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Examining crises resilience in tourism: a systematic review of literature

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Abstract: This study is the systematic review of literature on the resilience of tourism businesses. Following the various crises and disasters that shook the World between 2000 and 2020, the interest of researchers in tourism resilience has increased significantly. Despite the interest felt by these scientists, the notion of resilience has remained fragmented in terms of its definition and dimensions. This review presents an overview of the literature on the resilience of tourism businesses from 2013 to June 2023. The study revealed that there is a lack of cohesion in the literature on resilience from the definition to its influencing factors. This study has described the different stages in the evolution of the definition of resilience, its influencing factors and proposed different options in order to broader in the future the theoretical bases of tourism businesses in search of their sustainability.

Keywords: crises, resilience, tourism business, tourism resilience, systematic review.

Introduction

The tourism sector is one of the largest industries in the world; it promotes social inclusion, economic growth, environmental conservation and cultural preservation on which it also depends (World Tourism Organization, 2017). Given their high dependence on natural resources and the socio-economic environment, tourism businesses are most often subject to external pressures that can make them either prosperous or weak (Yang, Zhang & Chen, 2020). They are exposed and vulnerable to several types of risks caused by different hazards such as natural disasters, and economic, political and health crises (Becken, 2013).

The effects of different crises and disasters on tourism activities have focused the attention of practitioners and researchers on

the notion and the need for resilience (Gössling, Scott & Hall, 2021; Hall, Safonov & Naderi, 2023). This need for post-disaster survival aims to return tourism businesses either to their pre-crises state or to a new state improved by the implementation of relevant strategies (Mair, Ritchie & Walters, 2016). Thus, tourism resilience consists of the use of actions by disaster-stricken tourist organizations to recover from the impacts of the stresses and disasters experienced (Badoc-Gonzales, Mandigma & Tan, 2022). The notion of resilience allowed stakeholders in the tourism industry to learn how to react, adapt and survive to different kinds of change (Hall et al. 2023). Some literatures have revealed that past experiences of crises have enabled tourism organizations and destinations to learn more and respond accordingly to new challenges (Prayag, 2018).

This review of the literature identifies and examines the main approaches to the notion of resilience of tourist organizations as addressed by different literatures. The article reviews the evolution of the concept of resilience and its integration in tourism, the different factors influencing that resilience in the specific context of tourism businesses and examines the methods used by different researchers as well as the factors influencing tourism resilience.

Methods

This review uses the integrative literature that considers insights and perspectives on tourism business resilience (Snyder, 2019). The paper focused on documents from Google Scholar (Prayag, 2018; Usher, Yusuf & Covi, 2020; Lin & Wen, 2021) and Web of Science databases (Doğantan & Akoğlan, 2019; Badoc-Gonzales et al., 2022; Prayag, 2023). The inclusion criteria were based on publications that are within 2013 – 2023 observation intervals.

As recommended by Tukamuhabwa, Stevenson, Busby and Zorzini (2015), the study used a stepwise approach based on searching, screening, coding and analysing. In searching, the keywords used were “Resilience” and “Tourism Business Resilience”. From these sources, 116 documents were identified. After selecting in bulk 116 publications, the study proceeded to the step of screening. 62 documents were excluded as they were published before 2013 or unrelated to the focus of this study by not orienting their resilience approach towards tourism business. At this step, the number of documents passed from 116 to 54. The last procedure was coding and analysing. At this stage, using excel sheet, out of 54 documents, 47 were articles in scientific journals and 7 were book chapters from 7 books. Finally, to categorize the different factors influencing the resilience as defined by various documents, the manual procedure was used.

Results

Characteristics of publications

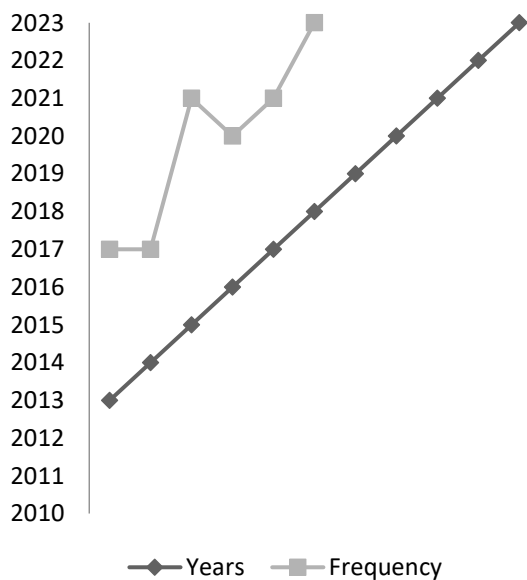
Resilience has become a multidisciplinary concept since it was used in relation to ecosystems by Holling in 1973. It is now used in several disciplines such as economics and tourism (Kantur & Say, 2015; Hussen Saad et al., 2021). Studies have shown that there has been a considerable growth in the number of publications focusing on the resilience of tourism (Biggs et al., 2015; Prayag, 2023).

