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Master in Business Administration (MBA)

Postgraduate Dissertation

**Strategic Adaptation and Organizational Resilience in Tourism
Enterprises: A Literature-Based and Bibliometric Approach to
Crisis Management**

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Patras, Greece, May 2026

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Abstract

This dissertation examines strategic adaptation and organizational resilience in tourism enterprises, with particular emphasis on hospitality organizations, in the context of crisis management. Pandemics, economic uncertainty, environmental disruptions and geopolitical instability are among the external disruptions to which the tourism and hospitality sector is particularly vulnerable. The demand for travel business continuity, operational efficiency and long-term competitiveness can be greatly affected by such crises. Therefore, to anticipate, manage and recover from disruptive events, tourism enterprises need to build resilience mechanisms and strengthen their capacity to adapt.

The study adopts a hybrid literature-based methodology that combines bibliometric network analysis and narrative synthesis with methodological techniques for literature identification and selection. Structured search techniques are used to find relevant scholarly sources, which are then evaluated against pre-defined inclusion and exclusion criteria. A critical review of the selected studies is then conducted to examine how important concepts in tourism research are understood and linked, including organizational resilience, strategic adaptation, dynamic capabilities and innovation, knowledge management and crisis management. In addition, the conceptual structure of the fields is mapped and key patterns and connections of research topics are revealed through bibliometric co-occurrence analysis using VOSviewer.

By synthesizing multiple theoretical perspectives into a coherent conceptual framework, this thesis contributes to the existing body of knowledge on organizational resilience in tourism enterprises. In order to improve crisis preparedness, organizational resilience and long-term learning, this framework places a strong emphasis on strategic adaptation, innovation, knowledge management and dynamic capabilities. From a managerial perspective, the findings provide practical insights for tourism and hospitality managers seeking to strengthen organizational resilience and strategic adaptability in unpredictable and rapidly changing environments. Overall, this thesis argues that resilience should be seen as a learning-oriented strategic capability, embedded in long-term organizational planning, rather than simply a response to crises.

Keywords

Organizational resilience, Strategic adaptation, Tourism enterprises, Hospitality, Crisis management, Dynamic capabilities, Bibliometric analysis, VOSviewer

Περίληψη

Η παρούσα διπλωματική εργασία διερευνά τη στρατηγική προσαρμογή και την οργανωσιακή ανθεκτικότητα που υιοθετούν οι επιχειρήσεις του τουριστικού κλάδου, με ιδιαίτερη έμφαση στον τομέα φιλοξενίας και στην αντιμετώπιση και διαχείριση κρίσεων. Ο τουριστικός και ξενοδοχειακός κλάδος είναι ιδιαίτερα ευάλωτος σε εξωγενείς κραδασμούς, όπως πανδημίες, οικονομικές αναταράξεις, περιβαλλοντικά γεγονότα και γεωπολιτική αβεβαιότητα. Οι κρίσεις αυτές επηρεάζουν την αγοραστική ζήτηση, τη λειτουργική συνέχεια, τη βιωσιμότητα και τη σταθερότητα των επιχειρήσεων, καθώς και τη μακροπρόθεσμη ανταγωνιστικότητά τους. Υπό αυτό το πρίσμα, οι τουριστικές επιχειρήσεις χρειάζεται να αναπτύσσουν μηχανισμούς προσαρμογής και ανθεκτικότητας που τους επιτρέπουν να προετοιμάζονται, να ανταποκρίνονται και να ανακάμπτουν από αιφνίδιες μεταβολές του περιβάλλοντος.

Στο μεθοδολογικό κομμάτι, η έρευνα υιοθετεί μια υβριδική βιβλιογραφική μεθοδολογία, συνδυάζοντας στοιχεία συστηματικής αναζήτησης της βιβλιογραφίας, αφηγηματικής σύνθεσης και βιβλιομετρικής χαρτογράφησης δικτύων. Οι σχετικές ακαδημαϊκές δημοσιεύσεις εντοπίζονται μέσω δομημένης διαδικασίας αναζήτησης και επιλέγονται με βάση συγκεκριμένα κριτήρια ένταξης και αποκλεισμού. Στη συνέχεια, η επιλεγμένη βιβλιογραφία αναλύεται κριτικά, με στόχο να διερευνηθεί πώς αλληλοεπιδρούν οι έννοιες της οργανωσιακής ανθεκτικότητας, της στρατηγικής προσαρμογής, των δυναμικών ικανοτήτων, της καινοτομίας, της διαχείρισης γνώσης και της διαχείρισης κρίσεων στον τουριστικό τομέα. Παράλληλα, η χρήση του VOSviewer συμβάλλει στην οπτική αποτύπωση των βασικών θεματικών συσχετίσεων της ερευνητικής περιοχής.

Η επιστημονική συνεισφορά της εργασίας έγκειται στη σύνθεση κατακερματισμένων θεωρητικών προσεγγίσεων σε ένα συνεκτικό εννοιολογικό υπόδειγμα για την κατανόηση της οργανωσιακής ανθεκτικότητας στις τουριστικές επιχειρήσεις. Ταυτόχρονα, η εργασία παρέχει πρακτικές κατευθύνσεις για τα διοικητικά στελέχη του τουρισμού και της φιλοξενίας, υπογραμμίζοντας ότι η ανθεκτικότητα δεν αποτελεί απλώς έναν μηχανισμό παθητικής άμυνας σε περιόδους κρίσης, αλλά μια δυναμική στρατηγική και μαθησιακή ικανότητα που οφείλει να εντάσσεται στον μακροπρόθεσμο σχεδιασμό των επιχειρήσεων.

Λέξεις – Κλειδιά

Οργανωσιακή ανθεκτικότητα, Στρατηγική προσαρμογή, Τουριστικές επιχειρήσεις,
Φιλοξενία, Διαχείριση κρίσεων, Βιβλιομετρική ανάλυση

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List of Abbreviations & Acronyms

COVID-19	Coronavirus Disease 2019
EBRD	European Bank for Reconstruction and Development
EU	European Union
HOU	Hellenic Open University
MSMEs	Micro, Small and Medium-sized Enterprises
OECD	Organization for Economic Co-operation and Development
SMEs	Small and Medium-sized Enterprises
UNEP	United Nations Environment Programme
UNWTO	World Tourism Organization
VOSviewer	Visualization of Similarities Viewer

1. Introduction

Tourism enterprises operate in a highly competitive, dynamic and shock-prone environment where disruptions can have an immediate impact on employment, demand, financial performance and long-term competitiveness. Mobility, customer confidence, destination accessibility, continuous service delivery and stable social and economic conditions are all critical to the tourism and hospitality sectors. As a result, crises such as pandemics, economic recessions, natural disasters, geopolitical unrest and environmental disruptions can have an immediate and significant impact on travel-related businesses.

On an unprecedented scale, the COVID-19 pandemic has exposed this vulnerability. Travel restrictions, lockdowns, health and safety laws, mobility restrictions and unpredictable consumer behavior have created serious problems for travel and hospitality businesses worldwide. Unlike previous crises, COVID-19 affected almost every aspect of the tourism system simultaneously, including supply, demand, destinations, employment, small and medium-sized enterprises and political responses. Scholars such as Sigala (2020) and Gössling, Scott and Hall (2021) argue that the pandemic should be seen as a major turning point that raised broader concerns about the future growth, sustainability and resilience of the tourism industry, rather than just a temporary disruption.

Organizational resilience and strategic adaptation have emerged as key concepts in this context to explain how tourism enterprises respond to disruptions, recover from adverse conditions and prepare for future challenges. The ability of an organization to anticipate potential threats, withstand difficult conditions and adapt after crisis events is known as organizational resilience (Duchek 2020). On the other hand, strategic adaptation refers to a firm's ability to adjust its plans, resources, practices, and capabilities in response to changing external conditions. Resilience and adaptation are closely related to crisis management, innovation, knowledge management, dynamic capabilities and long-term strategic planning in travel and hospitality businesses.

With a focus on hospitality organizations, this thesis examines organizational resilience and strategic adaptation in tourism-related businesses. It synthesizes current scholarly knowledge and explores conceptual connections between key themes such as resilience, adaptability, innovation, crisis management and dynamic capabilities, using a bibliographic and bibliometric approach. The study aims to provide theoretical insights and practical

implications for tourism and hospitality managers working in uncertain and crisis-prone environments by combining a critical literature review with bibliometric co-occurrence analysis.

1.1 Background of the Study

The tourism sector has repeatedly demonstrated its ability to recover from adverse situations such as terrorist attacks, economic downturns, natural disasters, medical crises and periods of political unrest. However, the idea that tourism can easily recover from disturbances has been challenged by the increasing frequency, complexity and global scope of recent crises. Due to its dependence on human mobility, discretionary consumer spending, destination reputation, perceptions of safety and coordination among multiple stakeholders, tourism is particularly vulnerable to exogenous disturbances. Because of this, resilience and crisis management are particularly important for tourism enterprises. The importance of methodical preparation and strategic response mechanisms was highlighted in early research on tourism crises and disaster management.

According to Faulkner (2001), in order for tourism destinations to effectively prepare and respond to adverse situations, they require structured disaster management frameworks. In a similar vein, Ritchie (2004) emphasized the need for an integrated and strategic approach to crisis management in the tourism industry, encompassing all phases, from pre-crisis planning to performance evaluation and training. These contributions are still very relevant, because they show that crisis management should be seen as a strategic process that begins before a crisis occurs and continues throughout the recovery phase, rather than just an immediate response to emergencies. This debate has been broadened by more recent studies that more strongly link crisis management and resilience.

Resilience has emerged as an important topic in tourism research, according to Ritchie and Jiang (2019) review of studies on crisis and disaster management in tourism. According to Jiang, Ritchie and Verreynne (2019), dynamic capabilities can help tourism organizations become more resilient by allowing them to adapt processes, reallocate resources and react to the unpredictability of the environment. For tourism enterprises that often have limited resources and must adapt quickly to changing market conditions and emergency situations, this relationship is particularly critical.

The COVID-19 pandemic has increased interest in crisis management and resilience among academics and managers. According to Sigala (2020), COVID-19 presents both a major crisis and an opportunity for change in tourism practice and research. Gössling et al. (2021) characterize the pandemic as a major disruption that revealed the strong dependence of tourism on global mobility and development models. Additionally, Sharma, Thomas and Paul (2021) offer a resilience-based framework for tourism industry recovery after COVID-19, emphasizing the importance of technological innovation, local integration, government action, and employee and customer trust. According to these studies, recovery requires more than short-term financial support, it also requires organizational learning, adaptive innovation strategies and increased resilience.

The importance of these issues is also clear in the context of Greek tourism. The Greek economy, jobs, regional development and service exports are significantly affected by tourism. According to the impact assessment report of the UNWTO, EBRD and the Greek Ministry of Tourism (2022a), the COVID-19 pandemic has severely disrupted Greek tourism, resulting in a decrease in visitor arrivals, accommodation revenue and employment. Gavriilidis and Metaxas (2024) found that COVID-19 negatively affected the growth potential of Greek tourism businesses at the firm level, mainly through financial losses and challenges in meeting financial commitments. In their analysis of crisis management techniques in the Greek hotel industry, Pavlatos, Kostakis and Digkas (2021) highlighted the importance of government assistance marketing initiatives, operational modifications, cost containment and pricing tactics.

For tourism enterprises broadly, and hospitality businesses in particular, organizational resilience and strategic adaptation are central to effective crisis management, recovery, and long-term competitiveness. Demand volatility, operational disruptions, health and safety regulations, work pressures and changing consumer expectations pose immediate threats to hotels and accommodations. Both academic research and real-world managerial decision-making in the travel and hospitality industry can benefit from understanding how these organizations build resilience and adapt strategically.

1.2 Research Problem

The literature on tourism crisis management, organizational resilience, dynamic capabilities and innovation and recovery after COVID-19 has grown significantly, but is still rather scattered. Fewer studies combine these views into an integrated framework that explains how tourism enterprises build resilience through strategic adaptation, while many focus on specific crisis locations, industries or management techniques.

A major problem is that organizational resilience is often portrayed either as a broad managerial concept or as a general ability to recover from disruption. Resilience, however, is more complex in tourism-related businesses. It includes preparedness before a crisis response during a post-incident disruption recovery and learning that facilitates future adaptation. Resilience is a capacity-based process that includes preparation, coping and adaptation according to Duchek (2020). This method is particularly relevant to the tourism industry because it demonstrates that resilience should be seen as an ongoing organizational capability and not just an outcome.

The connection between organizational resilience and strategic adaptation, which is not always well expressed in the literature, is another important gap. Changes in operational processes, resource allocation, technology adoption, marketing strategies, customer communication, cost structures, workforce management, and business models are examples of strategic adaptation. Understanding these adaptive processes is made easier with the help of dynamic capabilities theory. Teece (2007) defines dynamic capabilities as the ability to identify threats and opportunities, exploit them and reallocate organizational resources. These capabilities can help enterprises in the tourism industry respond to uncertainty and remain competitive both during crises and in their aftermath.

In addition, innovation and knowledge management are increasingly seen as critical resilience-enhancing mechanisms, but more synthesis is needed to understand how they conceptually relate to strategic adaptation and crisis management. Tourism enterprises need to adopt digital tools, learn from past disruptions, share knowledge within the company and innovate in their processes, products and customer experiences. However, the currently published literature often addresses these issues independently. By combining organizational resilience, strategic adaptation, dynamic innovation and knowledge management capabilities into a coherent conceptual discussion, this thesis fills this gap.

Finally, there is value in combining narrative synthesis with bibliometric network analysis, although few review studies have examined tourism crisis management and the impacts of COVID-19. In addition to identifying prevailing themes, research groups, and new directions, bibliometric mapping can show how important concepts are related across the literature. In this way, it improves the analytical depth and transparency of literature-based methodologies.

1.3 Research Aim and Objectives

The aim of this dissertation is to critically examine how tourism enterprises, with particular emphasis on hospitality organizations, develop organizational resilience and strategic adaptation in crisis situations. The study aims to integrate current theoretical perspectives on dynamic crisis management capabilities, innovation, knowledge management and resilience by combining a literature review with literature network analysis. In addition, it looks for the main conceptual connections that influence the field of tourism resilience research. The thesis has the following research objectives:

- To explore the definition, understanding and development of organizational resilience in tourism and hospitality enterprises.
- To identify strategic adaptation mechanisms that help tourism enterprises prepare for dealing with and recovering from crisis situations.
- To summarize the key theoretical frameworks linking knowledge management, innovation, dynamic capability, crisis management and organizational resilience.
- To map the conceptual structure of the literature through bibliometric co-occurrence analysis and identify dominant themes, research gaps, and emerging directions.

