage with customers, stakeholders and other relevant tourism agencies and authorities to build trust and loyalty amidst crisis.

By implementing these strategies, tourism businesses can enhance their resilience, adaptability, and sustainability, and navigate crises with confidence.

This project provides a valuable resource for tourism businesses, policymakers, and industry stakeholders seeking to mitigate the impacts of crises and ensure the long-term success of the tourism industry.

## SUMMARY

81 pages, 14 figures, 10 tables, 112 references.

The main goal of this master's thesis is to assess and propose survival strategies for tourism businesses during crisis.

The master's thesis consists of four main parts; introduction, theoretical framework for strategy development in tourism business during crisis, empirical research on the survival strategies for tourism businesses during crisis, empirical analysis of the survival strategies

for tourism businesses during crisis, research analysis and its result, discussion of findings, conclusions and recommendations.

In the introductory part, the overview and need of the research work, the relevance and novelty of the research, the level of intelligence of the research, the goals and tasks of the research were discussed. In theoretical aspects, the theories and concepts of survival strategies and its structure, the essence of strategy and strategic planning, characteristics of the types of strategies used by tourism business, strategies for tourism business survival and the concept and consequences of crisis were all discussed and reviewed. During the empirical study, previous works in the research area and related studies were discussed. It consists of summary of research on survival strategies for tourism businesses during crisis. A research model of survival strategies for tourism businesses during crisis was formulated and this provided us with a framework on which to build our research model.

After the theoretical and empirical analysis of the research, the author discussed research methodology, research data analysis and discussion of results, evaluation of results and descriptive statistics to describe the behavior of variables. In addition, the author conducted an inter-variable reliability test to determine the reliability and validity of the questionnaire items using Cronbach's alpha test. Correlation analysis was conducted to determine the extent to which the survival strategies components are related to the indicators of tourism business survival.

The results of the study showed that all the six components of business survival strategies have positive and significant influences on survival indicators of tourism business. Therefore, hypotheses H1, H2, H3, H4, H5, & H6 are all confirmed and accepted. The conclusions and recommendations summarize the main concept of the theoretical and empirical analysis and the results of the research data analysis. Recommendations were made on how tourism businesses can recover, operate and thrive during crisis.

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## APPENDICES

### Appendix 1

		Correlations						
		COMPETITIVE MARKETING STRATEGY	DIGITAL INNOVATION STRATEGY	CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY	FINANCIAL MANAGEMENT STRATEGY	BUSINESS RESILIENCE STRATEGY	PROFIT MAXIMIZATION STRATEGY	SURVIVAL INDICATORS
COMPETITIVE MARKETING STRATEGY	Pearson Correlation	1	.772**	.772**	.672**	.606**	.421**	.378**
	Sig. (2-tailed)		.000	.000	.000	.000	.001	.003
	N	59	59	59	59	59	59	59
DIGITAL INNOVATION STRATEGY	Pearson Correlation	.772**	1	.813**	.449**	.641**	.404**	.455**
	Sig. (2-tailed)	.000		.000	.000	.000	.001	.000
	N	59	60	60	60	60	60	60
CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY	Pearson Correlation	.772**	.813**	1	.569**	.579**	.569**	.455**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	59	60	60	60	60	60	60
FINANCIAL MANAGEMENT STRATEGY	Pearson Correlation	.672**	.449**	.569**	1	.199	.265*	.450**
	Sig. (2-tailed)	.000	.000	.000		.127	.041	.000
	N	59	60	60	60	60	60	60
BUSINESS RESILIENCE STRATEGY	Pearson Correlation	.606**	.641**	.579**	.199	1	.487**	.482**
	Sig. (2-tailed)	.000	.000	.000	.127		.000	.000
	N	59	60	60	60	60	60	60
PROFIT MAXIMIZATION STRATEGY	Pearson Correlation	.421**	.404**	.569**	.265*	.487**	1	.523**
	Sig. (2-tailed)	.001	.001	.000	.041	.000		.000
	N	59	60	60	60	60	60	60
SURVIVAL INDICATORS	Pearson Correlation	.378**	.455**	.465**	.450**	.482**	.523**	1
	Sig. (2-tailed)	.003	.000	.000	.000	.000	.000	
	N	60	60	60	60	60	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
\* . Correlation is significant at the 0.05 level (2-tailed).

### Appendix 2

## QUESTIONNAIRE

Dear Respondent,

This questionnaire has been prepared by **Olorunfemi Adebowale Griffin** in order to provide a database for academic research on the subject “SURVIVAL STRATEGIES FOR TOURISM BUSINESSES DURING CRISIS” within the scope of Vilnius University, Kaunas Faculty International Business Management master’s study program. The information to be obtained will be used purely for scientific purposes and it is not necessary to specify a name in the survey.

