

How Can Tourism Achieve Long-Term Resilience After Crises And Disruptions? Crisis Management Model

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Abstract.

The tourism industry has faced numerous crises and disruptions around the world. The global travel and tourism industry is currently suffering substantial economic losses as a result of a health-related crisis, specifically the COVID-19 pandemic. As a result, tourism-related organizations have a growing interest in crisis management, including disaster management and risk management. The present study examines the tourism industry's strategies for effectively managing crises and disruptions, focusing on fostering long-term resilience. This study examines more than just the disruption caused by health-related crises. To get insight into the adoption of crisis management and resilience strategies within the tourism industry, a comprehensive analysis was conducted on 43 articles spanning a period of ten years (2012-2022). This study uses the Systematic Literature Review method. This study presents a novel theme conceptual framework that can guide future research endeavors on resilience and crisis management within the tourism sector. The study identified three primary themes on the resilience of the tourist sector in effectively managing and responding to crises and disruptions. The first is adaptive responses, the second is innovations, and the transformation model is the third theme. The results and discussion sections will explain each theme in more detail.

Keywords: Crises, Crisis Management Model, Disruption, Resilience and Tourism.

I. INTRODUCTION

The significance of resilience in the tourism business when confronted with crises and disruptions is unquestionable. However, limited knowledge regarding the mech needs to be rougher so this industry can develop resilience. Crisis and disruption are the main challenges for the tourism industry. This can cause significant economic losses due to decreased tourist visits [1]. Furthermore, the United Nations Office for Disaster Risk Reduction [2] reported 281 natural disasters on a global scale in 2018. These calamities led to a significant loss of human life, with a documented death toll of 10,373 individuals. Additionally, the economic impact of these catastrophes amounted to a staggering US\$160 billion. A Crisis is an event that causes significant change and threatens the organization's survival, which exceeds its ability to overcome it [3]. Within the realm of tourism companies, crises, and disasters are seen as noteworthy events that present a considerable threat to routine operations and have the potential to negatively affect the overall reputation of a tourist destination by influencing the perceptions of tourists [4]. Crises can be categorized into five overarching classifications: political crises, natural disasters, health crises, financial crises, and manmade crises. The categorization of crises is of utmost importance in the determination of the appropriate crisis management response, as the reaction to each crisis may vary based on its unique characteristics [5]. Appropriate strategic management is needed in dealing with crisis conditions. According to Alonso et al. [6], Dixon et al. [7], and Paton and Hill [8], organizations should create resilience as a critical component of their culture and foster the ability to modify and react to such events in the framework of crisis and catastrophe management.

Current tourist literature suggests that response or recovery plans must be revised, overly dependent on government financing and assistance, and require more planning, reducing resilience to uncertainty [9]. A system's resilience is its ability to sustain and modify its essential structure and functions throughout disturbances [10]. The aforementioned sources [11][12], offer significant contributions about the strategies that can be utilized by the tourism sector to efficiently address and adjust to increased environmental volatility caused by crises or disruptions. The implementation of resilience within an organization is of

utmost importance in achieving sustainable tourism growth, especially in the face of crises or disasters [13][14]. In the early 1970s, the concept of resilience emerged in the field of ecology, primarily as a consequence of Holling's research [10] into ecological stability and population dynamics. Subsequently, other disciplines, including psychology, engineering, and organizational science, have adopted and expanded upon the aforementioned concept [15]. According to Walker et al. [16], social ecologists consider resilience indicators, such as persistence, tolerance, and absorption of disturbance, to be essential elements when evaluating the resilience of a system. According to Bruneau et al. [17], researchers in the field of crisis or disaster management recognize the significance of resilience in minimizing and enduring the negative consequences of disasters.