1.4 Research Questions

Based on the above aim and objectives, the dissertation addresses the following research questions:

1. How is organizational resilience conceptualized in the tourism and hospitality literature?
2. What strategic adaptation techniques help tourism enterprises to anticipate, manage and recover from crisis situations?

3. How do knowledge and innovation management and dynamic capabilities help develop organizational resilience in tourism enterprises?
4. What conceptual patterns and research themes emerge from the bibliometric mapping of the literature on tourism resilience, adaptation, and crisis management?

1.5 Significance of the Study

This thesis is valuable academically because it attempts to integrate different research areas into a more coherent conceptual understanding of resilience in tourism enterprises. The study links organizational resilience, strategic adaptation, dynamic capabilities and innovation and knowledge management to the crisis management literature. Because tourism resilience research often draws from a variety of theoretical perspectives that are not always systematically linked, this integration is important.

By combining bibliometric co-occurrence analysis with narrative synthesis, the study also advances methodology. While bibliometric analysis provides an organized and visual depiction of conceptual relationships found in the literature, narrative synthesis allows for a critical examination of theoretical empirical findings and managerial implications. The combination of these two methods improves the analytical depth of the thesis and offers a clearer picture of the research field.

From a practical perspective, the study is relevant to managers in the tourism and hospitality industries who work in environments characterized by increasing unpredictability and exposure to crises. Enterprises in the hospitality industry, especially hotels and accommodation providers, need to strengthen their ability to anticipate risks, modify operations, communicate effectively with customers, embrace digital technologies, manage organizational knowledge and learn from past failures. As a result, the thesis offers organized knowledge that could help with long-term resilience planning, adaptive decision-making and crisis preparedness.

In the context of Greek tourism, where hospitality enterprises significantly boost employment and economic activity, the study is also crucial. The COVID-19 pandemic has demonstrated how vulnerable Greek tourism companies are to external adverse events, while at the same time highlighting the need for businesses, government agencies and

tourism stakeholders to work together to effectively deal with crises. The thesis provides a more comprehensive understanding of how resilience and strategic adaptation are applied to tourism businesses operating in uncertain times, with reference to both Greek and international literature.

1.6 Scope of the Study

This thesis focuses on enterprises related to tourism, specifically those in the hospitality industry, such as accommodation facilities, hotels and related service providers. Although destinations, transport services, travel agencies, restaurants and other tourism-related activities are also included in the wider tourism sector, the study mainly focuses on the hospitality industry because this sector is immediately vulnerable to crises due to changes in demand, occupancy levels, staffing needs, health and safety regulations of service operations and changing customer expectations.

Secondary sources of data serve as the sole foundation of the study. It excludes the collection of primary data through surveys, interviews and field case studies. Instead, it draws from scholarly journal articles, books, institutional reports, and some policy documents on crisis management, innovation, dynamic capabilities, tourism resilience, and post-COVID-19 recovery. In order to improve the relevance of the analysis, the literature review, which has an international focus, also includes some studies and reports concerning Greece and Europe.

The thesis does not attempt to statistically test specific hypotheses or evaluate the performance of individual firms. This thesis seeks to develop a comprehensive framework that could guide future research and management practice, identify conceptual connections, and synthesize current knowledge. Rather than being a stand-alone quantitative study, bibliometric analysis is used as a complementary analytical tool to map themes and connections within the literature.

1.7 Methodological Overview

This dissertation uses a hybrid literature-based research approach, combining narrative synthesis, bibliometric network analysis, and systematic elements of literature identification and selection. Using databases such as Scopus, ScienceDirect, Emerald Insight and Google

Scholar, a systematic search approach is used to find relevant scientific publications. Key terms related to organizational resilience, strategic adaptation, travel agencies, hospitality, crisis management, innovation, knowledge management, dynamic capabilities and COVID-19 are the focus of the search.

Based on predefined inclusion and exclusion criteria, the selected sources are evaluated. Priority is given to peer-reviewed journal articles, relevant scholarly books, and credible institutional references. The study mainly considers works published after 2010, but also includes earlier pioneering works when they provide important theoretical foundations, especially regarding dynamic capabilities and tourism crisis management. Sources that are redundant, irrelevant, highly technical, or non-academic are ignored unless they offer important background or policy information.

The main themes emerging from the literature are then critically examined and integrated using narrative synthesis following the selection process. This synthesis examines the definitions and interpretations of resilience, innovation, crisis response, strategic adaptation and dynamic capabilities by various academics. In addition, VOSviewer is used for bibliometric co-occurrence analysis to show conceptual relationships between keywords and to find thematic clusters in the field of study. The thesis provides both critical interpretive knowledge and visual mapping of the body of literature by combining narrative synthesis with bibliometric analysis.

1.8 Structure of the Dissertation

The dissertation is organized into five chapters.

Chapter 1 introduces the research topic, background, research problem, aim, objectives, research questions, significance, scope, methodology, and structure of the dissertation.

Chapter 2 develops the theoretical framework and literature review. In the context of COVID-19, key ideas and theoretical positions regarding organizational resilience, strategic adaptation, dynamic capabilities and innovation, knowledge management and crisis management in the tourism and hospitality industries are examined. Furthermore, it draws attention to the research gaps that justify the necessity of the current studies.

Chapter 3 describes the research approach adopted in this thesis. The literature-based hybrid research design, literature search strategy, inclusion and exclusion criteria, data

extraction process, VOSviewer bibliometric analysis, narrative synthesis approach and methodological limitations of the study are all explained.

Chapter 4 presents the results and discussion of the thesis. It creates a conceptual framework linking the crisis environment, strategic adaptation, innovation, knowledge management, organizational resilience and long-term readiness, following a review of the selected literature, analysis of key thematic findings and interpretation of the bibliometric results. Managerial implications for hospitality businesses are also covered in this chapter.

Chapter 5 summarizes the main conclusions of the dissertation, its theoretical contribution, practical implications, limitations, and suggestions for future research. In addition, it provides a concluding analysis of the functioning of resilience as a strategic and learning-oriented capability that helps tourism enterprises operate more successfully in unpredictable and crisis-prone environments.

2. Literature Review and Theoretical Framework

2.1 Introduction

This chapter reviews the significant theoretical and empirical research on organizational resilience and strategic adaptation in tourism enterprises. It aims to critically integrate various literature aspects that explain how tourism and hospitality organizations prepare for crises, respond to disturbances and recover from adverse events, rather than simply summarizing previous research. The chapter examines the interrelated concepts of crisis management, organizational resilience, strategic adaptation, dynamic capabilities and innovation and knowledge management that influence how well tourism enterprises can operate in unpredictable and volatile environments.

Due to its dependence on mobility, customer confidence, destination accessibility, service quality, employment stability and cooperation between various stakeholders, the tourism and hospitality sector is generally considered to be particularly vulnerable to external disturbances. Pandemics, natural disasters, terrorist attacks, economic recessions and political unrest are examples of crises that can quickly and significantly affect business activities and tourism demand. Due to the early contributions of Faulkner (2001) and Ritchie (2004), who emphasized the importance of organized planning, strategic response and organizational learning following crises in tourism organizations and destinations, crisis management has developed into an important area of tourism research.

At the same time, management studies and tourism research are paying more attention to organizational resilience. The ability of an organization to return to its pre-crisis state is no longer the only definition of resilience. Rather, it is increasingly recognized as a dynamic capability that helps organizations anticipate disruptions, react appropriately, adapt to changing conditions, and learn from difficult experiences. Organizational resilience is a meta-capability that includes anticipation, coping and adaptation, according to Ducheck (2020), while Williams et al. (2017) emphasize the need for organizations to develop capabilities related to resilience, adaptation, response and learning in order to link resilience to crisis management.

Resilience is often associated with creative recovery from crisis management and dynamic capacities in tourism research. According to Jiang, Ritchie and Verreynne (2019), dynamic capabilities provide a useful theoretical framework for understanding how tourism

organizations change routines, reallocate resources and improve resilience in turbulent environmental conditions. This view aligns with Teece's (2007) dynamic capabilities framework, which describes how firms identify threats and opportunities, exploit them, and reallocate resources in response to changing conditions.

The COVID-19 pandemic has proven that these ideas continue to apply. According to Sigala (2020), COVID-19 should be seen both as a potential opportunity for change in tourism research and practice, and as a disruptive crisis. In a similar vein, Gössling, Scott and Hall (2021) show that the pandemic exposed structural flaws in international tourism and brought to the fore important questions about sustainability resilience and models for future tourism development. Thus, this chapter lays the theoretical groundwork for understanding resilience as a strategic adaptive and learning-oriented process embedded in long-term organizational development rather than a quick fix for a crisis.

2.2 Crisis Management in Tourism and Hospitality

A key element of tourism resilience research is crisis management. Natural disasters, medical emergencies, terrorist attacks, economic recessions, political unrest, environmental changes and technological shocks are just some of the external disturbances that can affect tourism enterprises. Events of this nature have the potential to reduce demand for travel, affect business, affect employment, damage destination reputation and put pressure on the financial viability of travel agencies. Because of this exposure, tourism enterprises need organized crisis management processes that include organizational learning, prevention, preparedness, response and recovery.

One of the first academics to create a structured model for tourism disaster management was Faulkner (2001). His research made it clear that, despite the fact that many tourist sites are vulnerable to natural disasters, they often lack adequate disaster management plans. Faulkner's framework is important because it emphasizes coordination before and after disruptive events, moving away from reactive responses to crises and toward proactive planning. This contribution is still important because it shows that crisis management should be part of a wider strategic planning and not only start after a crisis occurs.

Ritchie (2004) contributed to this debate by outlining a more comprehensive and strategic approach to crisis management in the travel industry. According to his model, pre-crisis

planning, evaluation and feedback of strategic execution are part of the ongoing crisis management process. This view is particularly important for tourism and hospitality enterprises because crises affect not only short-term operations but also long-term reputation, customer trust, stakeholder relations and competitiveness. The Ritchie method is useful for this thesis because it links organizational preparedness strategy and learning to crisis management.

Although significant gaps remain, subsequent reviews show that tourism crisis and disaster management has evolved into a more established field of study. Risk perception, crisis response, resilience to recovery and methodological development were among the main themes found by Ritchie and Jiang (2019) in their analysis of 142 studies on tourism risk crisis and disaster management. Their analysis highlights the need for stronger theoretical integration while demonstrating how resilience has grown in importance in tourism crisis research. This is particularly relevant to this thesis because it demonstrates the necessity of linking organizational resilience and strategic adaptation to crisis management.

The COVID-19 pandemic has created a new and highly complex framework for tourism crisis management. COVID-19 was global, protracted and multifaceted, unlike many previous crises. Travel mobility, accommodation, dining, transport, employment, consumer behavior, health precautions and government policy were simultaneously affected. Sigala (2020) notes that during the recovery and rollback phases, COVID-19 had an impact on travel demand supply, destinations and policy actors. This makes the pandemic particularly relevant for the study of strategic adaptation, because tourism enterprises had to adapt to new health-related digital operational and customer-centric requirements in addition to a brief drop in demand.

Gössling et al. (2021) argue that COVID-19 has revealed the tourism industry's heavy reliance on growth-oriented development models and international mobility. According to their analysis, the pandemic can be seen as an opportunity to rethink resilience, sustainability and tourism development. However, Hall Scott and Gössling (2020) caution that change is not always the result of crises. While some responses to crises may promote more resilient and sustainable forms of tourism, others may reinforce current development-based models. This point is critical because it demonstrates that resilience affects not only the ability to recover but also the course and level of recovery.

Crisis management in the hospitality industry involves both strategic and operational choices. Cancellations, lower occupancy, health and safety regulations, staff shortages, cost pressures, customer communication, pricing decisions and changes in market segments are all issues that hotels and accommodation providers must deal with. In their research on Greek hotels during the COVID-19 pandemic, Pavlatos, Kostakis and Digkas (2021) distinguished five types of crisis management practices: pricing, cost reduction, government-related marketing, and operational. According to their findings, Greek hotels believed that marketing initiatives and government assistance were particularly critical for crisis response and recovery.

The existing body of literature suggests that crisis management in the tourism and hospitality industries should be seen as an ongoing strategic process rather than a temporary emergency response. Stakeholder coordination, clear communication, operational adaptation, flexibility in decision-making readiness and post-crisis learning are all essential to effective crisis management. However, crisis management alone is not enough. In order to withstand shocks, adapt to changing conditions and improve their preparedness for upcoming disruptions, tourism organizations also require resilience capabilities. The following is the more general idea of organizational resilience.

2.3 Organizational Resilience

An important concept in this thesis is organizational resilience, which explains how enterprises continue to operate, adapt to disruptions, and recover from adverse conditions. Previous interpretations often associated the ability of organizations to recover from a crisis with resilience. Rather than focusing only on recovery, contemporary literature portrays resilience as a more comprehensive and dynamic process that includes anticipation, coping, adaptation, learning and transformation.

For the purposes of this thesis, Ducheck (2020) offers one of the most relevant conceptual approaches to organizational resilience. Anticipation, coping and adaptation are the three main phases of resilience, according to its capability-based understanding. Anticipation involves identifying potential risks and preparing before a crisis occurs. The term coping describes the ability of organizations to respond to disruptions while continuing to perform critical tasks. Adaptation involves learning from the crisis and changing organizational

routines, structures and tactics in the future. Because it views resilience as an ongoing organizational capability rather than a singular outcome, this framework is noteworthy.

Williams et al. (2017) also make an important contribution by linking resilience research and crisis management. They argue that distressed firms require capabilities that facilitate resilience planning and adaptive response to major disruptions and feedback-based learning. Their framework is useful because it links organizational learning, crisis management and resilience. This is particularly important for tourism-related businesses, where disruptions can be frequent and unpredictable, and where future preparedness can be enhanced by learning from past crises.

Organizational resilience has been studied in tourism research as a key element that promotes post-crisis performance and business continuity. In their 2016 study, Orchiston Prayag and Brown examined organizational resilience in the tourism industry and highlighted how important it is for enterprises facing disruptive situations. Their study demonstrated that tourism enterprises need capabilities beyond simple recovery and helped integrate organizational resilience into tourism research.