Figure 1 shows that there was a good evolution in the number of publications between 2013 and 2023. The years 2015, 2019, 2020 and 2021 recorded a greater number of publications. It is important to notice that the years between 2019 and 2022 were characterized by the COVID-19 pandemic which caused several shocks on the economic level in general and tourism in particular (CRED & UNDRR, 2020). This phenomenon has motivated the interest of several researchers to direct their themes on resilience of tourism organizations. The majority of articles published between 2013 and 2020 talk about the resilience of tourism to the effects of climate change. As tourism is a sector highly dependent on natural resources, prior to the onset of the COVID-19 crisis, several resilience topics were more oriented on strategies to build adaptive capacity and decrease vulnerability of tourism organizations in the face of natural disasters (Becken, 2013; Calgaro, Lloyd & Dominey-Howes, 2014a; Usher, Yusuf & Covi, 2020). For example, the world recorded in 2019 about 400 natural disasters (CRED & UNDRR, 2020). During this period, the planet has been the victim of several negative effects of climate change thus, 2016 and 2021 have even been proclaimed the hottest years in the history of the world (CRED & UNDRR, 2020; Hughes, Convey & Turner, 2021).

According to the World Bank (2020), the environmental risk for the tourism sector is intensifying. There was a sharp increase in natural disasters during the period 2000 – 2019 compared to the previous two decades. These disruptions that have caused huge losses in the tourism sector are attributed to the increase in climate change-related disasters such as droughts, floods and storms (CRED & UNDRR, 2020).

Most of publications of 2022 - 2023 are oriented towards the resilience of tourism businesses after the shocks caused by COVID-19 (Prayag, 2023; Hall et al, 2023) although other researchers have continued to be interested to the harms of climate change (Horne, De Urioste-Stone, Rahimzadeh & Seekamp, 2022). This pandemic has revealed the vulnerability and risk exposure of the tourism industry (World Bank, 2020).

Figure 1. Trend of publications 2013-2023 (own source).



The interest shown by international tourism journals on the “resilience” of tourism business has evolved over the years 2013 – 2023. This evolution is justified by the fact that, journals such as the *Journal of Sustainable Tourism* (Jiang, Ritchie, & Verreynne, 2019), *Annals of Tourism Research* (Orchiston, Prayag & Brown, 2015) and *International Journal of Tourism Research* (Filimonau & De Coteau, 2020)” respectively occupied the head of the journals which published a large number of articles relating to this research topic. Other journals that have had a significant number of publications and to which this work refers are the “*Natural Hazards*” (Lee, Vargo & Seville, 2013), *International Journal of Tourism Cities* (Basurto-Cedeno & Pennington-Gray, 2016), *Tourism Management Perspective* (Prayag, Orchiston & Penning-Gray, 2019), *Tourism Planning Development* (Horne et al., 2022) and *Current Issues in Tourism* (Orchiston, 2013).

Table 1 explains the results as follows: for 54 publications under review, the “resilience of tourism destination” has been the scale of tourism resilience that has elicited the greatest interest among researchers, with 32 articles and book’s chapters combined. Only 22 publications were interested in resilience at the level of tourism businesses and 8 focused on both scales at the same time (destination and tourism business resilience). The majority of researchers, 49 out of 54, focused their studies on resilience to “natural disasters”, 5 looked at COVID-19 and 18 on resilience to other forms of crisis (economic recession, socio-political turmoil and natural disaster).

Table 1. Characteristics of publications regarding the theme of resilience (own source).