Resilience within the discipline of organizational science pertains to an organization's ability to respond to disruptions effectively and take advantage of opportunities, resulting in a significant impact on its business operations, rather than simply returning to its previous state [15][18]. Hence, resilience can be understood as an ongoing organizational development process characterized by continual transformation and flexibility. Jiang, Ritchie, and Verreynne [19] did a bibliometric analysis of the field of crisis and disaster management. The current study undertaken by Chen, Law, and Zhang [20] was primarily concerned with illnesses. As previously stated, the review adhered to the three-phase crisis management framework's defined classification, which comprises the pre-crisis, crisis occurrence, and post-crisis stages [21]. There is a significant void in the existing scholarly literature about the investigation of crisis management, risk management, and catastrophe management studies in the hospitality and tourism sectors, particularly in the context of the digital era. The global repercussions of the COVID-19 epidemic highlight the importance of this research gap. This review study looks at the integration of risk and disaster management within the larger context of crisis management. The breadth of this review is significantly more extensive than previous review publications. Because crises and disruptions cannot be predicted, efforts are needed to apply a suitable crisis management model and transform it into a better business model. Thus, this research focuses on how the tourism industry uses appropriate crisis management strategies to achieve long-term resilience and change dynamically in dealing with various types of crises or disruptions in the future.

II. METHODS

The methodology employed in this research is the implementation of a Systematic Literature Review (SLR), adhering to the guidelines outlined by the Preferred Reporting Items for Systematic Reviews and Meta-Analyses [22]. The chosen keywords in alignment with the research objectives comprise the fundamental ideas of resilience, crises, disruption, and crisis management model. The study encompassed an analysis of scholarly articles published throughout the timeframe of 2012 to 2022, spanning a period of ten years. The research was facilitated by employing the Publish or Perish software, which was utilized to access all available databases throughout the Google Scholar platform.

The study employed specific inclusion criteria, which encompassed the following: (a) scientific publications published throughout the timeframe of 2012 to 2022; (b) papers that were readily accessible; (c) articles written in the English language; and (d) articles that contained search terms inside their respective keywords. The study utilized specific exclusion criteria, which consisted of two components: (a) scientific papers published prior to 2012 and (b) articles that were not written in the English language. Screening of research journals led to the identification of 345 journals, then reselected based on inclusion and exclusion criteria to obtain 92 journals, then reselected based on the relevance of research objects to obtain 43 research journals for further synthesis. This process is outlined in Figure 1.

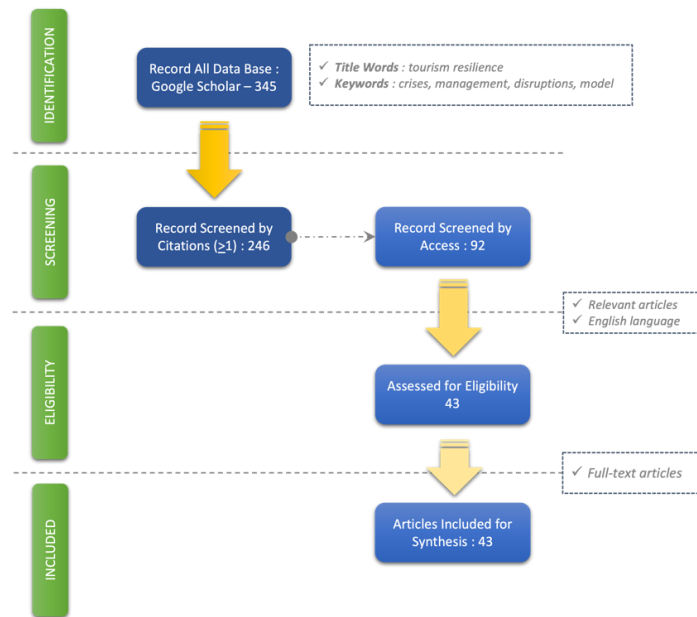


Fig 1. SLR Research Flow With PRISMA Method
Source: Author's Data Processing Outcomes, 2023

III. RESULT AND DISCUSSION

Result

From a systematic literature review, as many as 43 further analyzed journals found that the year of publication varied from 2016 to 2022. However, most publications were in 2021 and 2022, which is quite relevant because disruptions occurred in that period, namely health-related crises (COVID-19 pandemic). The COVID-19 pandemic has significantly impacted the tourism industries, primarily because of their significant contribution to the transmission of diseases in different regions and tourist destinations [23]. Historical occurrences of epidemics and pandemics, such as the severe acute respiratory syndrome (SARS), avian and swine flu, Middle East Respiratory Syndrome, and Ebola, have offered considerable obstacles to public health and included noteworthy hazards. The global impact on the tourism and hospitality business necessitates attention, as evidenced by previous studies [23][24]. Figure 2 presents the distribution of the number of articles based on the year of publication used as a research reference.

