

# A thematic analysis of crisis management in tourism: A theoretical perspective

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## ABSTRACT

The hospitality and tourism industry for a variety of reasons is vulnerable to crises of various origins and scope. Thereby, research regarding crises in this industry has received significant attention among scholars. This study presents the results of a qualitative thematic analysis (TA) of the literature concerning crisis management in hospitality and tourism. A total of 207 research publications from 1986 to 2019 were analyzed. The findings revealed eight major themes that emerged in the literature over time. We critically discuss these themes with suggestions and directions for future research in this area. The study also identifies a shortage of scholarly attempt to conceptualize crisis management and thus explores the sensemaking perspective to shed further light on explaining the themes that emerged in the analysis.

## 1. Introduction

The pandemic caused by the novel coronavirus, COVID-19, has greatly impacted the tourism industry, among many other economic sectors, worldwide. While the health crisis is not over, and we cannot be certain of how it will evolve and manifest itself further, we observe great changes in business operations and travel behaviors. This prolonged crisis, characterized by high levels of uncertainty and unpredictability, has spurred extensive research in attempts to explain the possible ramifications to tourism and hospitality. Undoubtedly, such research may have valuable insights for both the academic community and industry practitioners. As accurately highlighted by [Zenker and Kock \(2020\)](#), tourism and hospitality scholars have generated considerable crisis-related research over the years. Those authors note that future studies on COVID-19 consequences would benefit from examination of the existing crisis management models to inform their research and should focus on advancing theoretical knowledge and offering new managerial tactics ([Zenker & Kock, 2020](#)). We second the authors' conclusions and thus provide an extensive and comprehensive review of extant research on crisis management in tourism. We synthesize the existing knowledge and discuss possible avenues for future research inquiries.

It is a known fact that the tourism industry presents one of the most economically and socially important industries for many countries. At

the same time, the tourism industry is one of the most vulnerable industries to negative events ([Henderson, 2002](#); [Jin et al., 2019](#); [Neu-mayer, 2004](#); [Paraskevas & Altinay, 2013](#)). The susceptibility of the sector to crises and disasters can be explained by several reasons. As many scholars agree, the complex structure of the tourism industry that is expressed in a high level of mutual dependence and interconnection between its stakeholders makes it extremely prone to negative events. Crises have increased in their frequency and complexity ([Ritchie, 2004](#); [Vargas-Sánchez, 2018](#)). The plethora of existing digital media platforms, including social media, also affect a crisis' lifecycle. Any minor or major crisis situation becomes publicized in no time, forcing destinations to respond quickly and efficiently. Therefore, in today's reality, crisis management is no longer an extra, but rather a principal and crucial function for tourism destinations and organizations.

There is no unanimous definition of crisis in the literature ([Pforr & Hosie, 2008](#); [Ritchie et al., 2013](#); [Scott & Laws, 2006](#)). A crisis is usually defined as a negative event, a deviation from normality, that has detrimental effects on destinations' or organizations' activities ([Pforr & Hosie, 2008](#)). Crises are described as sudden and characterized by a high level of unpredictability and ambiguity ([Racherla & Hu, 2009](#)). There is a recognized confusion in the literature in identifying the differences between the terms: crises and disasters. [Faulkner \(2001\)](#) distinguished between disasters and crises based on the cause of the negative event and scale or magnitude of the event. Therefore, a crisis is a result of the

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inefficient actions of an organization (or several organizations) and disasters are developed from external roots whether they are natural or human-induced. Nonetheless, the majority of publications use these terms interchangeably. In this study, we endorse a wider perspective on crises and disasters, as negative events of various origins and scope that may disrupt normal operations of tourism destinations and/or organizations. By recognizing this lack of a universal definition in the tourism research literature and considering that some reviewed papers may have used the terms interchangeably, we have included in the analysis studies that focused on either “crisis” or “disaster”. Given the vulnerability of the industry, it is not surprising that there is an extensive literature regarding crisis management in tourism. As noted by Pforr and Hosie (2008), despite a large number of publications on the topic, the literature remains fragmented and lacks an integrated conceptual framework, making it hard for future researchers to identify and fill in the existing research gaps.

In attempts to synthesize the existing knowledge regarding crisis management, several review papers were published. The review from Mair et al. (2016) concentrated specifically on the processes of post-crisis recovery of tourism destinations. Mair et al. (2016) discovered that some elements of crisis recovery management received less or no attention at all in the literature and many studies did not report any theoretical underpinnings in their research. In a later study, Ritchie and Jiang (2019) provided a more detailed review of articles focusing on all stages of crisis development. A recent publication by Wut, Xu, and Wong (2021) that appeared simultaneously with the current study reviews the crisis management literature in the hospitality and tourism industry. It is apparent that there is a growing interest in this body of knowledge. The current study differs from Wut, Xu, and Wong's (2021) in two main aspects. First, we employ a data-driven thematic analysis in inspecting the eligible articles. Second, we connect the emerged themes with sensemaking theoretical framework and propose research directions in employing sensemaking in crisis management in tourism and hospitality. Thus, we believe that the two studies complement each other and contribute to the growing body of knowledge in crisis management in hospitality and tourism.

Our study aims to cover research articles regarding crisis management in both the tourism and hospitality industry at any stage of crisis development and thus complement the existing literature in three ways: (1) provide a comprehensive review of extant research on crisis management in hospitality and tourism; (2) develop future research suggestions based on identified themes and gaps; (3) discuss other theoretical perspectives to approach crisis management in hospitality and tourism. This paper is organized as follows. We first discuss the qualitative approach that was undertaken and explain the choice of thematic analysis as the main method of inquiry. We then proceed with the findings of the thematic analysis and provide a detailed analysis of key themes. The third section presents future research directions and a brief discussion on the sensemaking perspective and its application in crisis management in tourism.

## 2. Methodology

To track the evolution of academic research in the field of crisis management in the hospitality and tourism industry, we employed the thematic analysis (TA) approach to inspect the existing literature in a systematic manner. Thematic analysis is a qualitative method of organizing and describing the available data by identifying underlying themes (Braun & Clarke, 2006). TA was chosen as a primary method of inquiry since the findings of qualitative research give a rich, detailed picture of the studied phenomenon. The inductive nature of qualitative TA also contributes to the emergence of new theoretical directions and provides “new ways of seeing” the empirical world (Bansal et al., 2018, p. 1194). The data sources for TA can be of any sort, including academic literature, interviews, focus groups, social media sources, etc. (Braun & Clarke, 2006; Walters, 2016). This type of analysis is especially

recommended to tackle intricate and convoluted constructs (Braun & Clarke, 2006). Braun and Clarke (2006) suggest conducting a TA in six steps. Fig. 1 presents these stages.

It should be noted that, as with many qualitative research techniques, TA is recursive in nature, and introduces flexibility and adaptability, thus allowing for possible changes in codes and themes during the process.