<i>Author</i>	<i>Tourism Resilience</i>	<i>Resilience of tourism destination</i>	<i>Resilience of tourism business</i>	<i>Resilience to natural disasters</i>	<i>Resilience to COVID-19 effects</i>	<i>Resilience to other crises</i>
Becken, 2013	✓	✓	✓	✓		
Lee et al., 2013	✓		✓	✓		✓
Orchiston, 2013	✓	✓	✓	✓		
Simonovic & Peck, 2013	✓	✓		✓		
Becken et al., 2014	✓	✓		✓		
Calgaro et al., 2014a	✓	✓		✓		✓
Calgaro et al., 2014b	✓	✓		✓		
Bec et al., 2015	✓			✓		✓
Biggs et al., 2015	✓	✓	✓	✓		
Dahles & Susilowati, 2015	✓	✓	✓	✓		✓
Ghaderi, et al., 2015	✓	✓		✓		
Orchiston et al., 2015	✓		✓	✓		✓
Steiner & Atterton, 2015	✓	✓	✓	✓		✓
UNEP, 2015	✓		✓	✓		
UNDRR, 2015	✓		✓	✓		
Basurto-Cedeño & Pennington-Gray, 2016	✓	✓		✓		
Katrina, 2016	✓			✓		
Luthe & Wyss, 2016	✓	✓		✓		
Sands, 2016	✓		✓	✓		
Scott et al., 2016	✓			✓		
Brown et al., 2017	✓		✓	✓		✓
Cheer & Lew, 2017	✓	✓		✓		✓
Cochrane, 2017	✓		✓	✓		✓
Usher et al., 2017	✓	✓	✓	✓		
Basurto-Cedeño & Pennington-Gray, 2018	✓	✓		✓		
Becken et al., 2018	✓	✓		✓		
Brown et al., 2018	✓		✓	✓		
Jamaliah & Powell, 2018	✓	✓		✓		
Doğantan & Akoglan, 2019	✓		✓	✓		✓
Dogru et al., 2019	✓			✓		
Ivkov et al., 2019	✓	✓	✓	✓		
Jiang et al., 2019	✓		✓	✓		✓
Kamarudin et al. , 2019	✓	✓	✓	✓		
Prayag et al., 2019	✓	✓	✓	✓		✓
Filimonau & De Coteau, 2020	✓	✓		✓		
Jarratt, 2020	✓	✓		✓		
Prayag et al., 2020	✓		✓	✓		
Usher et al., 2020	✓	✓	✓	✓		
Williams et al., 2020	✓	✓	✓	✓	✓	✓
World Bank, 2020	✓	✓	✓	✓		✓
Bangwayo-Skeete & Skeete, 2021	✓	✓		✓		
Douglas, 2021	✓		✓	✓		✓
Hughes et al. , 2021	✓	✓		✓		
Nyaupane et al., 2021	✓		✓	✓		✓
Sono et al., 2021	✓	✓		✓		
Chandra et al., 2022	✓	✓		✓		
Horne et al., 2022	✓	✓	✓	✓		
Chen et al., 2022	✓	✓		✓		
Wided , 2022	✓	✓			✓	
Hall et al., 2023	✓			✓	✓	✓
Prayag, 2023	✓	✓	✓	✓	✓	✓

Methods applied in tourism resilience literature

Table 2 states the typology of the study methodologies applied in different articles under review compared to the type of study and instrument. The results show that the

majority of the studies used the quantitative approach which adopted the survey for collecting data followed by the qualitative method with Interview as a tool for collecting information and finally, mixed studies having used both survey and interview.

Table 2. Methods and instruments (own source).

Author	Types of studies			Instrument		
	Qualitative	Quantitative	Mixt	Questionnaire and Secondary data	Secondary data	Interview
Becken, 2013	✓				✓	✓
Lee et al., 2013		✓		✓		
Orchiston, 2013		✓		✓		
Simonovic & Peck, 2013		✓		✓		
Becken et al., 2014	✓				✓	✓
Calgaro et al., 2014b	✓				✓	✓
Bec et al., 2015					✓	
Biggs et al., 2015		✓		✓		
Dahles et al., 2015	✓				✓	✓
Ghaderi, et al., 2015	✓				✓	✓
Orchiston et al., 2015		✓		✓		
Steiner et al., 2015	✓				✓	✓
Basurto-Cedeño & Pennington-Gray, 2016	✓				✓	✓
Luthe et al., 2016			✓	✓		✓
Sands, 2016			✓	✓		✓
Brown et al., 2017					✓	
Basurto-Cedeño & Pennington-Gray, 2018					✓	
Jamaliah et al., 2018		✓		✓		
Doğantan et al., 2019		✓		✓		
Dogru et al., 2019		✓		✓		
Ivkov et al., 2019		✓		✓		
Jiang et al., 2019					✓	
Kamarudin et al., 2019		✓		✓		
Filimonau et al., 2020	✓				✓	✓
Prayag et al., 2020		✓		✓		
Usher et al., 2020	✓				✓	✓
Williams et al., 2020	✓				✓	✓
Bangwayo-Skeete & Skeete, 2021		✓		✓		
Douglas, 2021					✓	
Hughes et al., 2021	✓				✓	✓
Nyaupane et al., 2021		✓		✓		
Sono et al., 2021		✓		✓		
Horne et al., 2022	✓				✓	✓
Chen et al., 2022	✓				✓	✓
Wided, 2022		✓		✓		
Hall et al., 2023					✓	

Concept of resilience: evolution and definition

According to the statement of different studies, the resilience theory emerged when Holling (1973) used the concept of resilience in relation to ecosystems (Basurto-Cedeno & Pennington-Gray, 2018; Steiner & Atterton, 2015). Thus, the notion of resilience was adopted by other disciplines around the 1990s (Basurto et al. 2018). In tourism, the concept of resilience gained the attention of researchers from the 2010s (Hall et al. 2018; Orchiston et al., 2015). The concept of resilience planning has emerged as an addition and extension to the sustainable development paradigm providing a more adaptive approach to the system such as a destination to return to desirable state following disruptions (Basurto et al., 2018; Lew, 2014).