In tourism firms, Prayag, Chowdhury, Spector, and Orchiston (2018) establish an additional link between organizational resilience and financial performance. They differentiate between adaptive resilience and planned resilience. While adaptive resilience is enhanced during and after a crisis through leadership teamwork, learning with external relations and employee well-being, planned resilience refers to preparation before a disruptive event. This distinction is particularly critical for enterprises in the hospitality industry because it demonstrates that resilience depends as much on planning ahead as it does on the ability to adapt and change course when unforeseen circumstances arise.

Jiang et al. (2019) provide a particularly relevant tourism-oriented perspective, linking dynamic capabilities and organizational resilience. They argue that by changing routines, allocating resources and using these resources effectively, tourism organizations can build resilience. According to their framework, resilience is an active process through which organizations reorganize routines and resources in response to crises and disasters rather than a passive survival capacity. This perspective is directly applicable to this thesis as it clarifies how organizational resilience in tourism businesses is enhanced by strategic adaptation.

The COVID-19 pandemic has drawn even more attention to how important resilience is for travel-related businesses. Enterprises in the tourism industry have faced unexpected revenue losses, operational constraints, reduced mobility, shifting consumer expectations and uncertainty about their ability to recover. Sharma et al. (2021) offer a resilience-based framework that emphasizes government responsiveness, technological innovation, local sense of belonging, and employee and customer trust in order to revitalize tourism after COVID-19. Their framework shows how resilience is influenced by broader institutional, technological, social and market factors, in addition to internal organizational issues.

Resilience is particularly important in the hospitality industry as hotels must simultaneously manage customer trust, service quality, staff coordination, health and safety regulations, cost pressures and market uncertainty. Melián-Alzola et al. (2020) investigate hotel resilience to uncertainty and present a model showing how strategy and change affect hotel resilience, which in turn affects performance. This suggests a close relationship between organizational change and strategic management and resilience.

As a result, Hamsal et al. (2022) investigate how the COVID-19 pandemic affected hotel performance in relation to organizational resilience. Their research highlights how critical real-world resilience is for hotel companies. Their findings reinforce the more general claim that resilience can affect hotel performance and recovery in times of turmoil, even though their empirical context is not Greece.

Overall, the body of research suggests that organizational resilience in tourism enterprises is multifaceted. These include preparedness, reaction, recovery, adaptation, learning, teamwork, leadership, creativity, and restructuring resources. Resilience is defined in this thesis as a strategic and dynamic capability that helps tourism businesses manage crises and improve their long-term preparedness. The following section that examines strategic adaptation in tourism businesses builds on this understanding.

2.4 Strategic Adaptation in Tourism Enterprises

The ability of an organization to adapt its business processes, routines, resources and strategies in response to changes in the external environment is known as strategic adaptation. This ability is particularly critical for tourism enterprises because the industry is particularly vulnerable to external disturbances, demand fluctuations, mobility restrictions,

health risks and changes in consumer behavior. Organizations in the tourism and hospitality sectors often operate in environments characterized by uncertainty and vulnerability, in contrast to more stable industries where long-term planning may depend on relatively predictable market conditions.

The COVID-19 pandemic has highlighted the importance of strategic adaptation in the tourism industry. Tourism enterprises have had to react quickly to unexpected restrictions, reduced demand, cancellations, new health and safety regulations and changing consumer expectations. According to Sigala (2020), COVID-19 affected tourism stakeholders during the recovery and rollback response phases, requiring adjustments to business operations as well as the assumptions that guide tourism research and practice.

According to this view, strategic adaptation goes beyond immediate survival as it requires firms to reassess how they generate value, interact with customers, allocate resources, and prepare for upcoming disruptions. There are several ways in which tourism enterprises can adapt strategically. Redesigning service delivery, implementing health and safety protocols, embracing digital technologies and changing customer interactions are some of the first operational adaptations organizations can make. Second, they can adjust pricing strategies, manage liquidity, keep costs under control, and seek external institutional or financial assistance. Third, they can adapt strategically by focusing on a new clientele, creating domestic travel offerings, investing in innovation, or changing their business plans. These types of adaptation are particularly evident in the hospitality industry, where hotels must constantly strike a balance between operational flexibility, customer confidence, cost effectiveness and service quality.

A relevant example of strategic adaptation during the COVID-19 pandemic is the hotel sector in Greece. Greek hotels have implemented crisis management strategies in five main categories, according to Pavlatos, Kostakis and Digkas (2021): government-related strategies, marketing strategies, operational strategies, cost reduction strategies and pricing strategies. According to their findings, Greek hotels prioritized marketing initiatives and government support, in addition to operating cost control and pricing modifications. This suggests that strategic adaptation in the hospitality industry is multifaceted, incorporating both external institutional support and internal managerial responses.

Firm performance and potential for expansion are also closely related to strategic adaptation. In their study of Greek tourism enterprises, Gavriilidis and Metaxas (2024) found that COVID-19 had a negative impact on the ability of these businesses to grow, mainly through financial losses and challenges in meeting commitments. This finding is important because it demonstrates that crisis adaptation involves more than an immediate business response, but also the ability of firms to safeguard their prospects for future growth. Tourism enterprises may lose their long-term competitiveness if they are unable to maintain their organizational learning, financial flexibility and adaptive capacity.

When trying to adapt strategically, small and medium-sized tourism businesses face additional challenges. SMEs in the tourism industry often have little cash available, fewer skilled workers, poorer digital capabilities and limited access to formal strategic planning tools. According to Estiri, Dahooie and Skare (2022), government policy responses can be critical in enhancing tourism SMEs' resilience to crises. The importance of disaster management planning skills, marketing management, financial support, direct loans and grants are highlighted in their study. This suggests that the broader political and institutional environment, in addition to internal organizational capabilities, influence strategic adaptation.

Another critical aspect of strategic adaptation is innovation. The Dias et al. (2022) explores resilience and innovation in tourism SMEs during COVID-19 and demonstrates how innovation can help businesses respond to new market conditions and adapt to disruptions. Digital transformation, new product creation, process improvements, changes in customer communication and more adaptable business models are examples of innovation. Innovation helps tourism businesses to overcome passive recovery and create more proactive adaptive responses in times of crisis.

In general, strategic adaptation in tourism-related businesses can be seen as a continuous process of resource restructuring, learning and adaptation. In addition to enhancing their preparedness for an unpredictable future, it enables businesses to react to current crisis pressures. Adaptation, however, is not a natural process. Leadership, organizational learning, creativity, collaboration with stakeholders, financial adaptability and the ability to reallocate resources are all essential. This directly links dynamic capabilities theory—which offers a useful framework for understanding how firms recognize threats, exploit

opportunities, and change their resource base in dynamic environments—with strategic adaptation.

2.5 Dynamic Capabilities Theory

An essential theoretical basis for the analysis of organizational resilience and strategic adaptation is provided by dynamic capabilities theory. Teece, Pisano and Shuen (1997) first proposed the concept, arguing that enterprises operating in rapidly changing environments need more than simple standard operational capabilities. Rather, they require dynamic capabilities that allow them to adapt to changing environmental conditions by incorporating the development and remodeling of both internal and external capabilities. This view is highly relevant to tourism enterprises because disruptions and crises often require rapid adjustments to routines, resources and strategies.

The dynamic capabilities framework was further developed by Teece (2007), who identified three key capabilities: reconfiguration, exploitation and detection. Sensing is the ability of enterprises to spot opportunities and threats in the outside world. In response to these opportunities or threats, exploitation involves gathering resources and taking strategic action. The ability to change, revitalize and rebuild organizational resources and capabilities in order to maintain competitiveness is known as restructuring. These three factors are particularly useful in understanding how tourism businesses respond to emergencies.

Detection capabilities in the tourism and hospitality industry could include monitoring changes in consumer behavior, travel restrictions, health regulations, market demand, technological developments and competitor tactics. The introduction of new services that focus on domestic markets and adopt digital communication tools or the implementation of new health and safety measures are examples of leveraging capabilities. Restructuring operations, reallocating staff, redesigning service delivery processes, changing business models or creating new alliances are examples of capability reconfiguration. As a result, dynamic capabilities provide a theoretical rationale for how tourism firms can achieve strategic adaptation.

In tourism, Jiang, Ritchie and Verreynne (2019) make a direct connection between organizational resilience and dynamic capabilities. They argue that by empowering tourism organizations to modify routines, allocate resources and make efficient use of resources

during emergencies and disasters, dynamic capabilities promote resilience. Their framework is particularly relevant to this thesis as it portrays resilience as an active process through which firms modify routines and resources in response to environmental volatility rather than as a fixed organizational characteristic.

The Prayag et al. (2024) explores how tourism and hospitality companies build organizational resilience during COVID-19 by combining the disaster management cycle with dynamic capabilities theory. Their research shows that resilience emerges through both planned and adaptive processes, identifying distinct dynamic capabilities across pre-crisis coping and future recovery stages. This incremental approach is useful because it links dynamic capabilities to the temporal aspect of crisis management, demonstrating that businesses need distinct capabilities before and after a disruptive event.

Furthermore, innovation and organizational learning are closely related to dynamic capabilities. Enterprises are more likely to identify innovation opportunities if they can sense changes in their environment. Businesses that can take advantage of these opportunities will be in a better position to adopt new processes and adapt to changing customer demands. Similarly, companies that can realign their resources are better equipped to change operations and maintain resilience over time. Thus, knowledge management innovation, strategic adaptation, and organizational resilience are all associated with dynamic capabilities.

Because hotels operate in a service-intensive environment where customer expectations, service quality, reputation, technology and operational efficiency are closely linked, dynamic capabilities are particularly critical in hospitality businesses. Melián-Alzola et al. (2020) demonstrate how organizational transformation and strategy affect hotel performance and resilience in uncertain times. Their results lend credence to the idea that, rather than simply reacting to disruption, hotel resilience depends on the ability to strategically manage change.

However, it is important to remember that developing dynamic capabilities is neither automatic nor simple. They need resources, learning processes, established organizational routines, management awareness and leadership commitment. Due to financial constraints, lack of human resources and limited access to technology, smaller tourism enterprises may find it more difficult to build strong dynamic capabilities. Because of this, policy support

networks and knowledge sharing tools are critical to building resilience across the wider tourism ecosystem.

For the purposes of this thesis, dynamic capabilities theory is a critical theoretical framework for understanding how tourism enterprises adapt strategically and develop resilience. The concepts of seizure detection and restructuring help explain how businesses recognize crisis-related threats, take strategic action in response, and modify their routines and resources to improve their long-term preparedness.

2.6 Innovation and Knowledge Management as Resilience Mechanisms

Innovation and knowledge management are important tools that help tourism enterprises become more resilient and adapt successfully to emergency situations. Innovation and knowledge management describe how organizations learn from disruptions, improve their processes and create new ways of working, while crisis management focuses mainly on preparation, response and recovery. These mechanisms are particularly critical in tourism and hospitality businesses because crises often require rapid changes in operational processes, adoption of customer communication technology, and service delivery.

Innovation can increase resilience by helping tourism enterprises find innovative and adaptable ways to deal with disruptions. Many travel and hospitality companies implemented digital tools, contactless services, flexible cancellation and booking policies, new marketing strategies, domestic travel packages and updated service delivery processes during the COVID-19 pandemic. These developments have helped businesses adapt to changing health laws, consumer demands and demand trends. Sharma et al. (2021) identify technological innovation as a critical element of a resilience-based framework for tourism industry recovery after COVID-19, along with local autonomy, government responsiveness, and employee and customer trust.

Dias et al. (2022) also demonstrate how innovation and resilience are related in tourism SMEs during the COVID-19 pandemic. According to their research, innovation helps small and medium-sized tourism enterprises to adapt to crisis situations and strengthen their ability to recover. Therefore, innovation should be seen as a critical resilience mechanism during upheavals, as well as a source of competitiveness in stable periods. When current business models are inadequate, it allows companies to develop new solutions.

Since organizations need to collect, disseminate and use knowledge before and after crises, knowledge management is also crucial for resilience. It involves learning from past disruptions, recording responses to crises, sharing information between staff members, using data to aid decision-making and applying lessons learned to future planning. Organizations run the risk of repeating the same mistakes or failing to convert crisis experience into long-term preparedness if knowledge is not managed properly.

The importance of organizational learning in disaster planning and management for tourism-related enterprises is highlighted by Bhaskara and Filimonau (2021). Their analysis of Bali's tourism industry demonstrates that while past tragedies can aid organizational learning, a lack of social and human capital can limit tourism businesses' ability to learn. This result is important because it shows that the ability of organizations to absorb, disseminate and institutionalize knowledge is as important to resilience as the experience itself.

Moreover, knowledge management and dynamic capabilities are closely related. Detection requires access to relevant data about the external environment. Capitalization is based on knowledge-based decision-making, and restructuring involves changing organizational processes and learning from past actions. Knowledge management thus facilitates each phase of strategic adaptation. Enterprises in the tourism industry that are adept at gathering and applying information are better equipped to recognize risks, adapt to changing conditions and prepare for emergencies.

Organizational culture is also related to innovation and knowledge management. A culture that promotes learning, adaptability, teamwork and openness to change is essential for a resilient tourism business. Employees should be able to discuss issues, share stories and help develop solutions. Leadership is crucial because managers can foster experimentation and help transform organizational learning from crisis experiences. This is particularly important for businesses in the hospitality industry where staff members are directly involved in providing service and communicating with customers.

Furthermore, long-term transformation and sustainability are related to innovation and knowledge management. Wided (2022) argues that resilience can support sustainability in the tourism industry by examining resilience factors and dynamic capabilities in relation to sustainable tourism. The theoretical value of the study lies in its ability to link dynamic organizational resilience capabilities and sustainable tourism, despite its focus on Saudi

Arabia. This reinforces the idea that resilience should lead firms to more sustainable and adaptable growth paths, in addition to helping them survive crises.

Overall, knowledge management and innovation are critical components of organizational resilience. They help tourism enterprises move from reactive crisis management to proactive learning and strategic revitalization. Because they enable firms to adapt, strengthen and prepare for upcoming upheavals, innovation and knowledge management are considered in this thesis as resilience mechanisms. Furthermore, by demonstrating how organizations turn knowledge expertise and creativity into strategic action, they link crisis management to dynamic capabilities.

2.7 Tourism Resilience in the COVID-19 Context

The COVID-19 pandemic represents one of the most severe disruptions experienced by the modern tourism and hospitality industry. Unlike many other disruptions, it had a global impact on the tourism industry and simultaneously affected consumer behavior, business models, public policy, employment, mobility, demand and supply. As a result, COVID-19 became an important turning point in the study of tourism resilience because it revealed the weaknesses of conventional crisis response techniques, as well as the vulnerability of tourism systems.