### 2.1. Data collection

To create an extensive database for this analysis, as a first step, we identified relevant articles. The search for papers was performed using EBSCO, ProQuest research databases, and Google Scholar. The key terms used to identify relevant articles included “crisis”, “disaster”, “risk”, “shock” and the field of research was specified by adding “tourism” and/or “hospitality”. Thus, the exact search terms included different combinations of the keywords, e.g. “crisis tourism”, “hospitality disaster”. In the pursuit of relevant publications, we did not merely focus on tourism destinations but also included articles discussing hospitality businesses as well. The accommodation industry was recognized as the major subindustry in travel and tourism. Studies that concentrated on hospitality organizations usually viewed the problem within the bigger picture, i.e. crisis' effects on the destination as a whole. Therefore, these articles may also constitute a source of important information on crisis development and can represent best practices of crisis management.

To assess different perspectives on the topic, the search was not restricted to hospitality and tourism journals only. Similarly, the time period of publications was not specified to trace how research in crisis management in hospitality and tourism evolved over time. The papers identified through the databases were screened for duplicates. Once the duplicates were removed, researchers screened the articles for eligibility. Thus, to be included in the thematic analysis, the articles should focus specifically on crises and/or disasters in tourism and/or hospitality. The final pool of academic papers consists of 207 publications in English. For a more holistic overview, both conceptual and empirical academic papers were included. Tourism industry reports, book chapters, dissertations, and conference papers were not considered in the analysis. Once the database was finalized, the publications were loaded into the NVivo 12 software for further analysis. The next step in the analysis was an initial inspection of the articles.

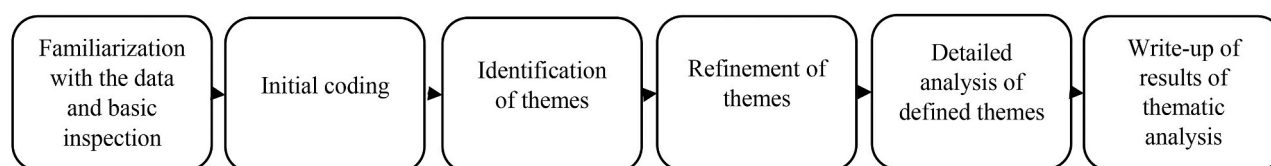
## 3. Findings

In this findings section, we provide a detailed inspection of the publications' profile and give an overview of various research approaches, theoretical frameworks, and methods used. We further delineate eight main themes identified in the analysis and provide some future research directions within each topic.

### 3.1. Profile of publications and analysis

The total number of different journals used in this study is 59. They range from hospitality and tourism focused journals to information systems, organization studies, and economic journals. The highest number of crisis management publications come from journals with a concentration in tourism and hospitality. Table 1 presents the list of journals with at least 10 studies on crisis management in tourism and hospitality. The full list of journals is available in Appendix 1.

To understand the spread and scope of publications, we classified them by year published, paper type, and research approach. We distinguished between conceptual, empirical articles, review papers, and empirical studies that took a case study approach. Empirical papers prevail in the pool of articles. There are 121 of them, followed by empirical studies that took a case study approach (53), conceptual papers (25), and review articles (8). Appendix 2 shows the distribution of publication types per journal. This illustrates that in the extant literature



Source: Adapted from Braun and Clarke, 2006; Walters, 2016.

Fig. 1. Stages of thematic analysis.

Source: Adapted from Braun & Clarke, 2006; Walters, 2016.

Table 1

Journals and number of publications.

Journal name	Number of publications
Annals of Tourism Research	20
Current Issues in Tourism	12
Journal of Travel & Tourism Marketing	13
Journal of Travel Research	16
Tourism Economics	15
Tourism Management	36

in crisis management in hospitality and tourism, the number of theoretical papers is still relatively low. Still, conceptual papers generate new knowledge and contribute to theory development in the field of inquiry, laying the base for further empirical investigations. A large number of case studies was expected and can be explained by the complexity of crisis events and the ability of the case study approach to examine various aspects of the negative event.

The methods used to investigate crises and disasters also varied. Out of 121 empirical papers, 81 used quantitative techniques, 23 employed qualitative methods, and 17 utilized a mixed methods approach. To evaluate different theoretical views on the topic of crisis management, we focused on the theories employed in those studies. Table 2 illustrates the list of all theoretical frameworks that were reported in the articles. It should be noted that more than half of the studies (139) did not indicate any theoretical underpinnings. Among those that were used, the most were complexity and chaos theories. This can be explained by the

Table 2

Theories used across publications.

Theories (number of publications that employed the theory)	
Actor-Network Theory (1)	Normal Accident Theory (1)
Audience Theory (1)	Organization Resilience Approach and Institutional Approach (1)
Chaos Theory (7)	Prospect Theory (3)
Complexity Theory (4)	Protection Motivation Theory (1)
Consumer Demand Theory (1)	Random Utility Theory (3)
Crisis Communication Theory (1)	Resilience Theory (3)
Drama Theory (1)	Resource Dependence Theory (1)
Educational Theory of single and double loop Learning (2)	Risk Perception Attitude Framework (RPAF) (1)
Elaboration Likelihood Model (1)	Ross's Arbitrage Pricing Theory (1)
Flow Theory (1)	Set Theory (1)
Framing Theory (1)	Signal Detection Theory (1)
Game Theory (1)	Signaling Theory (1)
General Equilibrium Theory (2)	Situational Crisis Communication Theory (SCCT) (2)
Grounded Theory (2)	Situational Theory of Publics (1)
High Reliability Theory (1)	Social Cognitive Theory (1)
Image Restoration Theory (2)	Social Exchange Theory (2)
Information Communication Theory (1)	Social Network Theory (1)
Information Integration Theory (2)	Systems Theory (2)
Innovation Theory (1)	Theory of Collaboration (1)
Knowledge Management Theory (2)	Theory of Market Orientation (1)
Lancaster's Objective Theory of Demand (1)	Theory of Planned Behavior (3)
Maslow's Theory of Needs (1)	Tourist Demand Theory (1)

characteristics of crises and disasters as unpredictable, ambiguous events with a high level of uncertainty. The chaos and complexity theories were deemed applicable in explaining the crisis's life cycle and, thus, suitable to be applied in crisis management planning for destinations and organizations (e.g. Laws & Prideaux, 2005; Ritchie, 2004). The tourists' behavior and stakeholders' attitudes toward affected destinations were also investigated with several approaches including consumer demand theory (e.g. Law, 2001), social cognitive theory (e.g. Wang et al., 2019), protection motivation theory (e.g. Zenker et al., 2019), theory of planned behavior (e.g. Wang & Ritchie, 2012), and social exchange theory (e.g. Hajibaba et al., 2017).