The dominant focus in tourism researches under this review was oriented on businesses (Hall et al, 2023; Becken, 2013; Orchiston et al., 2015). This literature review is focused on tourism businesses because some researchers have pointed out that, destination resilience is linked to that of tourism businesses by the fact that the existence of a destination depends on its tourism businesses survival (Dogantau & Akoglan, 2019; Orchiston et al., 2015).

The concept of resilience has been defined in several ways by different researchers due to several factors such as the field of study, the nature of disturbance or the size of a system (Williams & Vorley, 2017). Thereby, table 3 lists some definitions adopted by the researchers whose studies are subject of this literature review. These definitions have in common their

orientation on organizational resilience. The definitions adopted by these different studies are subdivided into three main categories according to the evolution of

resilience concept in the literature (see Table 3).

Table 3. Defining organizational resilience (own source).

Author	Definition of resilience
Becken, 2013	<i>The term resilience was first used in relation to ecosystems as a "measure of the persistence of systems and of their ability to absorb change and disturbance and still maintain the same relationships between populations or state variables".</i>
Simonovic et al. 2013	<i>Resilience is the ability of a system to absorb disturbance while still being able to continue functioning.</i>
Biggs et al. 2015	<i>Resilience is a measure of the ability of a system to recover from and adapt to perturbations without fundamentally changing structure and function.</i>
Dhales & Susilowati, 2015	<i>In a business context, resilience addresses the "capacity for an enterprise to survive, adapt, and grow in the face of turbulent change.</i>
Orchiston et al., 2015	<i>An organizational resilience can be defined as "a function of an organization's overall situation awareness, management of vulnerabilities, and adaptive capacity in a complex, dynamic and interconnected environment".</i>
Ivkov et al. 2019	<i>Resilience is usually described as the ability to survive and overcome a disaster with as small impact and damage as possible or to recover with minimal social disruptions.</i>
Filimonau et al., 2020	<i>Organizational resilience is defined as a "multidimensional, sociotechnical phenomenon that addresses how people, as individuals or groups, manage uncertainty" (Lee et al., 2013) and relates to an organization's ability to anticipate, manage, respond, cope, adapt, and take advantages of opportunities (Orchiston et al., 2015) without affecting the operations of the organization.</i>
Prayag et al., 2020	<i>Organizational resilience refers to the perceived capacity of organizations to adapt to disturbances and seize opportunities emerging from the changed environment (Hall et al., 2018).</i>
Usher et al., 2020	<i>Resilience is "a dynamic condition describing the capacity to assess, innovate, adapt and overcome disruptions" caused by disasters and severe weather events.</i>
Williams et al. 2020	<i>Resilience refers to an organization's ability to positively adjust to disruptions and shocks.</i>
Bangwayo-Skeete & Skeete, 2021	<i>The tourism system's resilience refers to its evolutionary capacity to absorb disturbances (or perturbations) and reorganize while undergoing change in order to maintain its fundamental function, structure, identity, and feedbacks.</i>
Sono et al. 2021	<i>Climate resilience can also be defined as the capacity of a system or a unite to cope with or recover from the negative effects of climate change while retaining the critical components of the original system.</i>
Horne et al. 2022	<i>Resilience is the "persistence of systems and of their ability to absorb change and disturbance and still maintain the same relationships between populations or state variables".</i>
Ho et al. 2023	<i>Resilience refers to the response of an element or system to severe impacts or turbulent conditions.</i>

First, it is the definition which has its origins in ecology and which stipulates that resilience is the "ability of a system (organization) to absorb change and disturbance". This definition from Holling has been adopted by researchers such as (Becken, 2013; Simonovic & Peck, 2013; Horne et al. 2022; Ho, Lam & Law, 2023).

The second category has adopted the definition according to which resilience is the "ability of a system to recover (survive) and adapt to disturbance. This definition has been taken up by authors such as (Biggs et al., 2015; Dhales & Susilowati, 2015;

Orchiston et al., 2015; Ivkov, Blešić, Janićević, Kovačić, Miljković, Lukić, & Sakulski, 2019; Usher et al., 2020; Williams, You & Joshua, 2020). The first two definitions emphasize the notion of "ability (capacity) of a system (business) to overcome a disturbance". The only difference is that, the second definition adds concepts like "to recover (survive)" and "adapt".

The third and last category concerns studies that have adopted the definition according to which resilience refers to the "ability of an organization to anticipate, manage,

respond, cope, adapt and take advantages of opportunities without affecting their operations”. This definition has been adopted by (Filimonau et al., 2020; Prayag et al., 2020; Sono, Wei & Jin, 2021). This definition differs from the two previous ones by the addition of two notions such as “to anticipate” and “take advantages of opportunities”. These two notions sufficiently show that the resilience of tourism businesses to different disruptions should not only be considered as a defensive action but also as a means of opening up to new opportunities.