In addition to being a significant disruption, Sigala (2020) argues that COVID-19 offers an opportunity to rethink and transform tourism practice and research. According to the analysis, tourism stakeholders were affected by the pandemic at multiple stages, including recovery from the response and recovery. This incremental approach is important because it shows that resilience involves long-term learning and transformation, in addition to short-term survival. In this way, COVID-19 has made it necessary to reassess the framework principles and conditions that support the development of the tourism sector.

In a similar vein, Gössling, Scott and Hall (2021) argue that the pandemic revealed tourism's heavy reliance on international travel and steady expansion. Tourism enterprises and destinations have been extremely vulnerable to mobility-related disruptions, as evidenced by travel restrictions and lockdown measures that have effectively halted tourism activity. According to their analysis, the pandemic has brought to light broader issues related to global interdependence, sustainability, climate change and the resilience of tourism systems.

Therefore, COVID-19 should be seen as a disruption that challenged the foundations of tourism development and not simply as a brief drop in demand.

Many academics have suggested that the pandemic caused a shift in the tourism industry. In his discussion of the possible evolutionary trajectories of tourism after COVID-19, Brouder (2020) argues that institutional innovation and the creation of new pathways are necessary for transformation. Hall, Scott and Gössling (2020) on the other hand take a more cautious stance, arguing that pandemics do not always lead to long-term change. While some responses may replicate current growth-oriented trends, others may promote more resilient and sustainable models of tourism. This discussion is important because it highlights that resilience is not automatic, but depends on how organizations prepare for, respond to and adapt to crises. Whether tourism will shift to more adaptable and sustainable forms or return to its former vulnerabilities depends on the direction of the recovery. In the context of the post-crisis dialogue, the relevant literature on sustainable tourism also highlights social and ecological justice, proximity tourism and the creation of resilient and sustainable futures (Higgins-Desbiolles, 2020; Köchling et al., 2023; Romagosa, 2020; UNWTO, 2013)

From a resilience perspective, COVID-19 has shown that tourism enterprises need to build both short-term response systems and long-term adaptive capacities. In their resilience-based framework for tourism recovery after COVID-19, Sharma, Thomas and Paul (2021) emphasize the importance of government responsiveness, technological innovation, local involvement, and employee and customer trust. This framework is useful because it demonstrates that external support networks are just as important to resilience as internal organizational actions. Tourism enterprises operate within larger ecosystems that include governments, communities, workers, customers and institutions, and do not develop resilience in a vacuum.

Academic interest in the resilience of tourism SMEs has also increased as a result of the pandemic. Due to their often-low financial reserves, insufficient digital capabilities and underdeveloped crisis planning systems, small and medium-sized tourism businesses were particularly vulnerable to the effects of the crisis. Government policy responses, according to Estiri, Dahooie and Skare (2022), can be critical in enhancing the resilience of tourism SMEs during crises. Their findings highlight the importance of financial assistance, loans, grants, marketing management and disaster management planning skills for recovery. This

suggests that the interplay between firm-level capabilities and policy-level support shapes the resilience of tourism businesses.

COVID-19 has had a particularly negative impact on the hospitality industry because hotels and other accommodations are directly affected by travel patterns, occupancy rates, customer satisfaction, and health and safety assurance. According to Melián-Alzola et al. (2020), resilience has a positive impact on hotel performance and is influenced by strategy and change. Hamsal et al. (2022) confirm the utility of resilience in the hospitality sector by examining the link between organizational resilience and hotel performance during the pandemic. The idea that resilience in hotels should be considered as a strategic capability related to performance adaptability and competitiveness is supported by these studies.

Resilience is even more critical in the context of Greek tourism. In their study of crisis management processes in Greek hotels during COVID-19, Pavlatos, Kostakis and Digkas (2021) found that hotel managers placed a high value on marketing and government-related processes. According to their findings, Greek hotels implemented a variety of crisis management strategies, such as cost reduction initiatives, operational modifications and price adjustments. Gavrilidis and Metaxas (2024) also found that COVID-19 had a negative impact on the Greek tourism industry's ability to grow mainly through financial losses and challenges in meeting financial commitments. These studies are particularly relevant to this thesis because they link crisis response hospitality businesses and the Greek tourism industry to tourism resilience.

More resilient tourism ecosystems are desperately needed according to institutional and political reports. According to the OECD (2022), the pandemic has exposed structural flaws in the travel industry and highlighted the need for more inclusive, resilient and sustainable travel models. In a similar vein, UNWTO (2021) characterizes the crisis as a shift from crisis management to the revival and transformation of tourism. Green transition digitization skills development and support for tourism businesses have been highlighted as key components of recovery in European policy debates (European Parliament, 2021; Mileva & Lyutova, 2023; UNEP, 2022). These views demonstrate that resilience should be considered at the level of wider tourism ecosystems and policy frameworks, in addition to individual businesses.

Overall, by highlighting the connections between strategic crisis adaptation, innovation, sustainability and policy support, COVID-19 has transformed tourism resilience research. Resilience for tourism enterprises involves more than simply resuming pre-crisis operations. It requires harnessing innovation, strengthening knowledge management, realigning resources, learning from disruptions, building adaptive capacities, and preparing for future uncertainty.

2.8 Previous Bibliometric Studies in Tourism and Resilience

In tourism and hospitality research, bibliometric analysis has become increasingly important because it allows researchers to examine conceptual relationships, identify dominant themes, explore the intellectual structure of a field of study, and identify emerging research trends. Bibliometric studies use quantitative and visual techniques to examine publication patterns, keywords, citations, co-citations, and co-occurrence relationships, unlike traditional literature reviews. This method is particularly useful for a wide range of interdisciplinary topics, such as crisis management and tourism resilience, where the body of research is important and still growing.

Donthu et al. (2021) characterize bibliometric analysis as a reliable technique for analyzing and interpreting large volumes of scientific data. It enables scholars to trace the development of a field and identify the major themes and conceptual frameworks of its influential authors. The bibliometric analysis is useful in this thesis because it enhances the narrative literature review by providing a visual representation of the connections between key concepts in tourism research such as resilience, crisis management, innovation, adaptation and sustainability.

VOSviewer is one of the most popular bibliometric mapping tools. According to Van Eck and Waltman (2010), VOSviewer is intended for the creation and visualization of bibliometric maps, especially in cases that require clear interpretation of large and complex networks. Bibliographic co-citation and keyword co-occurrence analyzes are possible with the program. VOSviewer is mainly used for keyword co-occurrence analysis in this thesis because it is a suitable method for finding conceptual groups and dominant themes in the literature.

Research on tourism resilience has increased significantly, especially after the COVID-19 pandemic, according to previous bibliometric and review studies. The development of tourism resilience research is reviewed by Hu and Xu (2022) using a variety of techniques such as bibliometric analysis, content analysis, thematic analysis and spatial analysis. According to their research, COVID-19 has brought a new phase in the evolution of sectors and increased diversity. They also note that the pandemic and climate change are having a significant impact on resilience at the individual organizational and destination level.

Yang et al. (2021) reviewed early COVID-19 tourism research and identified five major themes: 1) psychological effects and behavior 2) responses, strategies and resilience 3) sustainable futures 4) impact monitoring, valuation and forecasting and 5) technology adoption. Their analysis is important because it shows how quickly COVID-19 has taken hold in the field of tourism studies and how resilience has been linked to sustainability strategy, technology and the future development of tourism.

Wut, Xu and Wong (2021) also review research on crisis management in the tourism and hospitality industries between 1985 and 2020. Crisis management, crisis impact and recovery risk management, risk perception and disaster management are identified as important research areas in their review. They also draw attention to the growing importance of health-related emergencies such as COVID-19 digital media and alternative methods of analysis. This demonstrates the methodological value of bibliometric tools for understanding the evolution and organization of crisis management research.

Another important review of research on tourism risk, crisis and disaster management is given by Ritchie and Jiang (2019). Key issues, research techniques, and possible future directions for the field are identified in their study. Although not exclusively bibliometric, their work is extremely timely because it highlights the need for more robust theoretical and methodological developments in tourism crisis research and highlights resilience as an important issue. This demonstrates the importance of research incorporating structure mapping and conceptual synthesis.

Thus, there are three main reasons why the use of bibliometric analysis in this thesis is appropriate. First, it helps to organize an interdisciplinary and scattered body of literature. Second, it offers visual evidence of the conceptual connections between the important terms examined in the study. Third, it helps identify research gaps and new topics. However,

bibliometric analysis alone is unable to provide a comprehensive explanation of conceptual meaning. Because of this, it is combined with narrative synthesis to facilitate theoretical integration and critical interpretation.

2.9 Research Gaps and Theoretical Framework

Strategic adaptation, organizational resilience, crisis management, dynamic capabilities, innovation and knowledge management are extremely important for tourism businesses operating in times of crisis, as the literature reviewed in this chapter shows. The review also identifies some gaps that serve as a basis for this thesis.

First, there is still a lack of research on organizational resilience and crisis management in the travel industry. Further research focuses on the effects of innovation, sustainability or policy responses from COVID-19, some studies focus on crisis management models, others explore resilience as an organizational capability. Despite their obvious connections, these domains are not always integrated into a single conceptual framework. This necessitates a synthesis that explains how tourism businesses build resilience through strategic adaptation.

Second, public policy responses to destinations or broader sector-level impacts are the focus of much of the tourism crisis literature. While these views are important, the firm-level mechanisms that tourism businesses use to adapt strategically occasionally receive less attention. Occupancy levels, service interactions, customer trust, workforce management, health and safety procedures and business continuity present unique challenges for hospitality organizations. Thus, the focus on tourism-related businesses, particularly those in the hospitality industry, adds to the body of existing literature.

Third, more conceptual integration is needed to understand the link between organizational resilience and dynamic capabilities in the tourism industry. While Duchek's resilience model emphasizes anticipation, coping, and adaptation, Teece's dynamic capabilities framework explains how businesses recognize threats, seize opportunities, and reallocate resources. Jiang et al. (2019) argue that tactical transformation and resilience building are underpinned by dynamic capabilities that link these perspectives in the context of tourism. To demonstrate how these theoretical perspectives can work together to explain strategic adaptation in tourism firms, more synthesis is necessary.

Fourth, although innovation and knowledge management are often recognized as critical to crisis response and recovery, their function as resilience mechanisms is not always well situated in a broader strategic context. Innovation makes it possible for tourism businesses to adapt to changing consumer demands by adopting digital technologies and redesigning services. Knowledge management enhances future readiness and facilitates organizational learning from crises. Therefore, these mechanisms should be considered as a component of the process by which organizational resilience is enhanced through strategic adaptation.

Fifth, there is still room for research that combines bibliometric mapping with narrative synthesis, although bibliometric studies have examined tourism resilience, tourism research, and crisis management literature related to COVID-19. Narrative synthesis is required to understand why these connections are important both theoretically and practically, although bibliometric analysis can identify which concepts are frequently linked in the literature. Using VOSviewer to aid literature-based analysis and integrating the results into an integrated conceptual framework, this thesis fills this gap.

This thesis theoretical framework follows a distinct conceptual logic based on these gaps. Tourism businesses operate in a disruptive and uncertain environment that is prone to crises. They create strategic adaptation mechanisms in response, such as resource realignment, knowledge management, operational adaptation, and innovation. This process is aided by dynamic capabilities that enable businesses to identify threats, seize opportunities and reallocate resources. By enhancing preparedness, response, recovery, learning and long-term competitiveness, these mechanisms support organizational resilience.

The proposed theoretical framework can therefore be summarized as follows:

**Crisis Environment → Strategic Adaptation →
→ Innovation and Knowledge Management → Dynamic Capabilities →
→ Organizational Resilience → Recovery and Long-Term Preparedness**

In general, the framework suggests that resilience should be seen as a strategic process created through adaptation, learning, innovation and capacity building and not simply as an outcome of crisis response. Furthermore, it highlights the need for tourism businesses to move beyond reactive recovery and integrate resilience into their long-term strategic planning.

2.10 Summary of the Chapter

This chapter reviewed the literature on tourism crisis management, organizational resilience, strategic adaptation, dynamic capabilities and innovation, knowledge management, tourism resilience in the context of COVID-19, as well as bibliometric approaches to tourism research. Due to their reliance on mobility, customer trust, continuity of service and stable market conditions, the review showed that tourism and hospitality businesses are particularly vulnerable to external disruptions.

The first part of the chapter covered crisis management in travel and hospitality, emphasizing the importance of preparedness, response, recovery and education. Organizational resilience was then viewed as a dynamic, capability-based process involving organizational learning, anticipation, coping and adaptation. The process by which tourism businesses adapt their resources, routines, operations and strategies to cope with environmental uncertainty was described as strategic adaptation.

Dynamic capabilities theory was also explored as a key theoretical framework for understanding resilience and adaptation. The concepts of sensing, seizing, and reconfiguring describe how businesses identify risks, act strategically, and adjust their resources in response to changing conditions. Since they facilitate organizational learning, the creation of new processes and improved preparedness for upcoming crises, innovation and knowledge management were further identified as critical resilience mechanisms.

The chapter also examined tourism resilience in relation to COVID-19, demonstrating how the pandemic has increased the need for long-term resilience planning, innovation, policy sustainability support and strategic adaptation. In order to support the use of VOSviewer and keyword co-occurrence analysis in this thesis, previous bibliometric studies were also reviewed. Finally, a conceptual framework linking crisis environment, strategic adaptation, innovation, knowledge management, dynamic capabilities, organizational resilience, resilience and long-term preparedness was proposed by the chapter, which also identified significant research gaps.

The following methodology chapter, which describes how relevant literature was selected, reviewed, synthesized and mapped using bibliometric network analysis, is based on this theoretical framework.

3. Methodology

3.1 Introduction

This chapter describes the methodology of the thesis. The study uses a hybrid literature-based methodology that combines bibliometric network analysis and narrative synthesis with methodical procedures for finding and selecting relevant literature. Since the study does not use primary empirical data collection methods such as questionnaires or interviews, this method is appropriate for the aims of the thesis. Instead, it aims to critically synthesize and interpret the body of knowledge on organizational resilience and strategic adaptation in tourism businesses.

The methodology is designed to facilitate conceptual depth, academic rigor and transparency. The most appropriate sources were selected using predefined inclusion and exclusion criteria and a systematic literature search was conducted to find relevant studies. In order to identify significant themes, theoretical connections and research gaps, the selected literature was then analyzed using narrative synthesis. Furthermore, conceptual relationships between key themes such as resilience, adaptation, innovation, knowledge management, crisis management and dynamic capabilities were visually mapped using bibliometric co-occurrence analysis with VOSviewer.