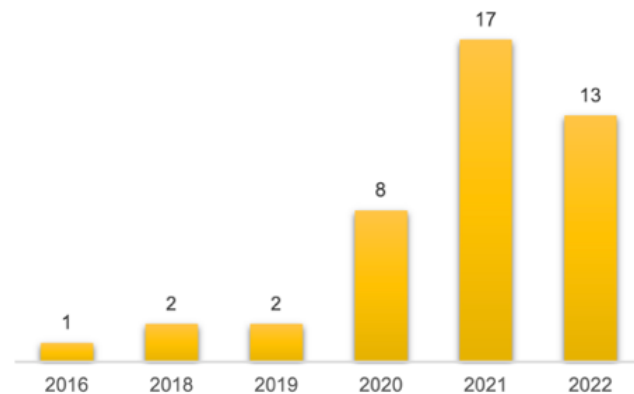


Fig 2. Distribution Chart by Publication Year
Source: Author's Data Processing Outcomes, 2023

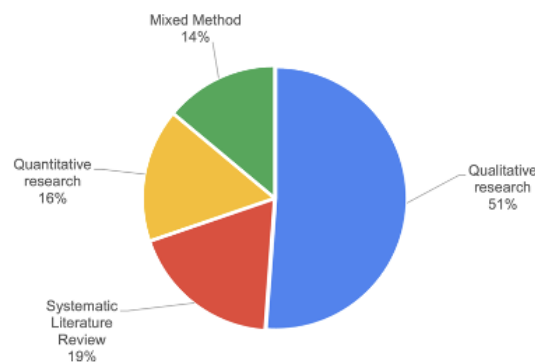
This study does not only analyze disruption from health-related crises. As presented in Table 1, ten articles discuss tourism resilience from various other aspects of crises, including natural disasters, political crises, and economic crises. Most (76%) discussed COVID-19 due to the topic's popularity and relevance at this time when the pandemic is still ongoing globally.

Table 1. Distribution of Crisis Types

Type of Crisis	Count of Articles
Health-Related Crisis (COVID-19)	33
Various Crises	3
Health-Related Crisis; Natural Disaster; Political Crisis	3
Economic Crisis; Health-Related Crisis; Natural Disaster; Political Crisis	3
Economic Crisis; Health-Related Crisis; Natural Disaster	1

Source: Author's Data Processing Outcomes, 2023

The reference articles for this study are also classified based on the type of research method used. As presented in Figure 3 below, the distribution of the most research methods (51%) used by previous researchers was a qualitative method, where this method is very appropriate to be used to identify and explore more deeply the impact of a form of disruption and find the suitable resilience model in the tourism sector.

**Fig 3.** Distribution Chart by Research Methods

Source: Author's Data Processing Outcomes, 2023

Table 2 shows the level of interest among researchers (authors) in examining the tourism sector's resilience in response to crises or disruptions. Of the 43 research references, researchers were involved and came from various countries.

Table 2. Distribution of Authors

Sum of Authors	Articles	Total Authors
1	10	10
2	13	26
3	10	30
4	5	20
5	2	10
6	2	12
8	1	8
Total	43	116

Source: Author's Data Processing Outcomes, 2023

The location of research objects also varies, covering many countries because crises/disruptions can occur anywhere and in any form. Especially during the COVID-19 pandemic, no country was left unaffected, along with the high level of mobility between countries worldwide. This is presented in Table 3 below. The primary topic of academic study predominantly revolves around the examination of the effects of crises or disruptions on the global tourism sector.

Table 3. Distribution of Country Research Object

Country	Articles	Country	Articles
Global	9	European Union	1
Indonesia	7	Philippines	1
Thailand	3	Finland	1
China	3	Saudi Arabia	1

USA	2	Austria	1
Sri Lanka	1	Spain	1
Romania	1	Germany	1
New Zealand	1	Caribbean	1
ASEAN-5	1	Bangladesh	1
South Pacific Countries	1	Finland; Sweden	1
England	1	Africa	1
Brunei Darussalam	1	Ghana	1

Source: Author's Data Processing Outcomes, 2023

The process of analyzing 43 research reference articles resulted in three main themes. The first theme is adaptive responses, the second is innovations, and transformation models are the last theme. The conceptual models for these themes and the coding for each theme are presented in Figure 4 below.