Key factors influencing the tourism business resilience

The notion of resilience has been approached in different ways by researchers either on the interpretation of the definition or on the factors that influence this resilience. Publications under this literature

review have presented several factors that can influence the resilience of a tourism entity and that this review has classified into two major key factors of organizational resilience. These key factors are, among others, vulnerability assessment and building adaptive capacity. It should be noted that, although they are all oriented towards the resilience of businesses and tourist destinations, these different studies have not proposed the same dimensions of resilience. It is clear that, not having the same vision on the fixed factors of organizational resilience, the researchers wanted to understand separately the contribution of each dimension on the resilience of the whole organization according to the given circumstance. Thus, according to the different literatures, these factors influencing the resilience of tourism organizations are among others (see Table 4).

Table 4. Factors contributing to building destination and tourism business resilience (own source).

Factors influencing tourism resilience	Authors
Vulnerability assessment	(Prayag, 2018, Doğantan & Akoğlan, 2019, Williams et al., 2020, Biggs et al., 2015, Dogru et al., 2019, Cheer & Lew, 2017, Filimonau & De Coteau, 2020, Usher et al., 2017, Prayag et al., 2019, Becken et al., 2014, Calgaro et al., 2014b)
Exposure (precariousness)	(Calgaro et al., 2014a, Simonovic & Peck, 2013, Calgaro et al., 2014b, Becken, 2013)
Sensitivity	(Calgaro et al., 2014a, Simonovic & Peck, 2013, Sono et al., 2021, Usher et al., 2020)
Building adaptive capacity	(Prayag,2023, Luthe & Wyss, 2016, Chen et al.,2022, Jarratt, 2020, Williams et al.,2020, Scott et al.,2016, Biggs et al., 2015, Dahles & Susilowati, 2015, Dogru et al.,2019, Cheer & Lew, 2017, UNDRR,2015, Steiner & Atterton,2015, Katrina,2016, Becken et al., 2018, Alexandra et al.,2015, Brown et al., 2017, Calgaro et al., 2014a, Simonovic & Peck,2013, Jiang et al., 2019, Sono et al.,2021, Lee et al.,2013, Prayag et al., 2020, Chandra et al., 2022, Becken et al., 2014, Calgaro et al., 2014b, Basurto-Cedeño & Pennington-Gray, 2018, Cochrane, 2017)
Business and disaster planning	(Hughes et al.,2021, Ivkov et al.,2019, Doğantan & Akoğlan,2019, Filimonau & De Coteau,2020, Usher et al., 2017, Sands, 2016, Orchiston et al., 2015, World Bank, 2020, Lee et al., 2013, Prayag et al.,2020, Orchiston,2013, Basurto-Cedeño & Pennington-Gray,2016, Usher et al.,2020, Chandra et al.,2022)
Mitigation strategies and latitude	(Chen et al.,2022, Jarratt,2020, Dogru et al.,2019, UNDRR,2015, Prayag et al.,2019, Steiner & Atterton, 2015, Sono et al.,2021, World Bank, 2020, Ghaderi et al.,2015, Orchiston, 2013, Chandra et al.,2022, Basurto-Cedeño & Pennington-Gray, 2018, Cochrane, 2017, Becken, 2013)
Skills, communication and stakeholders collaboration	(Doğantan & Akoğlan,2019, Horne et al.,2022, Jamaliah & Powell,2018, Kamarudin et al.,2019, Usher et al.,2017, Sands,2016, Wided,2022, Becken et al.,2018, Alexandra et al.,2015, Ghaderi et al.,2015, Nyaupane et al.,2021, Basurto-Cedeño & Pennington-Gray,2016, Usher et al.,2020)
Size, age and previous disaster experience	(Wided,2022, Jiang et al.,2019, Prayag,2023, Doğantan and Akoğlan,2019, Horne et al.,2022, Jamaliah & Powell,2018, Filimonau & De Coteau,2020, Sands,2016, Wided,2022, Katrina, 2016, Orchiston et al.,2015, Alexandra et al.,2015, Ghaderi et al., 2015, Usher et al.,2020, Cochrane, 2017)
Access to finance and human capital	(Ivkov et al.,2019, Usher et al.,2017, Katrina, 2016, Alexandra et al.,2015, Brown et al.,2018, Douglas,2021, Nyaupane et al.,2021, Usher et al., 2020)

Vulnerability assessment

Due to their nature of activities, tourism enterprises are predisposed to be affected by different environmental disturbances (Doğantan & Akoğlan, 2019). For this reason, they are called upon to regularly assess their degree of vulnerability. Vulnerability is the susceptibility of a tourism organization to the damaging effects of disturbances and is determined by sensitivity and exposure to the risks (Becken & Khazai 2017; Dogru, Marchio, Bulut & Suess, 2019). Thus, Stakeholders must understand the risks that threaten their organization and how vulnerable it is to these risks (Usher et al., 2017).

Most of the literature under this review indicated that the vulnerability assessment is the first important step and the key factor that characterizes, upstream, the resilience of a tourism organization (Simonovic et al., 2013). These studies have proposed to assess the vulnerability of tourism businesses through their degree of exposure (precariousness for the Social-Ecological System) and sensitivity.