The 63 distinctive crises and disasters in the articles reviewed can be divided into ten categories: natural disasters (14), environmental catastrophes (1), wars (2) political instabilities (6), crimes (1), terrorist attacks (25), plane and cruise crashes (3), health-related crises (6), refugee crises (1), and economic crises (4). It should be noted that while we use the term "natural disaster" to reflect how this type of crisis was referred to in respective articles, there is an ongoing discussion in relation to the "natural" element of the term. Thus, even climatic hazards such as volcano eruptions, earthquakes, hurricanes cannot be viewed entirely separately from the social dimensions of disasters (Smith, 2006). Some publications focused on a single crisis (e.g. Blake & Sinclair, 2003; Brito, 2014; Machado, 2011), some examined the effects of several discrete events (e.g. Buigut, 2018; Prideaux et al., 2003), and some observed the accumulation of crises, termed a mega-crisis (e.g. Cohen & Neal, 2010).

Overall, we found that research development in crisis management in hospitality and tourism can be divided into three stages of time horizons:

- 1986–2000. Academic research was 'probing the ground' and the discussion of crises was more generic. Research mostly concentrated on human-induced crises in relation to tourism and hospitality (e.g. Hobson, 1996; Richter & Waugh, 1986).
- 2001–2014. Following the 9/11 terrorist attacks in 2001, the number of publications studying the phenomena of terrorism in the tourism context and crisis management in general drastically increased (e.g. Karl et al., 2017; Korstanje, 2018). 9/11 has become a generic term for large-scale crises that have enormous detrimental economic, social, and political effects. Furthermore, specific elements of crisis management gained academic attention, i.e. crisis communication. Crises' ramifications for different sub-industries, like MICE (e.g. Borodako et al., 2011; Smith & Kline, 2010) and consequences that crises have on specific tourism types, including alpine tourism (e.g. Peters & Pikkemaat, 2006) and shopping tourism (e.g. Michalkó et al., 2014), were also widely evaluated.
- 2015-ongoing. This stage of research development is characterized by novel types of crises such as refugee crises (e.g. Pappas & Papa-theodorou, 2017), climate change (e.g. Soboll et al., 2012), and newly evolving health crises (Farzanegan et al., 2020; Qiu et al., 2020). Even though these types of crises do not correspond fully with the existing definition, i.e. the trigger causes vary, and they are more gradual than sudden, nonetheless, they have numerous ramifications for tourism destinations. Therefore, innovative and creative approaches in monitoring and managing crises' effects are needed.

Although each time horizon may be dominated by certain type of crises, the occurrence of such crises always exist over time. The way researchers deal with emerging crises then becomes context and theme-based.

### 3.2. Themes emerged

After familiarization with the data and the initial inspection, we proceeded with coding and themes identification. The coding was conducted in NVivo12 software. The coding and themes identification were performed manually by researchers through a repeated and active reading of each paper. NVivo was utilized only as a tool to organize the dataset (e.g. highlighting, and tagging text extracts in the reviewed paper, as references, collecting references into codes, and collating codes under overarching themes). We employed an inductive approach in identifying underlying themes across reviewed studies. The inductive approach implies that the processes of initial coding, identification, and refinement of themes were not driven by any specific theoretical perspective, nor did we use a preexisting coding frame. Thus, the thematic analysis for this study was data-driven. As a result, 28 codes were created with 1451 references. Following the second and third steps of TA (see Fig. 1), the codes were grouped into eight main themes:

- The travel and tourism industry's vulnerability and resilience to crises
- Crises' and disasters' consequences
- Tourists' risk perceptions and attitudes
- Crisis management models and approaches
- Crisis marketing
- Crisis communication
- The role of the media
- Dark tourism

We present a detailed analysis of these themes in the following sections. Where appropriate, we also outline research gaps in these themes and include potential avenues for future research.

### 3.3. The travel and tourism industry's vulnerability and resilience to crises

The first theme that we identified may seem controversial. Nonetheless, the literature in crisis management in the tourism industry highlights its susceptibility to crises, and at the same time, notes a high resilience and relatively fast recovery from the negative impacts of these events. The vulnerability of the tourism industry has long been recognized by researchers (e.g. Henderson, 2007; Paraskevas & Quek, 2019; Ritchie, 2004). The fragmented structure of the industry and its high reliance on external factors expose the travel and tourism industry to a variety of risks. As Anderson (2006) states, the industry's dependence on the factors that it has no control over such as climate conditions, political settings, and economic situations, makes it highly vulnerable. Moreover, the connection of the tourism industry to many sectors of the economy implies that a disruption in any of them will spill over to the tourism industry (de Sausmarez, 2013). Paradoxically to the positive impacts that tourism has on destinations, it also makes them a target for some human-induced crises, like terrorism. The poor conditions of tourism facilities, equipment, and lack of stewardship may exacerbate the negative effects of crises as well. Thus, when planning for crises, destinations and hospitality organizations should ensure that tourism facilities used by guests and employees are up to date and properly designed to cope with the crises effectively. For example, Peters and Pikkemaat (2006) pointed that among the failures that led to tragic outcomes of the 1999 avalanche disaster in Tyrol were the old avalanche barriers at the resort.

Unlike the tourism industry's vulnerability, its resilience to crises and disasters has gained wide attention among academics only recently (e.g. Biggs et al., 2012; Möller et al., 2018; Radić & Barišić, 2018; Romao

et al., 2016). The research relating to the resilience of tourism destinations and organizations emphasizes that crises and disasters may have immediate but rather short detrimental effects on destinations (Jin et al., 2019). For example, Liu and Pratt (2017) used panel data to analyze how terrorism influences tourism demand; they concluded that there is no long-term fallout for many tourism destinations. In a later study, Beirman (2018) examined Thailand's high resilience to various crises over the years. Based on the approach taken by destination management organizations in Thailand, Beirman (2018) states that key elements of the tourism industry's resilience at destinations are: proactive crisis management planning, cooperation among stakeholders, and quick and appropriate responses.

Recently, more studies explored the resilience concept within tourism and hospitality (e.g. Cartier & Taylor, 2020; Cheer et al., 2019; Jiang et al., 2019). The new research recognizes the importance of achieving long-term resilience for destinations and hospitality organizations and the critical role of collaboration in disseminating crisis-related knowledge to facilitate learning. By recognizing the vulnerability of the industry, future research should focus on developing a better understanding of the specific components that constitute resilience for destinations and tourism organizations, including their ability to change and adapt. Thus, the concept of resilience should be viewed from the perspective of "bouncing forward" rather than "bouncing back" to the pre-crisis state (Demiroz & Haase, 2019). This will contribute to a more holistic approach in formulating future strategies in planning for crises and thus developing future resilience.

### 3.4. Crises' and disasters' consequences

A recurring theme that has emerged in the literature is the diverse effects that crises and disasters have on tourism organizations and destinations. While scholars acknowledge that crises' impacts depend on the scope and type of situation, there are some common categories across studies. The effects on tourism demand and, consequently, tourism receipts are extensively studied. Numerous empirical findings suggest that once the crisis hits, destinations experience loss in international and domestic tourist arrivals (e.g. Pizam & Smith, 2000; Wang, 2009). Tourism employment shrinks (Baxter & Bowen, 2004) and some small tourism businesses teeter on the verge of closing (Cushnahan, 2003). Additionally, destinations may suffer from infrastructure damages that incur additional costs to be spent in the recovery processes. Some authors observed long-term monetary consequences of crises and disasters. Sloboda (2003) suggests that in the long term, terrorist attacks can bring about additional marketing spending for the destinations.