Fig 4. Conceptual Model of Tourism Resilience Against Crises and Disruptions



Source: Author's Data Processing Outcomes, 2023

Dahles and Susilowati [26] suggest that resilience encompasses three primary characteristics: survival, adaptation, and creativity. Research by Sharma et al. [27] showed that the factors contributing to tourist resilience encompass government responsiveness, technological innovation, local community integration, and customer or employee confidence. In principle, the resilience model obtained from this study seems similar to the two concepts. However, to survive the crisis, the tourism sector must be able to adapt and innovate with all the changes that occur. If this can be done, then the tourism sector can be said to be resilient, and then it will be able to transform into a new, better form. Table 4 presents a complete mapping of the themes and coding of the 43 research reference articles.

Table 4. Mapping of Themes and Codes

Themes	Codes	Total Counts
Innovations	Flexibility & Diversification	27
Adaptive Responses	Stakeholder Collaboration	26
Innovations	Dynamic Capabilities	25
Adaptive Responses	Social Network Capabilities	20
Adaptive Responses	Organizational Learning	20
Adaptive Responses	Tourism Recovery Action Task Force	19
Innovations	Technology Capabilities : Digitalization	19
Adaptive Responses	Destination Environment	17
Adaptive Responses	Government Support	15

Adaptive Responses	Crisis Management Planning	15
Transformation Models	Alternative / Niche / Slow / Eco-Cultural Tourism	15
Transformation Models	Engaging Local Community / Support	10
Adaptive Responses	Alternative Income Sources	6
Transformation Models	Sustainable Tourism	6
Transformation Models	Health/Wellness Tourism	5

Source: Author's Data Processing Outcomes, 2023

Discussion

The first theme derived from this study is an adaptive response to crises or disruptions that occur. The form of resilience from this adaptive response can be through government support, stakeholder collaborations, destination environment, tourism recovery action task force, crisis management planning, alternative income sources, social network capabilities, and organizational learning. As many as 15 articles in this study stated that government support is vital in adapting to the crisis. Sharma et al. [27] assert that the main strategy by which industries enhance their productivity is through the utilization of government stimulus packages and interventions. The package encompasses provisions for tax payment postponement, increased flexibility in tax payment, and additional means of delivering assistance. This form of assistance must be proper, on target, and timely [28]. According to Movono [29], in addition to prioritizing production, it is imperative for the government to extend assistance to worker welfare through the implementation of financial safety nets, including pension plans for tourism workers, business loans, and insurance. The tourism business in Indonesia was also impacted by the disruption that occurred during the monetary crisis in 1997. During that period, the Indonesian government implemented measures to encourage domestic tourism through extensive promotional efforts, which were subsequently complemented by the extension of national holidays following the initial Bali bombing incident in 2002. The aforementioned was an instance of governmental assistance provided to the tourism industry in times of distress. The most basic form of adaptive response is in the aspect of collaboration between stakeholders.

In this study, it occupies the most frequently recommended position (26) for the adaptive responses category. Skutnabba [30], in his research in Finland and Sweden, found that increasing stakeholder cooperation is the primary recommendation that the industry can make to increase resilience. According to Berbekova et al. [31], the fundamental components that contribute to the resilience of tourism sector in destinations encompass proactive preparation for crisis management, effective coordination among stakeholders, and prompt and suitable reactions. The destination environment factor is the third factor influencing tourism resilience, especially in dealing with a health-related crisis (COVID-19). Hu, H., and Xu, K. [32] stated that research on tourism resilience had adopted individual, organizational, and destination dimensions to understand tourism resilience better and thereby increase tourism's adaptive and absorptive capacity. Potential tourists' travel decisions may be influenced by hygiene and health conditions at the destination. To rebuild trust, they should improve sanitary conditions [33]. Prospective tourists tend to indicate a new interest in making travel decisions, namely the cleanliness and hygiene of destinations, medical facilities, and population density [34]. The government's development of a tourism recovery action task force is another element influencing the tourism industry's resilience. All tourism industry enterprises must carry out appropriate disinfection and pandemic prevention and implement detailed rules on such measures [35]. According to Beirman's [36] study conducted in Thailand, it has been observed that resilient tourism destinations adopt a strategy of isolating areas that natural disasters have impacted. This approach is implemented until the affected communities and associated infrastructure have been restored, upgraded, and fully ready to welcome tourists.