The structure of the chapter is as follows. The research design is presented in Section 3.2 and the hybrid literature-based review approach is described in Section 3.3. Section 3.4 describes the literature search strategy, while Section 3.5 describes the inclusion and exclusion criteria. The data collection and extraction process is covered in Section 3.6. The bibliometric network analysis using VOSviewer is presented in Section 3.7 and the narrative synthesis method is explained in Section 3.8. The methodological limitations of the studies are covered in Section 3.9 and the chapter is summarized in Section 3.10.

3.2 Research Design

This thesis uses a qualitative literature-based research design, along with bibliometric analysis. The aim of the study is to critically examine how the current academic literature understands organizational resilience and strategic adaptation in tourism businesses, rather than testing hypotheses using primary empirical data. With an emphasis on theoretical

synthesis, conceptual integration, and identifying gaps in the literature, the research design is therefore exploratory and interpretive.

When the goal is to explore contradictions and evaluate current theoretical and empirical contributions to a particular research field, a literature review is appropriate. Snyder (2019) argues that, when conducted with transparency and rigor, literature reviews can function as a research methodology. This is particularly important in areas of study where knowledge is scattered across disciplines and where synthesis is required to clarify concepts, theoretical frameworks and possible future research directions.

Three methodological elements are incorporated into this thesis. First, systematic search techniques are used to find relevant academic literature. Second, selected studies are critically interpreted and their main conclusions are combined using narrative synthesis. Third, conceptual relationships in the literature are mapped using bibliometric network analysis. This combined approach is appropriate because it achieves a balance between structure and interpretive flexibility: the bibliometric element offers analytical and visual support, the narrative synthesis allows for critical analysis and the systematic element improves transparency.

The design of this thesis is aligned with their categorization as bibliographic research. A literature review in the context of an MBA thesis involves the selection of discussion and critical comparison of theoretical and descriptive material in order to reach a well-reasoned conclusion about the relevance of application and the value of important concepts and theories. By exploring how crisis management, organizational resilience, dynamic capabilities and innovation and knowledge management can be combined into a logical framework for tourism businesses, this thesis adopts this methodology.

3.3 Hybrid Literature-Based Review Approach

The study uses a hybrid literature-based review methodology that combines elements of narrative and systematic reviews. A highly structured search protocol, thorough screening methods, and thorough reporting of each step of the selection process are all typical components of a fully systematic review. On the other hand, a narrative review allows for greater interpretation and flexibility, allowing the researcher to analyze theoretical

connections, contrast different perspectives, and formulate conceptual arguments. These methods are combined in this thesis to achieve critical analytical depth and transparency.

The use of a structured search strategy, academic databases, precise inclusion and exclusion criteria, and clearly defined search terms, demonstrates the systematic nature of the reviews. This improves the credibility of the reviews by increasing the clarity and transparency of the literature selection process. According to Tranfield Denyer and Smart (2003), by adhering to an accurate and repeatable process, systematic reviews in management research can improve transparency and reduce bias. Although not a comprehensive PRISMA-based systematic review, the current desk-based design of this thesis is consistent with the more general guidelines for systematic reviews Page et al. (2021).

The interpretation and synthesis of the selected literature reflect the narrative element of the reviews. The aim is to make meaningful connections between ideas and theories, rather than simply providing a list of previous research. Because the topic of this dissertation includes a number of related but distinct research areas, such as crisis management, organizational resilience, strategic adaptation, dynamic capabilities and innovation, knowledge management, and tourism recovery, narrative synthesis is particularly appropriate. The quantitative number of publications alone is not sufficient to fully understand these fields; theoretical integration and critical interpretation are necessary.

Considering all the data, this hybrid strategy is appropriate to answer the research questions dissertation questions. It allows the study to map the conceptual structure of the field through bibliometric analysis, identify strategic adaptation mechanisms, synthesize relevant theoretical frameworks, and examine how organizational resilience is conceptualized in tourism and hospitality research.

3.4 Literature Search Strategy

The purpose of the literature search was to find scientific publications that were relevant to crisis management, organizational resilience and strategic adaptation in tourism businesses. Articles in peer-reviewed scientific journals, scientific books and some excellent institutional references were the main focus of the search. The main databases and search engines used were Scopus, ScienceDirect, Emerald Insight, Google Scholar and other online scientific sources.

The search terms were selected based on the core concepts of the dissertation. The main keywords included:

organizational resilience, strategic adaptation, tourism enterprises, hospitality, hotels, crisis management, dynamic capabilities, innovation, knowledge management, tourism SMEs, COVID-19, tourism/hospitality resilience, and bibliometric analysis.

The keywords were used both separately and in combination.

Given the significant increase in research on innovation, resilience, crisis management, and tourism recovery over the past decade, the search was mainly limited to publications published after 2010. However, previous foundational works that provided important theoretical underpinnings were also included. For example, Faulkner's (2001) framework for tourism disaster management, Ritchie's (2004) strategic approach to tourism crisis management, and Teece, Pisano and Shuen's (1997) work on dynamic capabilities were included because they form part of the theoretical underpinning of the dissertations.

Selected institutional references were used in addition to scientific journal articles when they provided relevant contextual data on tourism recovery in Greece, Europe, the impacts of COVID-19, and policy responses. These references were considered as contextual and policy elements that support the broader discussion, rather than as foundational theoretical sources.

3.5 Inclusion and Exclusion Criteria

Pre-defined inclusion and exclusion criteria were used to select sources. These standards were used to ensure that the final body of literature was reliable, relevant, and consistent with the objectives and research questions of the thesis.

Inclusion criteria	Exclusion criteria
Peer-reviewed journal articles	Duplicate records
Academic books and edited volumes relevant to the research topic	Articles not related to tourism, hospitality, or crisis management
High-quality institutional reports published by recognized organizations	Non-academic or low-quality online sources

English-language publications	Purely technical studies with no clear management relevance
Studies related to tourism, hospitality, hotels, or tourism enterprises	Studies with no clear link to resilience, adaptation, crisis management, innovation, or knowledge management
Studies focusing on resilience, crisis management, adaptation, innovation, knowledge management, dynamic capabilities, or COVID-19	Publications with incomplete bibliographic information or limited access
Publications mainly from 2010 onwards, with earlier seminal works included when theoretically necessary	Sources used only indirectly and not clearly relevant to the research questions

Table 3.1 Inclusion and exclusion criteria

The inclusion criteria allowed for a sufficiently broad range of relevant literature to be covered while maintaining focus. Priority was given to studies on hotels, accommodation providers, tourism SMEs and tourism organizations, as the thesis examines tourism businesses with a focus on hospitality. Broader studies on the tourism industry were also included when they provided insightful theoretical or contextual information.

Sources that were not relevant to the thesis were excluded using the exclusion criteria. For example, studies that dealt exclusively with technical systems, irrelevant tourism-related topics or general economic issues with no direct relevance to crisis management or resilience were not included. In addition, duplicate records were excluded during the screening phase.

3.6 Data Collection and Data Extraction

In order to facilitate the methodical arrangement, comparison and analysis of the literature, the selected sources were classified in an Excel database after the literature search. The author, year of publication, title, publication type, research objective, methodology, key concepts, main findings, research context, contribution, limitations and relevance to the thesis were noted, along with relevant bibliographic and analytical information for each source.

Information directly related to the research questions of the study was the main focus of the data extraction process. Organizational resilience, crisis management, strategic adaptation, dynamic capabilities, innovation and knowledge management received special attention in each source. In addition, each source was categorized based on its main orientation, such as theoretical, empirical, methodological, bibliometric or policy-related. The selected studies were then classified into the following thematic categories.

1. Crisis management in tourism and hospitality
2. Organizational resilience
3. Strategic adaptation and dynamic capabilities
4. Innovation and knowledge management
5. COVID-19 and tourism recovery
6. Hospitality and hotel resilience
7. Greece and European tourism context
8. Bibliometric and methodological studies

The conceptual framework was developed and the structure of the literature reviews was strengthened by this thematic classification. Furthermore, it made it possible to distinguish between methodological contributions, policy reports, empirical research in tourism and hospitality, and fundamental theoretical sources.

3.7 Bibliometric Network Analysis with VOSviewer

VOSviewer was used to perform bibliometric network analysis in order to increase the analytical depth of the dissertations. When analyzing large volumes of literature and finding trends in scientific publications, bibliometric analysis is useful. Donthu et al. (2021) argue that this approach allows researchers to explore the evolutionary organization and new topics of a field of study. Bibliometric analysis is used in this dissertation as an additional tool to support the literature review.

Because VOSviewer is specifically designed for the creation and display of bibliometric maps, it was chosen. The program enables the creation of maps based on bibliographic co-citation and keyword co-occurrence (Van Eck & Waltman, 2010). Since the aim of this

thesis is to find conceptual connections between the main themes in the literature, the analysis focuses mainly on the co-occurrence of keywords.

A simple set of procedures in bibliometric analysis was followed. First, bibliographic information was obtained from relevant scientific sources. The second step involved importing the data into VOSviewer. Third, a keyword co-occurrence analysis was performed. Fourth, to find clusters of related ideas, the resulting network map was analyzed. These clusters were then interpreted in conjunction with the findings of the narrative synthesis.

Themes such as these are likely to be present in the expected keyword clusters.

- resilience, crisis management, recovery, preparedness
- innovation, knowledge management, dynamic capabilities, adaptation
- tourism, hospitality, hotels, COVID-19
- sustainability, transformation, policy response, tourism recovery.

VOSviewer aims to complement critical literature reviews, not replace them. The bibliometric map provides a visual representation of how these concepts are related within the literature, while the narrative synthesis offers an interpretation of the significance and meaning of the concepts. The methodological rigor and conceptual clarity of the dissertations are enhanced by this combined approach.

3.8 Narrative Synthesis

In order to critically analyze the selected literature and integrate the main conclusions into a coherent discussion, narrative synthesis was used. This method works well for the thesis because it addresses complex interdisciplinary and theoretically related concepts. Conceptual papers, empirical research review articles, bibliometric studies, and institutional reports are among the reviewed literature that cannot be adequately analyzed by statistical methods alone.

The narrative synthesis focused on finding recurring themes, theoretical connections, parallels, discrepancies, and gaps among the selected sources. The literature was organized around the main ideas of the thesis rather than presenting each study in isolation. Crisis

management, organizational resilience, strategic adaptation, innovation, knowledge management, dynamic capabilities, and tourism recovery are some of these ideas.

The synthesis also enabled the comparison of different theoretical positions. For example, the organizational resilience literature emphasizes anticipation, response, adaptation, and transformation, while the crisis management literature emphasizes preparedness, response, recovery, and learning. The dynamic capabilities theory explains how firms recognize risks, seize opportunities, and reallocate resources. The thesis creates a more in-depth understanding of how tourism firms increase resilience through strategic adaptation by combining these perspectives.

The development of the proposed conceptual framework for the thesis was also aided by the narrative synthesis. Strategic adaptation, innovation, knowledge management, dynamic capabilities, organizational resilience, recovery, and long-term preparedness are all linked to the crisis environment through this framework. By transforming fragmentary literature into an organized conceptual model, narrative synthesis adds to the initial value of thesis.

3.9 Methodological Limitations

Despite providing an organized and transparent research approach, the methodology has several limitations that need to be acknowledged. First, there is no primary empirical data in the study, instead it relies exclusively on secondary sources. Because of this, the conclusions are not based on direct observation interviews or questionnaire responses from tourism businesses, but rather on previously published literature. This limits the extent to which empirical testing of the proposed conceptual framework is possible.

Secondly, not all relevant publications on the topic may have been found through the literature search. The final selection of sources may have been influenced by issues with access restrictions, indexing language and database coverage, although some academic databases and search platforms were consulted. Furthermore, relevant studies published in other languages may have been overlooked, as the search focused primarily on English-language publications.

Third, there is some interpretive judgment involved in narrative synthesis. The researcher's analytical perspective influences how thematic patterns and relationships are interpreted,

even though the selection and analysis of sources were guided by clear criteria. Studies based on bibliography often have this disadvantage. However, it is partly addressed by using transparent criteria and combining bibliometric mapping with narrative synthesis.

Fourth, bibliometric analysis is not without limitations. The quality of the bibliometric data, the keywords chosen, and the boundaries used during the analysis all affect the maps produced by VOSviewer. Although conceptual associations can be found using keyword co-occurrence analysis, the theoretical significance or meaning of these relationships cannot be fully explained by this method. Because of this, rather than being considered as independent elements, the bibliometric results are interpreted in conjunction with the narrative synthesis.

Finally, the thesis focuses mainly on tourism-related businesses, with an emphasis on hotel units. The results may not be equally applicable to all tourism sub-sectors, destinations or national contexts, although more extensive literature on tourism and policy is included where appropriate. The proposed framework can be tested and improved in future empirical research in specific hospitality businesses, tourism SMEs or destination-based settings.

3.10 Summary of the Chapter

The dissertation methodology was covered in this chapter. The study uses a hybrid literature-based research design that incorporates bibliometric network analysis, narrative synthesis, and systematic literature selection. This strategy was chosen because the dissertation does not seek to collect primary empirical data, but rather to synthesize and interpret current knowledge.

The literature search approach, including the use of keywords from academic databases and selection procedures, was described in the chapter. In order to find reliable and relevant sources, it also provided the inclusion and exclusion criteria. The data extraction process was explained, showing how the selected studies were classified based on bibliometric data, important concepts, methodology, contribution of results, and relevance.

The use of VOSviewer for bibliometric keyword co-occurrence analysis was then covered in the chapter. This approach enhances narrative synthesis and facilitates the visual mapping of conceptual relationships found in the literature. It was also mentioned that the main

technique for critically integrating the findings of theories and research gaps is the narrative synthesis approach. The chapter concluded by acknowledging the methodological limitations related to the scope, bibliometric mapping, interpretive judgment, secondary data and literature coverage.

The results and discussion are presented in the next chapter. It examines the key themes emerging from the selected literature, interprets the bibliometric findings and creates the proposed conceptual framework linking organizational resilience, knowledge management, strategic adaptation, innovation and dynamic capabilities in tourism businesses.

4. Findings and Discussion

4.1 Introduction

The main findings from the literature review and additional bibliometric keyword co-occurrence analysis are presented and discussed in this chapter. Given that the thesis is based on secondary sources, the aim of the chapters is to summarize the main themes identified in the reviewed literature and analyze them in light of the research questions rather than reporting primary empirical findings.