Wang (2009) discovered that while any crisis negatively affect tourist flows to destinations, economic crises (unlike natural disasters or human-induced crises) do not have an immediate effect. Similarly, Bronner and de Hoog (2012) observed that following economic crises, the majority of consumers employ the so-called "cheese-slicing strategy", i.e. they do not completely annul traveling, but rather spend less on the trip. In a later study, Eugenio-Martin and Campos-Soria (2014) confirmed that tourists' behavior after financial crises is dependent on certain characteristics of their place of origin, including climate conditions: the better the climate, the more likely that households will economize on traveling. The analyzed publications have also looked into the joint effects of several crises that happen simultaneously (e.g. Cohen & Neal, 2010; Page et al., 2012). Cohen and Neal (2010) explored how concurring events of different origins can intertwine. The authors concluded that this convoluted mix aggravates the drawbacks of crises and significantly complicates the crisis management task.

Destination image is another commonly discussed category of crises' consequences (e.g. Abbasian, 2018; Avraham, 2015). As noted by Sönmez (1998) the ramifications of a crisis for the destinations can be very strong, when the image of tourism as a peaceful, relaxing, and safe activity is ruined. Zenker et al. (2019), in a recent study regarding a refugee crisis' impacts, identified that perceived safety of the destination

is an important decision factor for tourists. Rebuilding a destination's image after a crisis is a challenging process for all tourist areas. For instance, Morakabati (2013) noted that the unsafe image of the Middle East, created by years of political turmoil and terrorism, halted further tourism development in the region.

While there is an extensive number of publications that focus on crisis impacts, only a few studies analyzed the consequences for the so-called 'collateral victims' – neighboring destinations that are not directly hit by the crisis, but still experience its effects. For instance, Beirman (2002) noted that Jordan's tourism industry was caught in the negative outcomes of the Israeli-Palestinian conflict and suffered the same consequences. Future research could focus on exploring the mechanisms of a crisis' lifecycle for collateral destinations that are affected indirectly, and therefore modify the existing crisis management frameworks. Moreover, future academic inquiries should be directed toward understanding the nexus between crisis characteristics and the contextual setting of the destination. When inspecting the crisis effects on the destination, it is important to study the context in which the tourism industry has historically developed and currently exists. Tourism development cannot be isolated from social, environmental, cultural, political, and other impacts it has on the destination and its residents. Some of these effects may be potential causes of crises. The nature of crises may impose different challenges for different aspects of tourism development and its perceived impacts in the destination. This may be further complicated by the phase of destination development. A destination that is in the initial phase of tourism development may not have the experience to handle crises as a destination that is enjoying growth or maturity with significant management and monitoring experiences in its tourism development. The degree of community resilience in face of a crisis will differ as well. Thus, future studies should explore the link between tourism, the types of impacts, and crisis' origins. Such review will benefit the assessment of crisis outcomes and further crisis management planning.

### 3.5. Tourists' risk perceptions and attitudes

One of the themes that emerged in the analysis is tourists' risk perceptions and attitudes toward the destinations affected by the crisis (Yang & Nair, 2014). These destinations deal not only with the real risks and threats of recurring crises and natural disasters, but also with perceived risks and attitudes of tourists. Studies indicate that tourists' perceptions are indeed changing when crisis occurs, but the change is different and depends on many factors including a destinations' image and popularity before the event, the type of crisis, and individual personality features, among many others (e.g. Bianchi, 2006; Laws & Prideaux, 2005; Sönmez & Graefe, 1998; Rittichainuwat, 2013; Taylor, 2006; Wang et al., 2019). For instance, when it comes to terrorism, the recurrence of attacks has a more detrimental effect on travelers than the severity of them (Pizam & Fleischer, 2002). Moreover, tourists from different countries may have distinct reactions to different crises (Eugenio-Martin et al., 2005). For instance, in the assessment of tourism demand in Scotland, Eugenio-Martin et al. (2005) discovered that tourists from France were more sensitive to foot and mouth disease outbreaks, and Germans were more affected by the 9/11 terrorist attacks. Similar results were obtained by Ahlfeldt et al. (2015) in their analysis of German tourists' perceptions of different terrorist attacks and consequent travel decisions. Though 9/11 had a severe influence initially, the effect decreased rather quickly (Ahlfeldt et al., 2015). Drawing from set theory, destination choice when there is a present risk was explored by Karl (2018). The results of this study indicated that tourists have different risk perceptions and attitudes, but when it comes to actual destination choice, their decisions do not vary greatly (Karl, 2018).

Tourists' perceptions toward affected destinations were also analyzed from the resilience perspective (e.g. Backer & Ritchie, 2017; Walters et al., 2018). Hajibaba et al. (2015), in their study of

crisis-resistant tourists, confirmed that some tourists are less prone to cancel their travel plans to the affected destination or shift to other tourist places. The authors also emphasized that this tourist segment is a very attractive niche for destinations that experienced or continuously experience crises and disasters. These tourists are the ones who will most likely travel despite the crisis. Thus, the knowledge and understanding of crisis resistant tourists' characteristics can contribute to crisis management planning, especially to the marketing element of it (Hajibaba et al., 2015).

In contrast with the majority of empirical papers, a study of risk perceptions and worries among tourists following the Norway terrorist attacks in 2011 (Wolff & Larsen, 2014) found that one year after the tragic events, the perceived risk of traveling to Norway had surprisingly declined. The authors proposed several possible reasons for such results. The survey respondents might have assumed that Norway enforced new safety and security methods to ensure a similar crisis will not happen. Additionally, the type of attack could shed light on the findings. The attacker was not affiliated with any terrorist organization and acted alone, thereby leaving the impression that, with his imprisonment, there is no longer a threat of future attacks (Wolff & Larsen, 2014). This study illustrates that tourists' risk perceptions and actual travel behavior may be affected by a number of diverse factors and thus, require more academic research, possibly from new theoretical perspectives. Considering the unfolding effects of this pandemic, future research should aim to investigate cognitive and affective mechanisms that underline tourists' perceptions and attitudes in this 'new reality'.

### 3.6. Crisis management models and approaches

The academic literature in crisis management in the hospitality and tourism industry produced several models and approaches in dealing with crises. In their attempts to theorize the tourism and hospitality crisis management, scholars have turned to a broader crisis management literature and employed different theoretical perspectives from several disciplines.

Perhaps, the most prominent crisis management framework for tourism was developed by Faulkner (2001). Drawing from previous literature on crisis management, Faulkner proposed a disaster management model based on the stages of the crisis evolution. The six stages identified are "pre-event, prodromal, emergency, intermediate, long term (recovery), [and] resolution" (Faulkner, 2001, p. 144). Additionally, Faulkner described the actions appropriate for each phase. A modified version of this model was also applied in later studies (e.g. Henderson, 2007).