Exposure (precariousness)

This factor refers to the degree to which a tourism business comes into contact with disturbances (Calgaro et al., 2014a; Simonovic et al., 2013). In Social-Ecological System, Becken (2013) explains that precariousness brings a system closer to or further from the threshold beyond which recovery is no longer possible. Simonovic et al. (2013) in their study found that, regularly assessing the degree of exposure (precariousness) influenced the level of resilience of tourism businesses threatened by several kinds of disturbances.

Sensitivity

It refers to the level to which a tourism system is affected by exposure to disturbances (Calgaro et al., 2014a). In their

research on dynamic resilience to climate change, Simonovic et al. (2013) recognized that regular monitoring of the sensitivity of tourist firms has fostered their resilience to different threats.

Building adaptive capacity

This is the second most important step and one of the major factors in building, downstream, the resilience of a tourist entity. Adaptive capacity is a managerial process and refers to the preconditions that are necessary to allow adaptation and the capacity to mobilize these elements (Horne et al., 2022). According to Lee, Vargo and Seville (2013), an organization's adaptive capacity is their ability to continuously develop solutions to match the needs of their environment in perpetual change. It is therefore a set of strategies and means implemented by a system in order to anticipate and respond to the convergence of several disturbances.

Some authors like Simonovic et al. (2013) estimated that, to build adaptive capacity, an organization must rely on several factors to ensure its resilience. These dimensions have been exposed in different and particular ways by several studies on resilience of tourism organizations. These include business and disaster planning, mitigation strategies and latitude, skills, communication and stakeholders' collaboration, size, age and previous disaster experience as well as access to finance and human capital.

Business and disaster planning

This factor includes the business planning as well as the pre-disaster, disaster and post-disaster planning. Chandra et al. (2022) noted that, in a disaster management strategy, planning is a primary step in avoiding damage to businesses. For these authors, disaster planning involves data and information gathering, risks monitoring and early warning mechanisms. The same

authors also discuss the importance of the long term strategic plan that needs to be assessed, evaluated and integrated in order to develop a disaster-resilient tourism business. As a result, other studies recognize that careful business planning can influence a greater resilience by ensuring continuity of operations in the event of disasters (Jiang & Ritchie, 2017; Usher, Yusuf & Covi, 2020). Similarly, Usher et al. (2017) believe that business planning provides a road map for the organization and enhances resilience by helping the business remain successful even after a disaster.

Mitigation strategies and latitude

To ensure the resilience of a tourism business, Chandra et al. (2022) believe that implementing mitigation strategies in the pre-disaster phase is necessary to reduce the effects of a disaster. For them, this step involves the consolidation of disaster-resilient equipment endurance. Mitigation actions can help to minimize negative impacts, leverage opportunities to discover new markets, develop new products and establish new collaborative relationship (Jiang et al., 2019; Prayag, 2018). About the latitude, Becken (2013) proposes the diversification of products, partners and strategies as a way to influence the resilience of a tourism sub-system.

Skills, communication and stakeholders' collaboration

Most of the studies recognize the critical role played by skills, communication and stakeholders' collaboration factors in tourism business resilience. These factors influence a group's ability to respond to threats through the use of information sharing and partnership (Schuhbert, 2021; Maclean, Cuthill & Ross, 2014; Horne et al., 2022). The study done by Usher et al. (2017) points out that the resilience of a tourism organization can be favored by two-way communication before, during and

after a disturbance. It is crucial to set up communication plans in advance for a disaster and to have in place a back-up communication system. Similarly, other researchers have recognized that communication is a key aspect of resilience for the tourism industry including issues related to media communication, crises communication, employee and guest communication (Orchiston, 2013; Mair et al., 2016; Usher et al., 2020).

For stakeholders' collaboration, Filimonau et al. (2020) explain that this factor includes individuals or groups who perceive themselves as affected by disturbances or involved in the action of managing disturbances. In their study, Dogru, Marchio, Bulut & Suess (2019) found that good relationship between stakeholders were essential for destination resilience. Similarly, Jiang and Ritchie (2017) revealed in their study that stakeholders' collaboration is crucial as it can help an organization in mitigating, planning and recovering.

Size, age and previous disaster experience

According to UNDP (2016) documentation, business size has been identified as a factor influencing resilience to hazards. This book also explains that young organizations tend to be more vulnerable to shocks because of the financial pressures of starting up a business. Similarly, Horne et al. (2022) found in their study that disaster experience can influence a change of an approach to disaster risk in a positive way. However, some studies have noted that previous disaster experience from similar crises improve the reflexive level and enable organization to adapt necessary and required modifications (Katrina, 2016; Jamaliah & Powell, 2018; Horne et al., 2022).