Two complementary types of analysis serve as a framework for this chapter. The main conceptual patterns in the literature are first identified and discussed using a thematic synthesis. Resilience as preparedness, response and recovery, strategic adaptation during crises, innovation as a resilience mechanism, knowledge management and organizational learning, dynamic capabilities and long-term competitiveness, and vulnerabilities unique to the hospitality industry are some of these themes. Second, bibliometric results from VOSviewer are displayed to illustrate the conceptual organization of the selected literature and to demonstrate the connections between important terms.

According to the results, resilience in tourism businesses is more than a simple reaction to turbulence. Instead, it is a learning-oriented strategic and dynamic capability that is developed through innovation, adaptation, knowledge management, resource restructuring and crisis preparedness. The discussion also demonstrates how the hospitality industry is particularly vulnerable to crisis situations due to its dependence on customer trust, mobility, occupancy rates, service interaction and operational continuity. Thus, the ability to strategically adapt before and after crises is closely related to the ability to develop resilience.

4.2 Overview of the Selected Literature

A wide range of work on tourism crisis management, organizational resilience, strategic adaptation, dynamic capabilities, innovation, knowledge management, COVID-19 recovery, hospitality resilience and policy responses is included in the selected body of literature. Conceptual studies, empirical papers, review articles, bibliometric studies, scholarly books and some institutional reports are all included in the review. The

interdisciplinary nature of the tourism resilience topic and its development into multiple related research streams necessitated this combination.

The theoretical foundations for crisis management and tourism resilience are provided by a first set of studies. Because they view tourism crisis and disaster management as a process requiring preparation, response, recovery and learning, Faulkner (2001) and Ritchie (2004) are important early contributions. After reviewing the development of research on tourism risk, crisis and disaster management, Ritchie and Jiang (2019) highlight the growing importance of resilience as a key concept in the field. These studies support the claim that organized crisis management processes, as opposed to merely reactive ones, are essential for tourism-related businesses.

Organizational resilience is the subject of a second category of research. According to Duchek (2020), resilience is a capability-based process that includes preparation, coping and adaptation. Williams et al. (2017) link crisis management, organizational learning and resilience, demonstrating the need for organizations to have the capacity to cope with adversity and learn from setbacks. In the tourism study, Orchiston et al. (2016), Prayag et al. (2018), and Jiang et al. (2019) extend this discussion by exploring the development of resilience in tourism businesses and organizations.

A third set of research relates resilience to dynamic capabilities and strategic adaptation. Teece (2007) and Teece, Pisano and Shuen (1997) provide the theoretical basis for dynamic capabilities, particularly through the ideas of occupancy detection and reconfiguration. Applying this reasoning to tourism organizations, Jiang, Ritchie and Verreynne (2019) argue that transformational routines, resource allocation, and resource utilization are key components of resilience. Because it describes how tourism businesses strategically adapt to changing and uncertain environments, this literature is particularly relevant to the current thesis.

COVID-19 and tourism transformation are the subject of a fourth set of studies. The impact of the pandemic on tourism is examined by Sigala (2020), Gössling, Scott and Hall (2021), Sharma, Thomas and Paul (2021), Zenker and Kock (2020), Brouder (2020) and Hall, Scott and Gössling (2020). According to these studies, COVID-19 has increased the demand for innovation, resilience, sustainability, digital transformation and new strategies for the recovery of the tourism industry.

A fifth set of research focuses more precisely on travel and hospitality businesses. While Gavriilidis and Metaxas (2024) analyze the impact of COVID-19 on the growth potential of Greek tourism businesses, Pavlatos, Kostakis and Digkas (2021) investigate crisis management practices in Greek hotels during COVID-19. Melián-Alzola et al. (2020) as well as Hamsal et al. (2022) also examine hotel performance and resilience, while Zhao and Li (2023) offer a formative analysis of organizational resilience in travel agencies after the COVID-19 pandemic. These studies are critical because they connect the broader theoretical discourse to travel agencies, hospitality businesses, and firm-level resilience.

Finally, important policy and framework evidence on tourism recovery, green and digital transitions, SMEs, and ecosystem resilience can be found in European policy studies and institutional reports (European Parliament 2021, Mileva and Lyutova 2023, OECD 2022, UNEP 2022, UNWTO 2021, UNWTO, EBRD & Greek Ministry of Tourism 2022a 2022b). These sources demonstrate that the recovery of the tourism industry after COVID-19 is linked not only to adaptation at the business level, but also to policy support for the green transition, digital transformation, skills development, SMEs and the resilience of the tourism ecosystem.

Overall, the selected literature provides a solid basis for addressing the research questions of the thesis. The following sections provide a thematic discussion of the results.

4.3 Thematic Findings

4.3.1 Resilience as Preparedness, Response and Recovery

One of the main conclusions of the reviewed literature is that organizational resilience is more than the ability to recover from a crisis. Rather, resilience in tourism businesses includes preparedness before disruption, crisis response, post-event recovery, and learning for future adaptation.

Particularly useful in understanding this process is Duchek's (2020) model. Three stages – anticipation, coping, and adaptation – are how she views organizational resilience. Anticipation is the ability to recognize potential risks and prepare before a disruption occurs. The ability to respond appropriately in times of crisis is referred to as coping. The ability to learn from the disruption and modify organizational structures, processes, and tactics for the future is referred to as adaptation. Because crises often emerge quickly and require both

immediate action and long-term learning, this framework is highly relevant to tourism businesses. The literature on tourism crisis management lends credence to this process-based perspective.

Planning and organized crisis management are essential before a crisis occurs, according to Faulkner (2001) and Ritchie (2004). Their research shows that crisis response should include preparation, coordination, recovery, and evaluation, in addition to contingency measures. Resilience and crisis management are therefore closely linked. Resilience is the ability of organizations to absorb, respond, adapt, and learn, while crisis management provides the processes and resources to deal with disruptions.

Resilience is particularly critical for tourism businesses because crises can affect multiple aspects at the same time. For example, a hotel may face staff shortages, cancellations, lower occupancy, health and safety regulations, financial pressure, reputational risks, and changes in customer behavior. As a result, resilience requires more than just economic survival. Operational adaptability, communication, leadership, staff coordination, knowledge management, and the ability to modify strategy in the face of uncertainty are all essential.

Prayag et al. (2018) distinguish between planned and adaptive resilience. Planned resilience is the state of preparedness for a crisis, including risk assessment, contingency planning, and resource availability. The ability to adapt, learn, and improvise both during and after a disruption is known as adaptive resilience. Because not all crisis situations can be predicted, this distinction is critical for businesses in the hospitality industry. Organizations need to be formally prepared, but they also need to be adaptive to unforeseen issues.

The importance of this distinction has been confirmed by the COVID-19 pandemic. Many travel-related businesses were unprepared for a widespread and prolonged mobility lockdown. However, some businesses have managed to respond by changing their operations using digital tools, updating cancellation policies, focusing on domestic customers, reducing costs and implementing new health procedures. Resilience is both designed and adaptable, as demonstrated by these responses.

So the first important conclusion is that resilience in tourism-related businesses is a multifaceted process. It involves preparing, reacting, recovering, learning and adapting. It is a skill that can help businesses better prepare for future crises rather than simply returning to the previous state.

4.3.2 Strategic Adaptation during Crises

The second important finding is that one of the main ways in which tourism businesses develop resilience is through strategic adaptation. The term strategic adaptation describes the way in which an organization's operational capabilities, resources, and strategies are modified in response to environmental uncertainty. Adaptation is becoming critical in the tourism and hospitality industry due to rapid and drastic changes in external conditions.

This requirement for adaptation is demonstrated by the COVID-19 pandemic. Travel restrictions, shifting health regulations, reduced demand, customer uncertainty, and new safety standards have all required tourism businesses to adapt. According to Sigala (2020), the pandemic has had an impact on tourism during the recovery and recovery phases from the response. This suggests that adaptation involves reassessing future business models and strategic priorities, beyond short-term survival. From a Dynamic Capabilities View (DCV), this adaptive capacity reflects the firm's ability to sense market shifts and continuously reconfigure its resource base (Teece, 2007; Jiang et al., 2019).

There are a number of ways in which hospitality businesses can adapt strategically. Changes in service delivery standards, cleaning precautions, health precautions, digital check-in, contactless services, and flexible booking policies are examples of operational adaptation. Cost control, liquidity management, price adjustments, and the use of government assistance are all examples of economic adaptation. Targeting domestic travel, revamping packages, changing communication tactics, and meeting evolving consumer demands are all examples of market adaptation. Retraining staff, new internal communication processes, and learning from crisis experiences are all examples of organizational adaptation.

The hotel industry in Greece is a case in point. Pavlatos et al. (2021) identify key crisis management dimensions implemented by Greek hotels during the pandemic, including human resources, marketing restructuring, cost reduction, and price optimization. This reflects the multifaceted nature of tactical adaptation. Both external assistance and internal managerial choices are involved. Businesses still need to modify their marketing and service strategies to price their operations, even if government initiatives offer relief.

Furthermore, Gavriilidis and Metaxas (2024) demonstrate that COVID-19 has had a negative impact on the growth capacity of the tourism industry in Greece, particularly through financial losses and challenges in fulfilling commitments. This result highlights that

adaptation involves ensuring long-term competitiveness and growth potential, in addition to immediate response. Tourism businesses that do not adapt may survive for a while, but they will always be at risk.

For SMEs, strategic adaptation is also crucial. SMEs in the tourism sector often face more severe constraints than larger companies, such as smaller financial reserves, less robust digital infrastructure and a lack of specialized management resources. Estiri et al. (2022) highlight that financial assistance grants, disaster management planning and marketing support are ways in which government policies can improve the resilience of tourism SMEs. This suggests that adaptation depends on the institutional environment as a whole, as well as on capabilities at the firm level.

According to the literature, resilience can be developed in practice through strategic adaptation. Rather than avoiding crises, tourism businesses become resilient by modifying their plans, assets and practices in response to shocks. In this way, adaptation serves both as a response to crises and as a building block of long-term resilience.

4.3.3 Innovation as a Resilience Mechanism

The third conclusion is that resilience is mainly enhanced through innovation. Innovation allows tourism businesses to adapt to changing consumer demands, respond creatively to crises and create new business models.

Innovation becomes a survival and recovery strategy in times of crisis, in addition to a source of competitive advantage. Innovation emerged in various sectors of tourism and hospitality during COVID-19. Digital communication tools, flexible online bookings, contactless communication services, updated hygiene practices, new domestic travel packages and alternative marketing strategies were adopted by hotels and travel agencies. These modifications were useful responses to emergencies and not always radical innovations.

Sharma et al. (2021) state that one of the most important aspects of the revival of tourism after COVID-19 is technological innovation. The resilience-based framework also takes into account employee and customer trust, local sense of belonging, and government responsiveness. This demonstrates how innovation, when combined with policy and trust in stakeholder relationships, promotes resilience.

Dias et al. (2022) also link resilience and innovation in tourism SMEs affected by COVID-19. According to their research, innovation allows SMEs to react to changing market conditions and adapt to crisis situations. This is crucial because small and medium-sized enterprises (SMEs) may not have the same resources as larger companies, but they can create adaptable solutions using their adaptability, ingenuity, and local knowledge.

Digital transformation and innovation are related. Online communication, digital marketing, data-driven decision-making, virtual experiences, online customer service and contactless technologies are just some of the digital tools used in tourism that have been accelerated by the pandemic. Digital innovation can help hospitality businesses with customer trust, operational efficiency and communication in the face of uncertainty.

The literature, however, also suggests that creativity is not a given. Leadership resources, expertise, staff involvement and adaptability are all important factors. While some tourism businesses may understand the need for innovation, they may not have the funds or staff to put it into practice. As a result, innovation should be seen as both an internal capability and a process influenced by external assistance. Because innovation helps tourism businesses overcome passive crisis response, it is considered in this thesis as a resilience mechanism. Businesses can respond to changing customer expectations, improve processes, redesign services, and enhance their preparedness for future disruptions by using innovation. Thus, innovation links long-term organizational resilience with strategic adaptation.

4.3.4 Knowledge Management and Organizational Learning

The importance of organizational learning and knowledge management for resilience is the fourth conclusion. Tourism businesses cannot become resilient by responding to each crisis in isolation. They must store knowledge, share information internally, learn from past disruptions, and transform experience into future preparedness.

The collection, organization, exchange, and application of knowledge within the company are all included in knowledge management. Customer behavior crisis protocols, employee experiences, supplier relationships, digital tools, health and safety protocols, pricing decisions, and communication strategies are examples of relevant knowledge in the hospitality industry. Organizations run the risk of making the same mistakes or losing significant crisis experience if this knowledge is not captured and disseminated.

Organizational learning is crucial for tourism disaster management according to Bhaskara and Filimonau (2021). According to their research, past disaster experience can help with learning, but this learning depends on the ability of organizations to process and institutionalize knowledge. This is important because resilience does not always come from experience alone. Experience needs to be transformed into routines, policies, and capabilities by businesses.

Furthermore, knowledge management and dynamic capabilities are closely linked. Information about the external environment is essential for detection. Knowledge-based decision-making is essential for exploitation. Reconfiguration requires modifying routines and exploiting lessons from past actions. As a result, the entire process of strategic adaptation is supported by knowledge management.

Organizational learning can take many different forms in the hospitality industry. During a crisis, managers may record what went well and what did not. Employees may discuss their operational experiences. Customer feedback can be used to modify service delivery. Data on finances and occupancy could help with future planning. Standardized procedures can incorporate lessons learned from health and safety protocols. Businesses can improve their preparedness for upcoming disruptions by using these learning processes.

The literature also suggests that there is a cultural component to learning. Communication, teamwork, and adaptability are encouraged in resilient organizations. Employees should feel free to discuss issues and offer solutions. Leadership is crucial because managers set the framework for knowledge sharing and application. Organizational learning is particularly important in hotels where employees play a significant role in service delivery.

Overall, organizational learning and knowledge management transform crisis experience into long-term resilience. In the absence of learning, recovery can only be temporary. Crisis management becomes a source of future preparedness and strategic renewal as one learns.

4.3.5 Dynamic Capabilities and Long-Term Competitiveness

The fifth conclusion is that dynamic capabilities offer a compelling theoretical explanation for how tourism firms become resilient and remain competitive in the face of uncertainty. Dynamic capabilities theory describes how firms recognize change, exploit opportunities, and reallocate resources in dynamic environments.