A strategic approach to crisis management in tourism was taken by Ritchie (2004). Ritchie (2004) argued that the tourism industry, due to its peculiarities, requires an integrated and comprehensive approach when dealing with crises and disasters. The author suggested that tourism destinations and organizations should proactively identify possible risks, formulate crisis management strategies, and continuously evaluate and refine these strategies. The importance of a holistic strategy is discussed in several other studies as well (e.g. Mikulić et al., 2018; Paraskevas & Quek, 2019; Pennington-Gray et al., 2010; Tew et al., 2008). The practicality of combining strategic management and crisis management for the hospitality industry was later inspected by Wang and Ritchie (2010). These scholars hypothesized that the crisis management planning process is influenced by several factors including individual characteristics, organizational elements, and contextual factors (Wang & Ritchie, 2010). Considering these elements, Wang and Ritchie developed a theoretical model called "The Onion Model for Strategic Crisis Planning" within which they identified the elements affecting crisis management planning behavior and the strategic actions appropriate for different stages of the crisis lifecycle.

A knowledge-based framework is another crisis management model present in the literature. The importance of sharing different types of crisis knowledge between involved stakeholders was discussed by a

plethora of studies (e.g. Blackman et al., 2011; Evans & Elphick, 2005; Orchiston & Higham, 2016; Paraskevas et al., 2013; Racherla & Hu, 2009; Scott et al., 2008). This integration of knowledge management and crisis management is recognized by academics as a way of achieving a necessary level of collaboration among all parties affected by the crisis. The framework proposed by Racherla and Hu (2009) combines the stages of the crises with apt knowledge activities including “acquisition and storage; retrieval, dissemination, and use; and evaluation and feedback” (p.567). The authors further depicted in their model technocratic and organizational approaches to knowledge management. They argue that depending on the phase of the crisis and the knowledge process, either one of these approaches or a merger of them is more relevant. Some studies have formulated frameworks specifically for certain crisis types. Paraskevas and Arendell (2007) developed a strategic framework for dealing with terrorism crises. The proposed model emphasizes the significance of collaboration between all destination stakeholders in tackling terrorism crises and assigns the task of coordinating and supervising to destination management organizations (Paraskevas & Arendell, 2007).

In summary, the available models of tourism crisis management can be categorized into two major groups. The first group of academics took a temporal approach in conceptualizing crisis management and inspected the phenomena from the different stages the crisis goes through. The other group concentrated on a holistic assessment of the crisis lifecycle and the elements of crisis management. Though different in their conceptualization of crisis management, these frameworks share core elements: assessing risks, crisis management planning, and the importance of collective efforts in dealing with crises.

Interestingly, while emphasizing the importance of a proactive approach in preparing for crises, planning ahead, and having a crisis management plan in place, the majority of existing crisis management models still focuses on post-crisis activities and recovery processes at the destination, including crisis communication and crisis marketing. Future research could concentrate on investigating the efficiency of proactive planning activities that take into account the high level of uncertainty and the ambiguity of crises. Moreover, prospective crisis management models should incorporate the resilience concept. For instance, using the case of hotel Hilton occupation and nationalization in Havana, in the 1950s, Paraskevas and Quek (2019) proposed a resilience management framework that separates the assessment of potential risks and the actual responses to crises.

### 3.7. Crisis marketing

The majority of case studies reviewed in this paper report marketing strategies undertaken by destinations and organizations following crises. Commonly, marketing is the first aspect of crisis management that is addressed by affected tourist areas and businesses (Israeli & Reichel, 2003; Ivanov & Stavrinooudis, 2018; Kim et al., 2005; Martín-Consuegra et al., 2008; Okumus et al., 2005; Perl & Israeli, 2011). Israeli and Reichel (2003) found that hotel managers rate marketing practices higher in relation to their significance and actual implementation in times of crisis. Similarly, Ivanov and Stavrinooudis (2018) found that Greek accommodations in response to the negative consequences of the European refugee crisis relied mostly on marketing and cost-cutting strategies to attract tourists back.

Many studies have also emphasized the importance and high efficiency of consolidated marketing strategy among involved stakeholders instead of scattered actions (e.g. Dahles & Susilowati, 2015; Henderson, 2002; Stafford et al., 2002). An excellent example of such a holistic approach was shown by the tourism and hospitality industry in Washington D.C. following the 9/11 terrorist attacks (Stafford et al., 2002; Yu et al., 2005). An extensive marketing campaign was launched to ensure domestic and international travelers that the city is safe to visit. While having a crisis marketing plan as an element of crisis management should be present by any means, scholars point out the differences in

implementing certain marketing activities depending on the crisis type and its duration. Thus, support from the government in executing crisis marketing initiatives is essential, especially when it comes to human-induced crises (Abd El-Jalil, 2013; Beirman, 2002). For example, following the numerous terrorist attacks and politically motivated clashes in Egypt, within the period of 1992–2011, the Ministry of Tourism as a dedicated authority took a lead in reshaping the country’s image as a dangerous destination and carried out several marketing campaigns that proved to be successful (Abd El-Jalil, 2013).

When it comes to financial crises, the task of establishing a marketing strategy is more challenging, as travel decisions highly depend on income levels, exchange rates, and other economic factors (Smeral, 2009). Nonetheless, as Smeral (2009) points out, it is not advisable to cease marketing efforts altogether. Instead, destinations should focus on tourism product diversifications and innovations and turn to loyal customers that are more likely to continue traveling (Smeral, 2009). Orchiston and Higham (2016), however, claim that demarketing, i.e. a full halt of any promotion initiatives is acceptable when the destination’s tourism infrastructure was greatly affected and cannot take visitors or if there is a high risk for travelers.

The overview of this theme shows that crisis marketing is one of the key elements in crisis management. Rittichainuwat (2011) emphasized the importance of integrating the cultural peculiarities of the tourist markets into recovery marketing. Future research could focus on exploring marketing strategies and activities, considering the characteristics of the destination and attributes of its top source markets. Moreover, a transfer from an ad hoc, reactive crisis management to a more proactive approach requires the implementation of promotion activities into crisis management planning.

### 3.8. Crisis communication

Another theme that was detected from the analysis of crisis management literature is crisis communication. Fall (2004) observed that after the 9/11 terrorist attacks, many tourism organizations and destinations realized the crucial function of crisis communication. As academics agree, the way a crisis is communicated internally and externally can affect its lifecycle and scope, mitigating or exacerbating the negative consequences brought on by the crisis (Hilliard et al., 2011; Ritchie et al., 2004; Stanbury et al., 2005). Peters and Pikkemaat (2006) analyzed crisis management actions following an avalanche disaster at an Austrian winter resort in 1999. They concluded that inconsistent and disintegrated information after the crisis harmed the destination’s image. Falkheimer (2014) obtained similar results in the assessment of the Norway terrorist attacks in 2011. The author noted that the crisis communication plan was not up to date and there was a shortage of communication professionals. That combination resulted in an ad hoc crisis communication strategy employed during and after the tragic attacks, reducing the effectiveness of the communication. Communication during and/or after a crisis should not be limited to communication with the outside public only; internal communication is just as important (Liu & Pennington-Gray, 2015). Internal crisis communication within the affected destination implies a continuous sharing of information between all stakeholders involved (Falkheimer, 2014). Along with coordination, Ritchie et al. (2004) emphasized several other elements of successful crisis communication, including consistency of information, openness, and honesty in reporting the facts about what happened the consequences thereof, and expressing empathy toward the victims and those affected. Ritchie (2004) also recommends regularly updating the public on crisis management activities that are undertaken to combat the negative outcomes of the event.