This strategy also involves promoting the non-affected areas within the destination to attract visitors. In addition, it is imperative to engage all relevant stakeholders to sustain a dynamic approach to tourism marketing targeted at consumers. The Indonesian government launched an intensive campaign to promote domestic tourism in 1997, during the global economic crisis, and following the first Bali bombing in 2002, by increasing the number and duration of national holidays to encourage tourists to use their vacation time for tourism [36]. Other data indicate that the Indonesian economy is resilient and has recovered from the

economic downturn caused by the tragedy. The Indonesian government prioritizes short-term rehabilitation as well as long-term tourism growth [38]. The crisis management planning factor is also one of the adaptive response factors to the crisis that occurs. As an example, the Crisis Management Committee, founded by the Greek Ministry of Tourism, has been tasked with addressing the challenges posed by the COVID-19 epidemic [27]. Implementing a crisis management program can significantly enhance the likelihood of the survival and continuity of a tourism firm [39]. Disaster management planning capabilities and marketing management are also said to be the most critical determinants of resilience success [39]. Moreover, as highlighted by Berbekova et al. [31], proactive crisis management planning emerges as a crucial factor in fostering resilience within the tourism industry of various destinations. Alternative income sources also help in tourism resilience efforts.

Gandin [41] asserts that the discourse surrounding accessible tourism holds significant potential as a valuable and efficient means of facilitating tourism recovery. By offering innovative and accessible tourism services to diverse individuals, tourism operators can generate additional revenue sources and attract new clientele, thereby aiding in their recovery from the pandemic crisis. Like the stakeholder collaboration factor, social network capabilities are also crucial as a resilience-building factor. Social networks act as a place for communication and sharing strategic information. In order to share information on best practices, communication channels have been established with Latin American tourism organizations and international tourism authorities [27]. To ensure efficient communication between tour operators, travel agents, and other service providers, it is crucial to establish and maintain effective channels of information exchange. This is particularly important when clients possess specific needs or preferences, as it allows them to be adequately informed about their travel options [41]. Social communication and knowledge exchange between businesses is a vital strategy in crisis management, and it is one of the most important features a business can introduce to strengthen its resilience in the future [30]. Organizational learning is fundamental to building a disaster-resilient tourism business. The study by Bhaskara and Filimonau [42] adds to the evidence that a lack of organizational learning will impede tourism enterprises' disaster preparedness and recovery. Stakeholders overcome crises and are successful in gaining insights from them, which can increase their resilience and make them better able to cope with the current crisis. If stakeholders who have been badly affected by this crisis are to survive, they must take the knowledge they have acquired and use it to guide them in the future [43].

Another study recognizes the importance of learning components in developing long-term resilience, as well as the vital role of teamwork in disseminating crisis-related knowledge for improving learning [31]. These adaptive responses are the first response any tourism organization makes in dealing with a crisis. An organization's experience in dealing with crises is beneficial in determining adaptive responses to subsequent crises. The adaptive speed of each organization will be different, depending on the type of crisis or disruption occurring. This study found that stakeholder collaboration is the most important aspect of adaptive response because it often appears as a recommendation for resilience. The second theme derived from this study is innovation as a response to resilience against crises or disruptions that have occurred. Forms of resilience from this innovation can be in the form of flexibility and diversification, technology capabilities, digitalization, and dynamic capabilities. Flexibility and diversification is an attribute of the innovation theme that most often appears as a recommendation from a series of studies related to tourism resilience in dealing with crises/disruptions. This attribute is recommended by 27 articles (62%) of 43 research reference articles. Shifting the target market towards the local market/tourism is the preferred form of flexibility and diversification, especially in health-related crises. This is the most essential method because, in the event of a pandemic, people's mobility across countries is limited in order to decrease infection transmission. Tourism operators pay attention to what other similar businesses do during and after the lockdown and also pay attention to what the domestic market responds to, modifying their business accordingly [44].