Dynamic capabilities are defined by Teece, Pisano and Shuen (1997) as the ability of firms to integrate, develop, and reshape internal and external capabilities in response to rapidly changing environments. The three capabilities of sensing, capturing, and reshaping are later used by Teece (2007) to further develop this framework. These ideas are highly relevant to the tourism industry, as crises require firms to recognize risks, act strategically, and reallocate resources.

Detection can include monitoring travel restrictions, consumer expectations, health regulations, competitor behavior, technological developments, and market signals in the tourism and hospitality industries. Adopting new services entering domestic markets, implementing digital tools in practice, or leveraging government assistance are some examples of capture. Redesigning service delivery processes, redeploying staff, modifying functions, or creating new alliances are all examples of reconfiguration.

Jiang et al. (2019) make a direct connection between organizational resilience in the tourism industry and dynamic capabilities. They argue that resource allocation and utilization through tactical change is how tourism organizations develop resilience. Because this demonstrates that resilience is active, this is particularly important. Through active resources and regular transformations, tourism businesses become resilient.

The link between long-term competitiveness and short-term responsiveness is also explained by dynamic capabilities. Temporary cost reductions can help a company weather a crisis, but deeper capabilities are required for long-term competitiveness. Businesses need to renew their resource base, learn to innovate, and adapt. Resilience should therefore be seen as a strategic capability that maintains competitiveness over time.

Because hotels operate in customer-oriented, service-intensive environments, dynamic capabilities are particularly critical for hospitality businesses. They need to adapt not only to external conditions but also to evolving staff capabilities, technology, customer expectations, and reputation management. Melián-Alzola et al. (2020) demonstrate how strategy and change affect hotel performance and resilience, reinforcing the claim that organizational change and strategic management are related to resilience.

According to the literature, dynamic capabilities can serve as a link between organizational resilience and strategic adaptation. They describe the adaptation process and the reasons

why some businesses are more resilient and competitive after a disruption. The conceptual framework presented in this thesis is supported by this.

4.3.6 Hospitality-Specific Vulnerabilities

The sixth conclusion is that resilience is particularly critical for hospitality businesses because they face unique vulnerabilities. Hotels and accommodation providers are particularly vulnerable to external shocks because their operations are directly dependent on travel flows, occupancy, customer confidence, service interaction, and staff availability, even though tourism businesses in general are vulnerable to crises.

Hotels experienced sharp declines in occupancy cancellations, health and safety regulations, fewer foreign arrivals, uncertainty about reopening, and higher operating costs during COVID-19. They had to reassure customers about safety while maintaining service quality. Both operational and financial resilience came under pressure as a result of this combination.

Because many costs are fixed or semi-fixed, hospitality businesses are particularly vulnerable. Hotels still have to pay for building maintenance, employees, utilities, and other expenses, even when demand decreases. Because of this, cost control and liquidity are critical in times of emergency. Pavlatos, Kostakis and Digkas (2021) demonstrate how Greek hotels responded to the crisis using pricing and cost-cutting strategies. However, managers need to strike a balance between short-term survival and long-term competitiveness, because excessive cost cutting can also have an impact on employee well-being and service quality.

Human resources and employment are another vulnerability. Because hospitality is a labor-intensive industry, employee motivation and coordination of skills are critical for the quality of services provided. Organizational capacity can be weakened in times of crisis due to staff reductions, uncertainty and new operational requirements. As a result, training, communication and knowledge sharing for staff wellbeing are all important elements of resilience.

Another important concern is customer trust. In addition to actual restrictions, perceived safety and trust also have an impact on hotels. Even after restrictions are lifted, demand may still be low if consumers are unsure about health issues, cancellation policies or service quality. Resilience therefore includes reputation management and communication.

These weaknesses are amplified by the Greek tourism environment. Greece is highly dependent on tourism and a large number of the country's hospitality businesses are family-owned or SMEs with little protection against long-term disruptions. According to UNWTO/EBRD Greece reports, COVID-19 has significantly impacted employment in tourism businesses and tourism activity in Greece (UNWTO EBRD and Ministry of Tourism of Greece 2022a 2022b). Furthermore, Gavriilidis and Metaxas (2024) demonstrate that during the pandemic, Greek tourism businesses faced financial pressure and reduced growth potential.

Therefore, organizational resilience and strategic adaptation are crucial due to vulnerabilities unique to the hospitality industry. Crisis plans, adaptable operations, digital tools, financial preparedness, staff training, customer communication, knowledge management and innovation are essential for hotels. These skills allow hospitality businesses to enhance their long-term preparedness and react to sudden disruptions.

4.4 Bibliometric Findings

To illustrate the conceptual relationships between the main keywords of the selected literature, a bibliometric co-occurrence analysis was performed using VOSviewer. The carefully selected dataset of sources collected for this thesis served as the basis for the analysis. This analysis was done to support the literature-based synthesis by mapping the conceptual relationships between the selected sources, and not to perform a comprehensive bibliometric review of the entire database.

The final VOSviewer network had 36 keywords, 3 clusters, 314 links, and a total link strength of 672 after applying the keyword selection criteria and eliminating purely methodological terms. The map produced three main clusters that show how the literature is organized around three interconnected thematic areas: sustainable tourism and recovery, crisis management and disruption in tourism, and organizational resilience and dynamic capabilities.

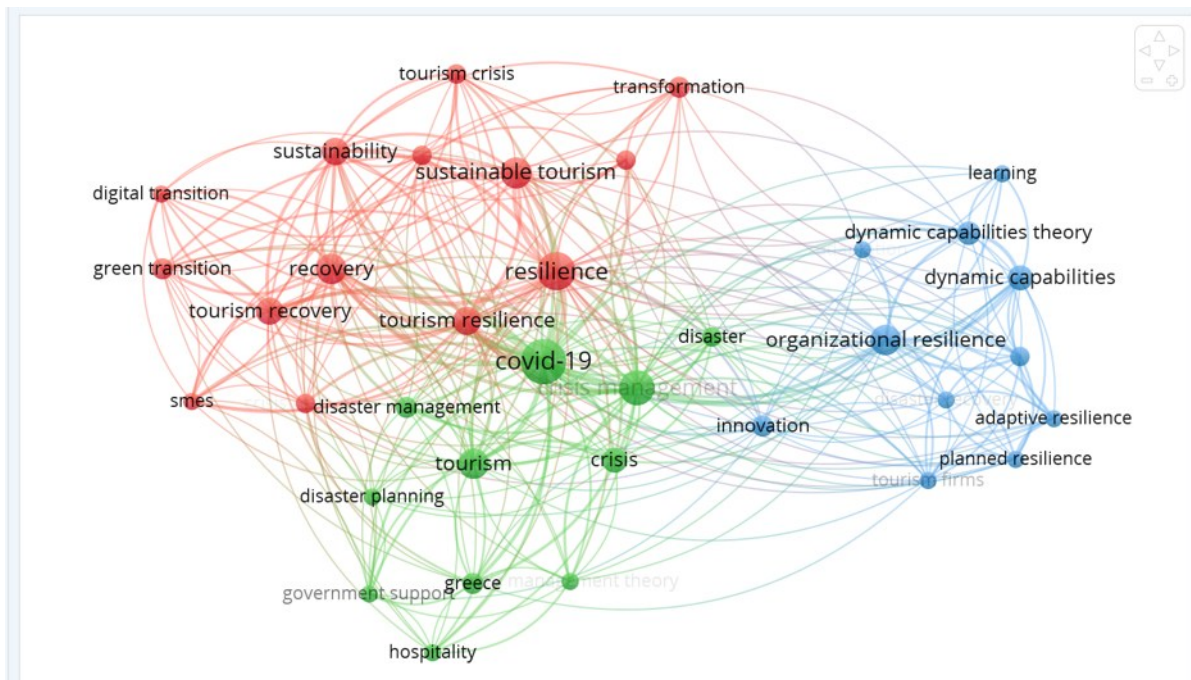


Figure 4.1 Keyword co-occurrence network of the selected literature

The first cluster is related to sustainable tourism, recovery and transformation. It includes terms such as sustainable tourism, sustainability, recovery, tourism recovery, transformation, informal transition, virtual transition and SMEs. This cluster shows that resilience in tourism is directly related to the broader discussion of sustainable recovery and transformation after disasters. The presence of informal and virtual transition shows that tourism recovery is increasingly discussed not only as a return to pre-disaster activity, but as a method of structural trade.

The second cluster focuses on disaster management and disruption in tourism. It includes keywords such as COVID-19, disaster management, disasters, tourism, disaster planning, hospitality, Greece and state aid. This cluster reflects the strong impact of the COVID-19 pandemic on tourism and hospitality research. It also suggests that disaster management is directly related to institutional assistance, destination disruption and the actual vulnerabilities of hospitality businesses.

The third group is related to organizational resilience and adaptive capabilities. It includes organizational resilience, dynamic capabilities, the concept of dynamic capabilities, adaptive resilience, designed resilience, studies, tourism businesses and innovation. This group is particularly important for the theoretical understanding of the thesis, as it links resilience to the strategic model, organizational study, innovation and dynamic capabilities.

The presence of both designed resilience and adaptive resilience shows that resilience is not just a reactive response to a disaster, but also a capacity that is developed through practice, study and assistance in restructuring.

Cluster	Cluster 1	Cluster 2	Cluster 3
Main keywords	Sustainable tourism, sustainability, tourism recovery, transformation, green/digital transition, SMEs	COVID-19, tourism, disaster management, hospitality, Greece, government support	Organizational resilience, dynamic capabilities, adaptive/planned resilience, learning, tourism firms, innovation
Interpretation	Sustainable recovery and tourism transformation	Crisis management and tourism disruption	Organizational resilience and adaptive capabilities

Table 4.1 Interpretation of VOSviewer keyword clusters

Taking all the elements into account, the VOSviewer map validates the thematic synthesis created in this thesis. According to the network, tourism resilience research is structured around organizational capacity, building sustainable recovery, and crisis management. These results support the idea that resilience in tourism businesses should be viewed as a strategic, learning-oriented process, influenced by long-term preparedness, adaptability, innovation, and dynamic capabilities.

4.5 Proposed Conceptual Framework

This thesis offers a conceptual framework that links the crisis environment, strategic adaptation, innovation, knowledge management, dynamic capabilities and organizational resilience, based on thematic synthesis and bibliometric findings. The framework seeks to create a coherent model for understanding resilience in tourism businesses, combining different theoretical perspectives.

The framework begins with the context of a crisis. Pandemics, economic instability, natural disasters, geopolitical unpredictability, environmental changes and policy constraints are examples of external shocks that can affect tourism businesses. These crises have an impact

on long-term competitiveness, operational demands, financial stability and customer trust. Tourism businesses need to adapt strategically to this crisis environment. Changing operational resource routines, pricing, communication, marketing, customer service, and organizational priorities are all examples of strategic adaptation. Health protocols, flexible booking policies, digital communication, domestic market targeting, staff reallocation, and cost management are some examples of how hospitality businesses can adapt.

Key mechanisms in the adaptation process are innovation and knowledge management. Businesses can respond to evolving customer expectations, develop new services, and utilize digital tools through innovation. Organizations can improve their readiness for the future, share information internally, and learn from crisis experiences through knowledge management. These mechanisms work together to help tourism businesses move from reactive response to strategic renewal.

This process is aided by dynamic capabilities that enable businesses to recognize opportunities and threats, leverage adaptive responses, and reorganize resources. This theoretical approach clarifies how adaptation is made possible. Stronger dynamic capabilities help tourism businesses recognize change, mobilize resources, and implement change routines.

This process results in organizational resilience. Preparing, responding, recovering, learning, and long-term adaptation are all components of resilience. It enables tourism businesses to survive crises and improve their preparedness for an unpredictable future.

Figure 4.2 Proposed conceptual framework for strategic adaptation and organizational resilience in tourism enterprises

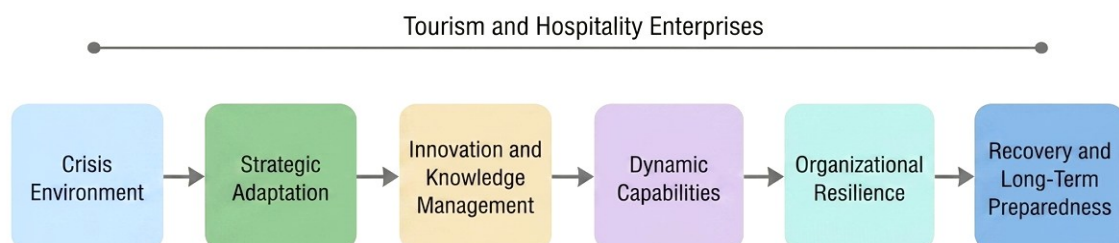


Figure 4.2 Proposed conceptual framework for strategic adaptation and organizational resilience in tourism enterprises

According to the framework, resilience is neither an isolated outcome nor a passive capacity for healing. Rather, it is a strategic process that evolves through learning, innovation, adaptation, and capacity building. This is the main conceptual contribution of the thesis.

4.6 Managerial Implications for Hospitality Enterprises

For tourism and hospitality managers, the conclusions of the thesis have a number of useful implications. First and foremost, managers should view resilience as a strategic priority rather than a short-term response to crises. Resilience should be integrated into long-term planning, risk assessment, employee training, financial management, and operational planning for the hospitality industry.

Second, it should be standard practice for managers to be prepared for crises. It is recommended that hotels and accommodations create crisis response plans that include communication protocols, health and safety measures, financial support plans, staff coordination, and modifications to customer service. Rather than being made only after a crisis has occurred, these plans should be reviewed and updated on a regular basis.

Third, strategic adaptation skills should be enhanced among hospitality managers. Pricing, marketing, customer communication, service delivery, staffing, and operations are all examples of this flexibility. Businesses that can adapt quickly are more likely to maintain business continuity and customer trust during crises.

Fourth, innovation should be used as a resilience strategy. Hospitality businesses can respond to uncertainty with the help of digital tools, online communication, contactless services, flexible booking systems, data-driven decision-making, and new product development. Radical change is not always necessary for innovation; even small improvements to processes that enhance customer trust and flexibility can promote resilience.

Fifth, it is essential to improve knowledge management. Hospitality businesses should document crisis situations, obtain feedback from customers and staff to evaluate what worked and what didn't, and apply the lessons learned to future practices. Because employees often have direct experience with operational issues and customer needs, managers should promote internal communication and knowledge sharing.