The distribution channel of crisis information is as crucial as the content of the message (Grundy & Moxon, 2013). Recently, the widespread use of social media has opened up many opportunities for crisis communication (Liu et al., 2015; Liu & Pennington-Gray, 2015). Sigala (2012) pointed out that the reciprocal communication that social media

entails, presents one of its biggest advantages for crisis management. Thus, crisis managers can collect this information and provide timely replies not only to the customers but also to any other stakeholders involved (Sigala, 2012). Regardless of its many benefits, social media can also complicate crisis communication. An active exchange of information around a crisis that happens in online discussions on social media platforms is defined as secondary crisis communication (Luo & Zhai, 2017). In a study on the “Occupy Central” protests in Hong Kong in 2014, Luo and Zhai (2017) discovered that secondary crisis communication expressed in online conversations around the crisis can quickly escalate into negative perceptions toward the destination. This example points to the necessity of crisis managers to be present online to detect the directions of this communication and interfere when needed.

Future research could further investigate the process of secondary crisis communication and explore its potential as a source of crisis knowledge and as a part of the learning process. The mechanisms of how destinations and tourism businesses learn from secondary crisis communication and consequently implement the ideas into crisis management planning will enhance our knowledge of antecedents and the implications of this phenomenon for organizations and destinations.

### 3.9. The role of the media

The role of the media in crisis management is strongly connected with the previous theme of crisis communication. Nonetheless, we have decided to distinguish these two themes due to the significant attention this topic has received in the literature. The role of the media in crisis coverage is twofold. On the one hand, it can be used as one of the channels employed by destinations and organizations in distributing crisis-related information. On the other hand, the news coverage can frame the crisis situation, sometimes overemphasizing its negative outcomes, and consequently affect how it is perceived by the audience, including tourists and authorities of tourists' generating countries (Buigut et al., 2017; Liu & Pennington-Gray, 2015). Media sources have often been criticized for exaggerating the scale, scope, and the effects of crises and thus shifting tourists away from destinations (Henderson, 2003, 2004; Henderson, 2003; Henderson, 2004; Leslie, 1999; Pforr & Hosie, 2008). Baxter and Bowen (2004), in a comparative analysis of two foot and mouth disease epidemics in the United Kingdom in 1967–68 and 2001, concluded that the news coverage of the 2001 outbreak magnified the aftermath of the disease, reinforcing the stories with unpleasant videos and images. This negative publicity was later downplayed by a national Destination Marketing Organization (DMO) through an extensive media campaign, but this merely mitigated the damage already done. Similarly, Beirman (2002) noted that reports regarding single Israeli-Palestinian conflicts were highly amplified, leaving a perception that the incidents were happening throughout the country. These examples further indicate the importance of monitoring news and cooperating with the media when a crisis hits. Further, to avoid handling the bad press in a haste, this collaboration should be reflected in crisis management planning. The relationship with the press should be of greatest priority on the active stage of a crisis to avoid dissemination of false information; and during the recovery, when co-ordinated communication efforts with the media can be powerful in restoring the destination's image (O'Connor et al., 2008; Scott et al., 2008). The number and variety of mass and social media channels are continually changing nowadays, thus, the role of the media, not just in crisis constructing but also as an element of crisis management, has to be constantly reconsidered (Pennington-Gray et al., 2011).

We should also acknowledge that media coverage of crises affects the direction of academic research. It is only logical that the crisis is more likely to be noticed and researched if it is widely covered in the media. As a result, while some crises receive extensive coverage, others go unnoticed. Perhaps in future inquiries, a proactive approach in discovering and investigating less publicized events is a possible solution.

### 3.10. Dark tourism

Another theme that comes up in discussions of crisis management is dark tourism. The academicians have long recognized the presence of a certain type of tourism that refers to visiting destinations that have experienced certain disasters or places of widely known tragedies (Tzanelli & Korstanje, 2016). Smith (1998) and Sönmez (1998), in their analysis of relationships between war, terrorism, political turmoil, and tourism, describe this tourism category as traveling motivated by conflict. Recently, dark tourism has been discussed as a feasible solution to attracting tourists to destinations that were/are experiencing crises (e.g. Buda, 2016; Miller et al., 2017; Seraphin, 2017). Seraphin (2017) explored the possibility of dark tourism development in France, after several terrorist attacks in 2015 and 2016. Based on the secondary data examination, Seraphin concluded that dark tourism in France would not be established and popularized at the sites of terrorist attacks due to the history and culture of the country and lack of support from the authorities. Miller et al. (2017) examined a similar concept within dark tourism called phoenix tourism. The authors define phoenix tourism as a stage of tourism regeneration after the crisis rather than another tourism type. Phoenix tourism represents a mix of activities aimed to revive the affected destination and engaging in dark tourism is a potential way of further developing the tourism industry at a location (Miller et al., 2017).

There is growing interest in dark tourism by academicians and industry practitioners. Nonetheless, the motivations of dark tourists and stakeholders' attitudes (including local communities) remain an under-researched area. Further academic inquiries of factors stimulating dark travel will complement our understanding of this rather controversial tourism type. Such knowledge will help destination managers to decide whether it is appropriate to cultivate and promote dark tourism after crises.

## 4. Future research directions

We identified eight themes within the crisis management literature and proposed suggestions for future research directions within each of them. The eight themes reflect the focus of the academic community and present the recurring patterns in crisis management research. As the TA findings suggest, the crisis management elements, which are of critical importance during the response and recovery phases, receive more attention. While taking into account the importance of these aspects, destinations and hospitality organizations should concentrate on the planning aspects of crisis management. Such an approach will contribute to the preparedness of destinations and organizations by reducing the level of uncertainty, and benefit the local communities as well.