Access to finance and human capital

Several studies have highlighted the importance of the role played by access to finance and human resources in the resilience of tourism businesses. Abylaev, Pal and Torstensson (2014) revealed that, to influence resilience, an organization must have access to funding and material assets. For other researchers, human capital and employee play the main role in determining whether a firm can adapt to change in uncertain and dynamic environments (Nyaupane et al., 2021; Tonkin et al., 2018). In another study, it was shown that equipping employees with tools to adapt to uncertainties in addition to skills development is important for building organization resilience (Douglas, 2021). Adhering to this logic, Biggs et al. (2015) pointed out that there is a correlation between human resources and the resilience of their business.

Discussion

This overview of the literature clearly shows that publications of researchers on tourism resilience are increasing after the advent of various crises due to climate change between 2010 - 2019 and COVID-19 in 2020 (CRED & UNDRR 2020). These events have allowed scholars in the field of tourism to focus their interest on resilience of tourism organizations by developing theories on strategies to strengthen the adaptive capacity and decrease the vulnerability of these organizations (Becken, 2013; Calgaro et al., 2014a; Usher et al., 2020).

Different literatures have revealed that, given its nature of activity, tourism sector is often confronted with environmental, socio-economic, political and even health threats (Wided, 2022; Yang et al., 2020; Usher et al., 2017). This state implies the opportunity to develop appropriate resilience measures (Annarelli & Nonino, 2016; Hussen Saad et al., 2021). The idea

of seeking to develop appropriate measures for resilience has brought together different stakeholders of tourism industry, including researchers, policy makers and entrepreneurs (Blackburn et al., 2013; Hussen Saad et al., 2021).

However, given the number of publications concerned by this literature review, several have focused their studies on resilience linked to crises caused by natural disasters and Covid-19, neglecting those known as recurrent ones such as economic crises, political instability and wars (Hussen Saad et al., 2021).

The idea of cohesion around the fight for resilience should also appear in the definition of the concept. With regard to this theory, Williams and Vorley (2017) believe that the concept of resilience has been inconsistently defined by researchers depending on the field of study, the nature of disturbance or the size of organization. The definitions as adopted by several researchers are presented in an evolutionary way. From the basic understanding that resilience is the “ability of a system to absorb change and disturbance”, the definition has incorporated other concepts over the course of its evolution. These concepts are among others “adapt”, “survive”, “anticipate” and “take advantages of opportunities”. These complementary concepts have certainly opened up more avenues in the search for resilience measures by emphasizing prevention, flexibility and the survival of the organization, which in turn involves seizing the opportunities that may be occasioned by the crises.

Nevertheless, the fear still remains around the unanimity on the definition of resilience concept which seems, despite the additions made during its evolution, to be weakened by the multidisciplinary dimension of the concept itself and by the diversity of the disruptive issues and disturbed subjects (Dhales et al., 2015). According to three

different tendencies of the definition observed in these literatures, a resilient tourism organization is one capable of anticipating and developing preventive and adaptive measures against threats and which seizes new opportunities offered for its survival during and after the crises.

Given the various publications consulted on behalf of this literature review, it is quite remarkable that international tourism journals have been able to receive a large number of articles on the resilience of tourism organizations since the 2010s (Hussen Saad et al., 2021; Badoc-Gonzales, Mandigma & Tan, 2022; Prayag, 2023). It was noted that these various publications have for the most part used the quantitative approach based on surveys and a less negligible number having adopted the qualitative approach based on the cases study and the interview.

In our opinion, the mixed approach, which has been the least used, should be encouraged for future researchers because it allows both empirical and descriptive validation of the theoretical basis of resilience measures. They are also encouraged to develop theories based on a longitudinal design in order to increase understanding of the resilience of tourism organizations.

Tourism scientists have also been drawn to research on the factors that influence the development of resilience in tourism organizations. This fact was motivated by the social obligation which obliges them to theorize, to put in place and provide society (in particular to decision-makers and practitioners) with knowledge relating to the factors which influence the development of their organizations' resilience. For this reason, certain factors that have been taken up by most studies have been selected. These studies were unanimous on the fact that, to be resilient, a tourism company must develop upstream and downstream strategies.

Upstream, a business is called upon to put in place strategies that help to regularly assess the degree of its vulnerability (Usher et al., 2017). These strategies have been explained by several authors in the form of control of "exposure and precariousness" as well as "sensitivity". Simonovic et al. (2013) found in their study that regularly assessing the degree of exposure and sensitivity influenced the level of resilience of companies threatened by disruptions.

Downstream, a tourism business is called upon to set up measures that can help to develop its ability to adapt to different threats. This theory has been detailed by several researchers in the form of resilience sub-factors. Although these sub-factors are not cited unanimously by the authors, certain elements quoted below have nevertheless been repeated in several studies.

Business and disaster planning has been considered as one of the key elements in building adaptive capacity of a tourism business. Thus, some studies have estimated that business planning provides a road map for the organization and enhances resilience by ensuring continuity of operations even after a disaster (Jiang & Ritchie, 2017; Usher et al., 2020; Usher et al., 2017).