The survey consists of three sections as follows: Bio Data, Survival strategies of tourism businesses and Survival indicators of tourism businesses. It is very important for you to answer the questions in the questionnaire sincerely and without skipping any questions in terms of scientific validity and reliability of the research. All information provided will be treated confidentially.

Thank you for your efforts and for taking the time to complete the questionnaire.

**Section I: Bio Data**

This section consists of your bio data, kindly tick in the brackets against that which is applicable to you accordingly.

**1. Gender:**

Male ( ) Female ( )

**2. What is your Age range?**

18 to 25 years ( ) 25 to 30 years ( ) 30 to 35 years ( ) 35 years and above ( )

**3. What is your Country of operation?**

Nigeria ( ) United Kingdom ( ) Lithuania ( ) Ghana ( ) USA

**4. Which of the following best describes your tourism services?**

Hotel & Accommodations ( ) Transportation Services ( ) Food Services ( ) Adventure & Recreation National park & Wildlife Reserves ( )

**5. How long have you been in operations in your country?**

< 1 year ( ) 1 – 3 years ( ) 3 – 5 years ( ) 5 years and above ( )

**6. What is your role/position in your organization?**

Founder ( ) Chief Operations officer ( ) Business Manager ( ) Marketing Manager ( ) Admin Officer ( ) Project Manager ( ) Other ( )

**7. What is the highest degree or level of school you have completed?**

Less than a high school diploma ( ) High school degree or equivalent ( ) Bachelor’s degree ( ) Master’s degree ( ) Doctorate degree ( ) Others ( )

**8. What is the total number of employees in your organization?**

2-5 ( ) 5-10 ( ) 10 and above ( )

**Section II: Survival Strategies**

This section consists of statements regarding survival strategies for tourism businesses during crisis, from the tables below, kindly indicate your level of agreement.

**SD – STRONGLY DISAGREED, D – DISAGREED, N – NEUTRAL, A – AGREE, SA – STRONGLY AGREE.**

COMPETITIVE MARKETING STRATEGY	SD	D	N	A	SA

9. Your organization has put in place a competitive marketing strategy to overcome poor marketing of tourism services during the crisis.					
10. During the crisis, the marketing team works to create alternative means of selling the tourism services of the organization.					
11. Your organization has a recognized marketing plan to improve the sales of tourist services during a crisis.					
<b>DIGITAL INNOVATION STRATEGY</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
12. There is room for digital innovation to prevent permanent disruption of tourism operations during crises in your organization.					
13. Innovations such as chatbots, robotics and use of mobile applications for bookings are available in your organization.					
14. Your organization recognizes digital innovation to be a driver for improved business performance during a crisis.					
<b>CUSTOMER RELATIONSHIP MANAGEMENT STRATEGY</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
15. There is 24/7 online customer support to assist customers sort out all kinds of challenges related to tourism in your organization during a crisis.					
16. Your organization offers personalized customer services in order to get specific feedback from prospective customers during and after a crisis.					

17. Your organization has a recognized customer management plan to drive customer loyalty and customer retention during a crisis.					
<b>FINANCIAL MANAGEMENT STRATEGY</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
18. There is a careful plan on how to manage financial resources efficiently and effectively in your organization.					
19. Your organization creates an annual budget, builds a detailed financial tracking model, ongoing audits and report structure that helps tourism operation managers to keep tabs on Profit & Loss information of the business.					
20. Your organization has a recognized financial management plan and it is recognized to be a driver for financial management during a crisis.					
<b>BUSINESS RESILIENCE STRATEGY</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
21. Your organization has a comprehensive risk management plan to adopt during a crisis.					
22. Your tourism operations gives room for: preparations for crisis, response to crisis and recovery from crisis.					
23. Your organization recognizes resilience strategy as a driver for business recovery during a crisis.					
<b>PROFIT MAXIMIZATION STRATEGY</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
24. In your organization, there is an efficient management of the operational cost of tourism activities during a crisis.					

25. Your organization has a high quality standard of tourism activities that attracts high paying customers, and thus improves the profit of the organization.					
26. Your organization recognized profit maximization as a driver for continuous tourism operation.					

### Section III: Survival Indicator of tourism businesses

This section consists of statements regarding Survival Indicators of tourism businesses, from the tables below, kindly indicate your level of agreement.

**SD – STRONGLY DISAGREED, D – DISAGREED, N – NEUTRAL, A – AGREE, SA – STRONGLY AGREE.**

<b>SURVIVAL INDICATORS</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
27. Through sales promotion, your organization has improved its sales performance.					
28. With the use of advanced technology in tourism operations, business performance has improved in your organization.					
29. There is 24/7 customer support in your organization and it has resulted in more loyal customers for your tourism business.					
30. Your organization has financial planning professionals and they have helped to improve the financial performance of the tourism organization.					
31. There are competent tour professionals and competent management in your organization and it has led to higher competitive advantage for the organization.					



<p><b>32.</b> Tour operation costs have been reduced to the barest minimum and this has improved the business profits of the organization.</p>					
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