In this section, we focus on topics that have as of yet received less recognition, but are nonetheless critical for successful crisis management. The notion of using a crisis as an opportunity was discussed by some authors (e.g. O'Brien, 2012; Prideaux & McNamara, 2013). These studies emphasized the ambiguity of crises and therefore noted that a crisis is always a source of opportunity for destinations and organizations. Future research should focus on delineating specific crises' characteristics that could be used in transforming the existing practices post-crisis and building up further resilience. Such knowledge could help in designing new tourism products that have the wellbeing of tourists and residents in mind. For example, Ramkissoon (2020) noted that the ongoing pandemic has offered a chance to re-imagine tourism experiences and actively promote pro-social and pro-environmental tourist behavior. The recognition of a crisis as an opportunity is closely connected to the concept of crisis learning (Okumus & Karamustafa, 2005; Ritchie, 2004). Regardless of the outcomes, assessment of crisis management actions is critical for affected destinations and organizations. Insights relating to the effectiveness of employed techniques can inform future management strategies. For example, as a

result of the Hurricane Hugo in the coast of South Carolina and elsewhere in the United States, good code and zoning enforcement were strictly followed and this 'renewed' enforcement made a significant difference in reducing damages, erosion, not building beach homes right at the beach or close to the dunes and allowing families and communities to resume their normal lives soon after the disaster (Miller, 1991). Future research could concentrate on the proactive implementation of crisis learning in crisis management models and frameworks. Finally, crisis leadership is a significant aspect of crisis management, among other organizational factors. The successful execution of a crisis management plan and corresponding activities depends upon the leadership as well. For instance, Bonn and Rundle-Thiele (2007) concluded that the process of strategic decisions taken by managers following a crisis differs greatly from the process in a normal setting. As the study showed, a crisis triggers a more perceptive approach from managers. Future research could analyze leadership functions at different phases of crisis evolution. Studies should also investigate how different approaches employed by leadership affect crisis management outcomes, and how crisis leadership impacts the facilitation of crisis learning.

The findings of the TA and the emerged themes demonstrated that the majority of existing crisis management models in tourism take a positivist approach in conceptualizing crises and disasters. These models accentuate the importance of proactive planning for destination management organizations and other travel and tourism stakeholders to restore normal operations and attract tourists back. At the same time, current crisis management approaches lack an understanding of how people (including tourists, potential visitors, locals, and other stakeholders) make sense of the event that occurred and react to the new environment. Considering the changing nature of crises, that no longer constitute only sudden and unexpected negative events (e.g. refugee crises, climate change, COVID-19 pandemic), we believe that another ontological and epistemological perspective can be applied into crisis research in tourism. In this regard, the sensemaking perspective, that has roots in cognitive social psychology, is deemed an appropriate theoretical framework. This theoretical perspective takes an interpretive stance to look at the process of how people make sense of the events that do not fit their usual cognitive schemata and how they experience this newly emerged reality (Weick, 1993). The sensemaking theoretical perspective has had a significant impact on organization and management studies, but to the best of our knowledge, has not yet been employed to study crisis management in the tourism industry. Applying the supply-demand notion to tourism, we can state that crises of any type cause a disruption of the existing reality for both the supply side (destination management organizations, various stakeholders, residents) and the demand side (tourists and potential visitors). The interactions between tourists and service providers, tourists and residents, tourists and tourists are an essential part of the tourism experience and sensemaking is especially crucial for experiential industries (Maitlis, 2005). The sensemaking perspective can be employed to research each of the themes identified in this study. For example, tourists' risk perceptions and attitudes that change in response to novel, ambiguous and complex events (i.e. crisis) could be studied through the lenses of sensemaking by exploring what qualities of a certain crisis lead to these changes. Future studies could also employ sensemaking to investigate how crisis communication strategies and channels used by destinations and organizations generate the cues for sensemaking process for tourists, residents, and industry employees. The theoretical framework informed by sensemaking perspective in tourism and hospitality should reflect both the supply and demand sides of the tourism system.

Carlsen and Liburd (2008), in their analysis of market recovery and crisis communication, noted that it is critical to explore not only how the crisis is communicated among stakeholders and to a wider audience, but also how the meaning of the crisis is created and changed in that communication. The sensemaking perspective can be employed to capture these changing meanings and understandings and thus reflect the continuous nature of tourism crises. Existing crisis management

frameworks are developed with recognition of a crisis's evolution through stages. Management activities are mostly developed considering the crisis's characteristics and destination or organization resources and capacities. By employing the sensemaking perspective, these frameworks could be further advanced and incorporate people's changed 'senses' of the situation. For instance, many academic papers have acknowledged the different consequences of different types of crises. Nonetheless, only a few have discussed how crises of various origins can be tackled and how such differences can be implemented in crisis management. Insights into how the sensemaking process is proceeding for various crises can highlight these differences and benefit planning for future crises.

Many authors have called for further exploration of tourists' and residents' changed attitudes and perceptions following a crisis (e.g. Mair et al., 2016). A better understanding of people's emotional responses and sensemaking processes when facing crises of various origins will inform effective crisis management activities and contribute to building further resilience. Following this TA, we propose a sensemaking perspective as a potential theoretical framework to apply to crisis management in tourism and hospitality. This brief discussion is by no means a comprehensive and detailed overview of the sensemaking framework, rather an initial attempt to encourage further exploration of this topic and shift academic inquiries from the crises themselves to people's perceptions of these events and the meanings they attach to them.

## 5. Conclusion

The present study used a qualitative TA to examine prominent topics in prolific research on crisis management in the hospitality and tourism industry. The paper further complements recent review studies by Wut, Xu, and Wong (2021), Ritchie and Jiang (2019) and Mair et al. (2016) by analyzing how research in crisis management in the hospitality and tourism industry has evolved and suggests its possible development by recognizing new types of crises that the industry is facing. As indicated by several scholars (e.g. Mair et al., 2016; Pforr & Hosie, 2008; Ritchie, 2004; Yang & Nair, 2014), despite the number of existing studies, the literature on crisis management in hospitality and tourism remains fragmented, making it hard to identify existing gaps. By employing an inductive approach in analyzing 207 publications from 1986 to 2019, we identified eight major themes within the literature; including the hospitality and tourism industry's susceptibility and resilience to crises, crisis' consequences, risk perceptions, crisis marketing, crisis communication, the media's role, and dark tourism. While discussing the most prominent themes, we simultaneously discovered research gaps for future researchers. In addition, we suggested three topics that were noticeably neglected in the literature and should get more scholarly attention: crisis leadership, crisis as an opportunity, and crisis learning processes.

This study also discovered a shortage of scholarly attempts to conceptualize crisis management. Thus, we discussed the possibility of employing an interpretive sensemaking perspective in analyzing crisis management in hospitality and tourism. Sensemaking theoretical perspective can help to shed the light on how tourists, locals, and industry employees make sense of the crises and enact the new environment. The knowledge on how the sensemaking process unfolds could potentially inform the crisis activities of destination stakeholders to ensure an efficient restoration to normal operations. By inviting academicians to look for new theories and perspectives to support research in crisis management, we are assured that such efforts will come with new practical implications regarding coping mechanisms for destinations, communities, and tourists.