Sixth, human resources should be a priority for hospitality businesses. Resilience depends on employee well-being, communication, and training. Employees are essential for both customer trust and service delivery. Employees need clear guidance, assistance, and participation in flexible solutions during times of crisis.

Seventh, managers should cultivate connections with external parties. Tourism businesses do not operate in a vacuum. Relationships with governments, local authorities, suppliers, tourism associations, consumers, and communities are critical to their resilience. Collaboration can help with marketing campaigns, coordinated recovery, financial support, and access to information.

Finally, hospitality managers should connect sustainability and resilience. The green transition to sustainable tourism and digital transformation are increasingly linked to tourism recovery, according to the literature and VOSviewer findings. Resilience should therefore go beyond simply returning to pre-crisis behaviors. Creating more agile, sustainable and innovative tourism businesses should be part of this.

4.7 Summary of the Chapter

This chapter included the findings and discussion of the thesis. The thematic synthesis demonstrated the multifaceted nature of organizational resilience in tourism businesses, including preparedness, response, recovery, adaptation, and learning. In order to respond to crisis situations and develop long-term resilience, tourism and hospitality businesses have come to rely heavily on strategic adaptation.

The discussion also demonstrated the importance of knowledge management and innovation as resilience mechanisms. While knowledge management enables learning from crisis experience, innovation allows businesses to respond creatively to disruptions. Theorized dynamic capabilities explain how businesses recognize risks, capitalize on opportunities, and reallocate resources in unpredictable environments.

The chapter also covered vulnerabilities relevant to hospitality. Due to their dependence on staff coordination, mobility, occupancy, customer trust and service quality, hotels and accommodation providers are particularly vulnerable to crises. Resilience is crucial in the hospitality industry because of this.

The thematic synthesis was supported by the bibliometric results of VOSviewer. Three main clusters were found from the keyword co-occurrence network: crisis management and tourism disruption, organizational resilience and dynamic capabilities, and sustainable tourism and recovery. The bibliographic connections between resilience and crisis management, sustainability, innovation, adaptation and capacity building are supported by these clusters.

In this chapter, a conceptual framework linking the crisis environment, strategic adaptation, innovation, knowledge management, dynamic capabilities, organizational resilience, recovery and long-term preparedness was finally proposed. This framework serves as the main conceptual contribution of the thesis and serves as the basis for the last chapter.

5. Conclusions and Future Research

5.1 Introduction

The main conclusions, theoretical contributions, practical implications, limitations and suggestions for further research are summarized in this chapter, which concludes the thesis. The thesis used a literature and bibliometric approach to investigate organizational resilience and strategic adaptation in tourism businesses with a focus on hospitality organizations. The aim of the study was to understand how tourism businesses build resilience to crises and how dynamic capabilities and innovation in knowledge management and strategic adaptation support crisis recovery and long-term competitiveness.

As the previous chapters have shown, businesses in the tourism and hospitality sectors operate in a highly vulnerable environment where market demand, financial stability and customer confidence can be negatively affected by external shocks such as pandemics, economic recessions, environmental events and geopolitical instability. The COVID-19 pandemic has increased interest in resilience among academics and managers, highlighting the need for more flexible and sustainable business models and revealing the structural vulnerability of tourism. This final chapter summarizes the main findings of the study and examines the usefulness of the proposed conceptual framework. Furthermore, it highlights the shortcomings of the thesis and makes recommendations for future research directions that could advance knowledge of resilience and strategic adaptation in tourism-related businesses.

5.2 Summary of Key Findings

The first major conclusion of the thesis is that organizational resilience in tourism-related businesses should be viewed as a complex dynamic process. Resilience is more than simply overcoming a crisis. Instead, it includes preparedness before the disruption, coping with the crisis, recovering after the event, and learning for future adaptation. This understanding aligns with broader crisis management perspectives that prioritize planning, coping, recovery, and learning, as well as Duchek's understanding of resilience as a process that includes anticipation, response, and adaptation.

The second major finding is that one of the main ways in which tourism businesses develop resilience is through strategic adaptation. Organizations need to modify their operating

strategies, resources, and decision-making processes when faced with a crisis. Changes in health and safety procedures for service provision, pricing policies, cost control, employee coordination and customer relationship management are some examples of how hospitality businesses can adapt. As a result, resilience is developed through active strategic adaptation rather than passively.

The third conclusion is that dynamic capabilities offer a useful theoretical justification for the process of strategic adaptation. The terms detection, capture and reconfiguration help explain how tourism businesses identify opportunities and threats, act strategically and adjust their routines and resources in response to environmental uncertainty. This is particularly important in the tourism and hospitality industries, where businesses must react quickly to changing consumer demands, market conditions and crisis pressures.

Innovation and knowledge management are critical resilience mechanisms according to the fourth finding. Innovation enables tourism businesses to create new services, implement digital tools, revamp customer experiences, and adapt to changing market conditions. Organizations can share information internally, learn from past crises, and transform experience into future readiness with knowledge management. When combined, innovation and knowledge management promote organizational learning and help businesses move from a reactive response to crises to long-term resilience.

The fifth conclusion is that hospitality businesses are particularly vulnerable, making resilience critical. Mobility occupancy rates, customer trust, service interaction, and employee coordination are directly affected by hotels and accommodation providers. They are directly under operational financial and reputational pressure during crises. Therefore, crisis planning, operational agility, staff training, digital readiness, financial readiness and effective communication are all essential for hospitality resilience.

These thematic conclusions were validated by the bibliometric analysis. Three main clusters were found in the VOSviewer keyword co-occurrence map: crisis management and tourism disruption, organizational resilience and dynamic capabilities, and sustainable tourism and recovery. These clusters demonstrate how the literature links crisis management, innovation, adaptation, sustainability, learning and capacity building to resilience. Thus, the bibliometric results support the claim that resilience in tourism businesses is a process that is both strategic and learning-oriented.

5.3 Theoretical Contribution

The integration of multiple disparate research streams into a coherent conceptual framework constitutes the main theoretical contribution of the thesis. The body of research on crisis management in the tourism industry - organizational resilience, strategic adaptation, dynamic capabilities and innovation and knowledge management - is extensive, but often scattered across different theoretical stances. In order to explain how tourism businesses develop resilience in crisis-prone environments, this thesis integrates these areas.

Strategic adaptation, innovation and dynamic knowledge management capabilities, organizational resilience, recovery and long-term preparedness are all linked to the crisis environment in the proposed conceptual framework. This framework adds to the body of literature by demonstrating that resilience is more than just an outcome of crisis management. Instead, organizations adapt, learn, innovate and reorganize their resources as part of a strategic process that enhances resilience.

Furthermore, the thesis contributes by presenting dynamic capabilities as a link between organizational resilience and strategic adaptation. Teece's dynamic capabilities framework explains how firms recognize change, exploit opportunities, and reallocate resources. These skills help explain why some firms in the tourism industry are better equipped to handle disruptions and remain competitive.

The thesis advances theoretical knowledge about how tourism firms adapt to uncertainty by linking resilience and dynamic capabilities. The integration of innovation and knowledge management into the resilience framework is another contribution. Although these ideas are often discussed independently, this thesis argues that they should be considered as essential mechanisms for developing resilience. While knowledge management transforms crisis experience into organizational learning, innovation helps firms respond to crises in new ways. This relationship deepens our understanding of resilience as a continuous learning process.

Finally, by graphically mapping the conceptual structure of the selected bibliographic keyword literature, co-occurrence analysis provides an additional theoretical contribution. The conceptual connections between resilience, crisis management, sustainable recovery and dynamic capabilities were validated and the main thematic clusters were identified with

the help of VOSviewer analysis. This demonstrates the benefits of incorporating bibliometric mapping and narrative synthesis into literature-based tourism research.

5.4 Practical Implications

The results of this thesis have a variety of implications for tourism and hospitality managers. First, rather than viewing resilience as a short-term response to crises, managers should view it as a long-term strategic priority. Businesses in the tourism industry should not postpone planning until a crisis occurs. Instead, they should incorporate resilience into operational planning, financial management, staff training, risk assessment, communication, and strategic planning.

Second, hospitality businesses should create organized plans for dealing with emergencies. Procedures for emergency communication, health and safety precautions, modifications to customer service, financial contingency planning, staff coordination, and supplier management should be included in these plans. In addition, crisis plans should be reviewed and updated regularly in light of emerging threats and past experiences.

Third, managers should improve their ability to adapt strategically. Businesses in the tourism industry require flexibility in terms of pricing strategies, marketing, customer communication and resource allocation. Flexible booking policies, targeting the domestic market, digital communication channels, alternative revenue streams and service redesign are some examples of this for hotels. Rather than being seen as a one-time reaction, adaptation should be seen as an ongoing management capability.

Fourth, resilience can be achieved through innovation. Hospitality businesses can adapt to uncertainty with the help of digital technologies, contactless services, data-driven decision-making, online marketing, flexible booking systems and new service models. Innovation does not always have to be radical. Resilience can be strengthened even with small improvements in processes, customer service and communication.

Fifth, crisis preparedness should include knowledge management. Tourism businesses should record crisis events, evaluate effective and ineffective responses, collect feedback from customers and staff, and apply lessons learned to future practices. This is particularly important in the hospitality industry, where staff members are essential to delivering services and building customer trust.

Sixth, human resources should be a priority for managers. Resilience requires employee engagement, communication, wellness, and education. Employees need clear informational support and direction during times of crisis. Effective adaptation is more likely to occur in organizations that promote employee participation and knowledge sharing.

Finally, resilience should be linked to sustainability and digital transformation in travel and hospitality businesses. The conclusions of the thesis demonstrate the growing connections between long-term transformation, green transition, digital transition and sustainable tourism and post-crisis recovery. Resilience should not be limited to a return to old habits. It should encourage the development of more flexible, conscientious and progressive tourism businesses.

5.5 Limitations of the Study

Despite the organized synthesis of the literature, this thesis has some limitations that should be noted. First, the study uses only secondary sources. It excludes primary empirical data from questionnaires, case studies, and interviews. As a result, the proposed conceptual framework is theoretical and has not been tested in specific travel or hospitality-related businesses.

Second, the available academic publications, books, and institutional reports found during the review process served as the basis for literature selection. The study may not have included all relevant publications in the field, despite adhering to structured search procedures and inclusion and exclusion criteria. The final data set may have been affected by the coverage of the keyword selection database and access restrictions.

Third, English-language sources were the main focus of the study. This may have omitted relevant studies on national tourism frameworks published in different languages. Future studies could use a wider variety of linguistic sources, because local cultural institutional structures, policies and destination characteristics can have an impact on tourism resilience.

Fourth, a carefully selected bibliometric dataset created for this thesis served as the basis for the bibliometric analysis. Therefore, rather than constituting a comprehensive bibliometric analysis of the entire database, the VOSviewer results should be considered as an additional mapping of the selected literature. Although the keyword co-occurrence analysis offers useful visual insight, it is not able to fully explain the theoretical significance of the

connections between concepts. Because of this, both the narrative synthesis and the bibliometric results were interpreted.

Fifth, although the thesis focuses on hospitality businesses, it also incorporates studies and policy reports from the tourism sector more generally, where appropriate. Resilience and crisis management are often discussed at the destination and policy level, which made this necessary. The results, however, may not be applicable to all tourism sub-sectors or all types of hospitality businesses.

5.6 Recommendations for Future Research

This thesis could be extended in several ways through future studies. First, through qualitative or quantitative research, the proposed conceptual framework could be empirically tested in hospitality businesses. Deeper understanding of how resilience and strategic adaptation are developed in practice can be achieved through interviews with hotel managers, tourism business personnel and policy stakeholders.

Subsequent research efforts can use the framework in specific national or regional settings. Empirical research on Greek hotels and tourism SMEs, for example, could examine how resilience is influenced by management skills, innovation, government support and experience of crises. Given the importance of tourism for the Greek economy and the sensitivity of hospitality businesses to external shocks, this would be particularly useful.

Third, future studies could examine the distinctions between SMEs and large tourism businesses. Although smaller businesses may have more managerial and financial constraints, they may also be more adaptable due to their flexibility and local expertise. The impact of business size on resilience-building mechanisms can be better understood through comparative research.

Fourth, future studies could focus more on digital transformation as a resilience strategy. In travel and hospitality, the COVID-19 pandemic has accelerated the adoption of digital tools. The ways in which digital technologies facilitate crisis communication, customer trust, operational agility, and knowledge management could be the subject of future research.

Fifth, future research could examine how resilience and sustainability are related. The literature increasingly links responsible development, green transition and sustainable

tourism to tourism recovery. Future studies could investigate whether resilient tourism businesses are also more likely to implement sustainable practices.

Finally, to map the larger intellectual structure of tourism resilience research, future bibliometric studies could use larger datasets across the entire database from Scopus or Web of Science. Co-citation analysis, bibliographic linkage of author collaboration networks and longitudinal analysis of emerging themes are some examples of such studies.

5.7 Final Conclusion

Using a bibliometric and literature review approach, this thesis investigated organizational resilience and strategic adaptation in tourism businesses. According to the study, demand functions, financial stability, employment and long-term competitiveness can be greatly affected by external shocks in the crisis-prone environment in which tourism and hospitality businesses operate.

The key finding is that resilience is more complex than simply recovering from adversity. Resilience is a strategic and learning-oriented capability in tourism businesses that is developed through knowledge management, organizational learning, preparedness, response adaptation, innovation and dynamic capabilities. While dynamic capabilities explain how businesses recognize threats, exploit opportunities and reallocate resources, strategic adaptation helps businesses respond to crisis situations.

Furthermore, the thesis demonstrated how innovation and knowledge management are essential to enhance resilience. While knowledge management allows tourism businesses to learn from crises and enhance their preparedness for the future, innovation allows them to creatively adapt to changing circumstances. Given their direct exposure to mobility constraints, occupancy fluctuations, customer trust, service quality pressures and workforce challenges, hospitality businesses, in particular, require these capabilities.

By linking the crisis environment, strategic adaptation, innovation and dynamic knowledge management capabilities, organizational resilience, recovery and long-term preparedness, the proposed conceptual framework unifies this knowledge. This framework provides a methodical approach to understanding how tourism businesses can move from reactive crisis management to proactive resilience building.

Overall, the thesis concludes that resilient tourism businesses do not simply return to normal after a crisis. They are companies that respond to uncertainty by learning to adapt, innovate and change. This means that for managers in the tourism and hospitality industries, resilience should be embedded in long-term strategic planning and strengthened by adaptive operations, knowledge sharing, digital readiness, employee engagement and sustainable recovery techniques.

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