Furthermore, as mentioned by Santos et al. [39], increasing the diversification of the tourism value chain and decreasing dependency on tourism can contribute to increased resilience. Karunarathne et al. [45] discovered in a study conducted in Sri Lanka that stakeholders have placed great focus on resource

mobilization and increasing the scope of their operations beyond typical hotel activities. This shift involves a greater focus on MICE (Meetings, Incentives, Conventions, and Exhibitions) activities. According to Hu and Xu [32], empirical research conducted on tourist resilience has demonstrated that diversification has a significant role in fostering resilience. New product innovations focusing on health, nature, or rural places can also be the starting point for the tourism transformation [46]. Digitalization through technology is also a form of innovation that many researchers recommend. The integration of technology into the tourism industry has a dual purpose. Firstly, it facilitates the dissemination of pertinent information about tourism operations during the COVID-19 era. Secondly, it helps enforce health regulations in the new normal age, encompassing measures such as restricting tourist numbers. A study conducted by Wibowo, JM., and Hariadi, S. [47] in Indonesia revealed that sentiment analysis outcomes about technological innovation had a notably elevated favorable attitude.

This suggests that a majority of tourism destinations in Indonesia have commenced the process of incorporating technology into their operations. In response to the global COVID-19 pandemic, numerous governments have used technological advancements to establish e-tourism programs, including creating digital content connected to the tourism business. Consequently, individuals engaging in tourism may participate in digital tourism activities before traveling to the site [48]. An organization's ability to effectively adapt and respond to a dynamic and uncertain external environment largely depends on its dynamic capabilities. Some researchers state the vital aspect of this function in dealing with crises. For example, regardless of business capacity and experience, tourism survives based on its conditions and flexibility [49]. Entrepreneurs always look for ways to keep their business dynamic and pay attention to market trends to redefine their target market. During the COVID-19 pandemic, managers implemented fundamental operational protocols pertaining to health and safety, which were consistently revised to align with organizational modifications, and effectively disseminated information to all staff members [44]. Dynamic capabilities are one of the most recommended capabilities for attention by researchers. In this study, 58% of researchers recommended dynamic capabilities from 43 articles. The third theme derived from this study is the transformation model resulting from a process of resilience to crises or disruptions that have occurred. This transformation model can be sustainable tourism, engaging the local community or local support, alternative/niche/slow/eco-cultural tourism, and health or wellness tourism. Sustainable tourism represents the overarching objective for all entities operating within the tourism industry.

The period following a crisis presents an opportune moment to advance a tourism business that is both sustainable and egalitarian. The implementation of sustainable tourism necessitates the practical application of expertise and experience from several fields [27]. Furthermore, the concepts of sustainability and safety may become more critical for tourists during a pandemic [30]. Amidst the COVID-19 pandemic, Indonesia, France, and Japan are examples of countries with intrinsic natural and social geographical characteristics that are poised to gain significant benefits as they are more favorably situated to implement sustainable tourism practices with enhanced safety measures [47]. The second recommendation for transformation proposed by researchers in this study is engaging the local community/support. The epidemic has placed local communities at the forefront of changing the tourism industry. Hence, it is imperative to establish a tourist framework that prioritizes community engagement and adopts a conscientious approach to restructuring, delineating, and tailoring the tourism sector to enhance the welfare of indigenous communities [27]. Moreover, the presence of significant social capital and local community leadership would contribute to enhanced efficiency and effectiveness in the execution of post-crisis recovery strategies, so reinforcing the resilience of the tourism sector [28]. Another form of the transformation model recommended by researchers based on post-crisis changes in tourist behavior, especially in the pandemic era, is alternative/niche/slow/eco-cultural tourism. Travelers after COVID-19 will be more reluctant to participate in mass tourism and will favor more meaningful travel, emphasizing experience characteristics and more extended vacations. Slow tourism is the name given to this notion.