## 6. Limitations

This paper has some limitations. First, this work represents only a

small portion of publications. Future studies may consider an analysis of the existing literature, distinguishing between different themes that were explored in this paper, such as crisis communication, crisis marketing, crisis management frameworks, models, etc. This could contribute to a deeper understanding of these essential elements of crisis management and their practical implications for the tourism and hospitality industry. Moreover, tourism is a complex industry, including several subindustries that are essential for its smooth functioning. Future inquiries could focus separately on the tourism and travel industry, hospitality industry, leisure, or airline industries. Also, though this study reported different methodologies that were used in these articles, it has not concentrated on a closer analysis of these methods and reported statistical outcomes. As the findings of this paper indicate, some research papers presented different results regarding crises impacts on tourist behavior, including risk perceptions and intentions to visit destinations, which are or were affected by crises. Thus, a meta-analysis is recommended for a more comprehensive overview of the existing studies to identify the possible reasons for a variation in the outcomes.

### Impact statement

This study uses qualitative thematic analysis to critically review the extant literature on crisis management in tourism. Drawing on a comprehensive and extensive review of 207 studies, we synthesize the existing knowledge and discuss possible avenues for future research inquiries. The study critically examines eight themes that emerged in the

literature and notes where further research will benefit destinations when facing crises of various origins. To advance the conceptualization of crisis management in tourism research, the paper discusses the interpretive theoretical framework of sensemaking. The application of sensemaking will come with new practical implications regarding coping mechanisms and strategies for tourism destinations. This paper demonstrates that drawing on existing knowledge, future research in crisis management in tourism will contribute to building a more resilient tourism industry in times of crises like the current pandemic caused by COVID-19.

### Author contribution statement

Berbekova, A. contributed to the research design, conceptualization, methodology, analysis and writing of the paper. Uysal M. contributed to the conceptualization, methodology, analysis, and writing of the paper. Assaf A. contributed to the conceptualization, methodology, analysis, and writing of the paper.

### Declaration of competing interest

None.

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None.

## Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.tourman.2021.104342>.

### Appendix 1. Number of publications per journal

Journal Name	Number of Publications
Almatourism, Journal of Tourism, Culture and Territorial Development	1
American Ethnologist	1
Annals of Tourism Research	20
Applied Economics	1
Asia Pacific Journal of Tourism Research	5
Asia-Pacific Journal of Innovation in Hospitality and Tourism	1
Cornell Hospitality Quarterly	3
Cornell Hotel and Restaurant Administration Quarterly	1
Corporate Communications: an International Journal	1
Current Issues in Tourism	12
Economic Modelling	1
Enlightening Tourism: A Pathmaking Journal	1
Event Management	1
Hospitality Review	1
Information Systems Research	1
Information Technology & Tourism	1
International Journal of Contemporary Hospitality Management	4
International Journal of Hospitality & Tourism Administration	2
International Journal of Hospitality Management	5
International Journal of Public Sector Management	1
International Journal of Tourism Policy	1
International Journal of Tourism Research	7
Jahrbücher für Nationalökonomie und Statistik/Journal of Economics and Statistics	1
Journal of Air Transport Management	2
Journal of Conflict Resolution	2
Journal of Destination Marketing & Management	2
Journal of Hospitality & Leisure Marketing	1
Journal of Hospitality and Tourism Management	1
Journal of Hospitality and Tourism Technology	1
Journal of Human Resources in Hospitality & Tourism	1
Journal of Policy Modeling	1
Journal of Policy Research in Tourism, Leisure and Events	1
Journal of Quality Assurance in Hospitality & Tourism	2

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Journal Name	Number of Publications
Journal of Sustainable Tourism	2
Journal of Teaching in Travel & Tourism	1
Journal of Tourism and Services	2
Journal of Tourism Analysis: Revista de Análisis Turístico	1
Journal of Travel & Tourism Marketing	13
Journal of Travel Research	16
Journal of Vacation Marketing	4
Journal of World Business	1
Journal of Convention & Event Tourism	1
Journal of Hospitality Marketing & Management	1
Journal of Travel Research	2
Management Information Systems Quarterly	1
Organization Studies	1
The Australian Journal of Emergency Management	1
Theoretical and Applied Economics	1
Tourism Analysis	3
Tourism and Hospitality Management	1
Tourism and Hospitality Research	5
Tourism and Management Studies	1
Tourism Economics	15
Tourism Management	36
Tourism Review	1
Tourism Review International	4
Tourism, Culture & Communication	2
Tourist Studies	1
Worldwide Hospitality and Tourism Themes	3
Total	207

## Appendix 2. Distribution of conceptual, empirical, review papers and case studies per journal

Journal Name	Conceptual	Empirical	Case Studies	Review Paper
Almatourism, Journal of Tourism, Culture and Territorial Development				1
American Ethnologist		1		
Annals of Tourism Research	2	13	4	1
Applied Economics		1		
Asia Pacific Journal of Tourism Research		4	1	
Asia-Pacific Journal of Innovation in Hospitality and Tourism				1
Cornell Hospitality Quarterly		3		
Cornell Hotel and Restaurant Administration Quarterly			1	
Corporate Communications: an International Journal			1	
Current Issues in Tourism	2	5	3	2
Economic Modelling		1		
Enlightening Tourism: A Pathmaking Journal	1			
Event Management	1			
Hospitality Review		1		
Information Systems Research		1		
Information Technology & Tourism				1
International Journal of Contemporary Hospitality Management	1	3		
International Journal of Hospitality & Tourism Administration			2	
International Journal of Hospitality Management		4	1	
International Journal of Public Sector Management		1		
International Journal of Tourism Policy	1			
International Journal of Tourism Research	1		5	1
Jahrbücher für Nationalökonomie und Statistik/Journal of Economics and Statistics		1		
Journal of Air Transport Management		1	1	
Journal of Conflict Resolution		2		
Journal of Destination Marketing & Management		1	1	
Journal of Hospitality & Leisure Marketing		1		
Journal of Hospitality and Tourism Management		1		
Journal of Hospitality and Tourism Technology	1			
Journal of Human Resources in Hospitality & Tourism			1	
Journal of Policy Modeling		1		
Journal of Policy Research in Tourism, Leisure and Events			1	
Journal of Quality Assurance in Hospitality & Tourism		1	1	
Journal of Sustainable Tourism		2		
Journal of Teaching in Travel & Tourism			1	
Journal of Tourism and Services	1	1		
Journal of Tourism Analysis: Revista de Análisis Turístico	1			
Journal of Travel & Tourism Marketing	5	7	1	
Journal of Travel Research	2	12	2	
Journal of Vacation Marketing		2	2	
Journal of World Business			1	

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Journal Name	Conceptual	Empirical	Case Studies	Review Paper
Journal of Convention & Event Tourism		1		
Journal of Hospitality Marketing & Management		1		
Journal of Travel Research		1	1	
Management Information Systems Quarterly		1		
Organization Studies		1		
The Australian Journal of Emergency Management	1			
Theoretical and Applied Economics			1	
Tourism Analysis		2	1	
Tourism and Hospitality Management		1		
Tourism and Hospitality Research	1	1	3	
Tourism and Management Studies		1		
Tourism Economics		12	3	
Tourism Management	4	23	9	
Tourism Review		1		
Tourism Review International		2	2	
Tourism, Culture & Communication		2		
Tourist Studies			1	
Worldwide Hospitality and Tourism Themes			2	1
Total	25	121	53	8

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