Considered as a tool for building adaptive capacity, mitigation strategies and latitude have also been cited by several studies. For some authors, mitigation actions can leverage opportunities to discover new markets, product and relationship (Jiang et al., 2019; Prayag, 2018). In the same line of thought, Becken (2013) proposes the widening of the latitude by which a tourism system is called upon to diversify its strategies, products and partners as a means of influencing its resilience.

The revitalization of its adaptability also requires that tourism business can make use of different resources. Access to resources

in general and to finance as well as material assets in particular has been revealed by Abylaev, Pal and Torstensson (2014) as an important factor in boosting resilience. Similarly, in another study, it was shown that equipping employees with tools to adapt to uncertainties plays an important role in determining whether an organization can adapt to change in uncertain and dynamic environments (Douglas, 2021; Nyaupane et al., 2021; Tonkin et al., 2018). This theory is evidence of a relationship between human resources and the resilience of their business (Biggs et al., 2015).

Other factors such as size, age and previous disaster experience can influence the resilience of a tourism organization. Thus, Horne et al. (2022) pointed out that disaster experience has a positive influence on a change of approach to disaster risk. For the other case, UNDP (2015) pointed out that a young company often tends to be more vulnerable because it is assumed to be under financial pressure of starting a business. The ability to adapt to threats also depends on the size of the organization. The smaller a tourism system is the less capacity it has to develop resistance to disturbances (Becken, 2013).

Different literatures discussed in this review have simply studied in a detached and inconsistent way the factors influencing the resilience of tourism organizations. The idea of the interaction between these different factors has not been sufficiently addressed by these literatures. This could explain why some tourism businesses that place too much emphasis on some factors than others may not always be resilient to various disruptions (Chu, 2015; Hussen Saad et al., 2021). On the other hand, some authors have explained the reason for choosing certain factors in relation to the types of disturbance or even in relation to the scale of resilience (Bandoc-Gonzales et al., 2022; Jiang & Ritchie, 2017; Basurto-Cedeno et al., 2016).

In view of all that is revealed by these various publications in relation to their semantic orientation and their choice of factors influencing resilience, it can be noted that the resilience of a tourism organization should not only be limited to its flexibility but must also be attached to strategies and actions aimed at maintaining a competitive advantage in the tourism market before, during and after the crises.

Conclusions

This review has analyzed the different literatures on resilience of tourism, noting the points of convergence and divergence between them. Literature on resilience of tourism organizations published between 2013 and June 2023 was systematically reviewed based on a predefined methodology. The aim of this study was to bring together relevant insights from different literatures and to constitute new points by which each of these studies can be identified. Thereby, the theoretical debate of this review focused on exploration of the evolution of resilience definition, the methodological approaches and the factors influencing resilience as addressed by different literatures.

The results first revealed that, the concept of resilience was integrated into the literature related to tourism around the 2010s. Secondly, they showed that research is still far from being unanimous on the definition of resilience, which seems to be fragmented according to the nature of crisis or the field of study. It therefore remains in perpetual evolution. According to the basic design of resilience definition, it is structured on adaptation attributes but according to its semantic evolution, other concepts have been added to strengthen and broaden its understanding. These concepts are, among others, “survival” and “seizing the advantage of opportunities” supposed to be caused by the crisis and which shows a new positive dimension of the concept which directs it towards competitiveness.

Although research on resilience is recent in tourism, we can however note that it is in spectacular evolution. This awakening is due to the recent crises caused by climate change and Covid-19 which have particularly shaken the tourism industry which is barely struggling for its sustainability. To explain the resilience of tourism organizations, most studies have used the quantitative approach followed by the qualitative approach and in the third position the mixed approach.

The tourism sector is often exposed to different kind of risks, thus, it needs to develop appropriate resilience measures by regularly scrutinizing its vulnerability through the control of exposure and sensitivity. Then, it will have to develop its adaptation capacities through several tools and resources at its disposal such as business and disaster planning, mitigation strategies and latitude; skills, communication and stakeholders' collaboration; size, age and previous disaster experience as well as access to finance and human capital. These factors have been addressed by researchers in an inconsistent way to sufficiently explain what a tourism organization actually needs to accomplish to be resilient. Future research on the resilience of tourism could well be interested in the idea of interaction between these different factors in order to propose a coherent framework of resilience for any tourism organization and a uniform and more unifying definition.

The results of review of these different literatures also allowed us to encourage the future researchers to focus their studies more on firms than on destinations, because the resilience of the latter depends first and foremost on that of their businesses.

Based on the exclusion criteria previously adopted, this study was limited to dissecting publications from Google Scholar and Web of Science databases from 2013-2023. Thus, future literature reviews are called

upon to include other important documents and other study parameters in order to seek a more global and coherent vision of tourism business and destination resilience.

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