Slow tourism prioritizes local communities, longer stays, and more fulfilling travel experiences [34]. For example, according to research by Sari et al. [51] in Gubuk Klakah - Indonesia village, the tourism village manager has run tour packages such as garden tours, picking apples, and drinking coffee.

Furthermore, a plethora of outdoor ecotourism activities are available to tourists in the vicinity of the BTSNP area. In addition to the alternative tourism models mentioned above, a unique tourism concept has recently emerged. Dark tourism is a unique concept that can be an option for a specific niche market. This concept allows tourists to travel to places that are experiencing a crisis. This tour will be sought after by people who like challenges [31]. Another alternative that appears in the study of this research article is health tourism or wellness tourism. Research by Wibowo, JM., and Hariadi, S. [47] has posited that there is an anticipated rise in the attractiveness of ecotourism, nomad tourism, and wellness tourism among visitors in the aftermath of the COVID-19 pandemic. Public understanding of the value of preserving both the environment and human health has grown as a result of the COVID-19 pandemic. This phenomenon leads to a shift in the trajectory of tourism activities, specifically towards sustainable and wellness tourism domains. These changes are in line with trends in projected traveler demand, such as the rise in popularity of independent travel, luxury travel, and wellness and health tourism [34]. Health and wellness can become tourist attractions, allowing for the creation of new products and activities in destinations. The initiation of new products with a focus on health, environmental sustainability, or rural communities can be seen as a viable point of departure. Other researchers foresee the effects of COVID-19 on tourist behavior, such as a rise in excitement about health and wellness tourism [46].

However, of the 43 articles in this study, only five recommended transforming tourism towards health or wellness tourism. Among the themes of transformation models, researchers recommend alternative/niche/slow/eco-cultural tourism as an alternative to diversifying tourism products. This can happen, maybe because people have been struggling for too long and are tired of struggling with activity restrictions or even total lockdowns for some countries in the era of health-related crises, so they prefer to travel to places that are open, not too crowded with visitors to reduce the risk of infection transmission.

IV. CONCLUSION

Crisis and disruption will continue to occur in the future, and it is difficult to predict when and in what form. As an industry with a complex forming ecosystem, the tourism sector will be very vulnerable to the impact of the crisis and disruption. Therefore, each stakeholder component's adaptability and innovation will significantly determine tourism resilience. The proper form of crisis management model will produce an effective resilience pattern. The capacity of each organization to govern strategies during a crisis varies greatly depending on the nature of the crisis. The experience factor in dealing with crises can be a significant determining factor in being resilient and transforming into a suitable business pattern in the future. This study uncovered three major themes regarding crisis and disruption resilience. The first theme is adaptive responses, the second is innovations, and the third is the transformation model. The three themes identified in this study align with the conclusions obtained by Sharma et al. [27]; Dahles and Susilowati [26]. Adaptive responses can be in the form of government support, stakeholder collaborations, destination environment, tourism recovery action task force, crisis management planning, alternative income sources, social network capabilities, and the process of organizational learning. The second theme derived from this study is innovation as a response to resilience against crises or disruptions that have occurred. Forms of resilience from this innovation can be in the form of flexibility and diversification, technology capabilities, digitalization, and dynamic capabilities. The third theme derived from this study is the transformation model resulting from a process of resilience to crises or disruptions that have occurred.

This transformation model can be sustainable tourism, engaging local community or support, alternative/niche/slow/eco-cultural tourism, and health or wellness tourism. This project is designed to advance tourism knowledge for all stakeholders, including tourism firms, government, and academia. For the government, these factors can be used to determine macro policies in the tourism sector during a crisis or disruption. For business people, tourism serves as a learning aspect so that they always pay more attention to these factors if they want to achieve a process of resilience in dealing with unpredictable future crises. Furthermore, for academics, it can be an empirical basis for conducting further research to perfect the understanding of science related to tourism resilience and crisis management models. This study certainly has some limitations. First, the collected articles were published within a decade (2012-2022). Second, the types

of crisis or disruption that are the focus of the study are very diverse. Third, the number of articles that form the basis of the analysis still needs to be more extensive for global crisis analysis. So, from the limitations mentioned above, further research should focus on specific research on just one type of crisis theme and use a more extended period to get a more comprehensive picture.

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