

Master's Thesis

Constant Fit Risk Management and the (Daily) Management in the Hospitality Industry
- a Systematic Literature Review and Semi-Structured In-Depth Expert Interviews
Concerning Risk Identification, Treatment and Monitoring Processes

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Abstract

This master thesis focuses on conducting a systematic literature review in the Hospitality and Tourism Complete database and semi-structured in-depth expert interviews with experts with experience in risk management and the hospitality industry to answer the question; “How can a constant fit concerning risk management (risk identification, treatment and monitoring processes), and the (daily) management in the hospitality industry be realised according to the current scientific literature and experts?”. The literature is selected by retrieving 1.064 scientific articles via the set search strategies; the set in- and exclusion criteria are applied, resulting in 73 selected publications. Later, the relevant results of the selected publications and the interviews are coded open, axial, and selective using MAXQDA Analytics Pro 2022.2. An interview guide is set up after the coding process, and two preliminary interviews with risk consultants have been conducted, whereafter seven interviews with experts who have (international) experience in the hospitality or risk management field. The insights of both the systematic literature review and the expert interviews gave various points of attention concerning a fit concerning risk management and the (daily) management in the hospitality industry. It is crucial to have a supportive and holistic strategy concerning risk management, connected to the core business of the hospitality industry, offering unique and personalised experiences. An internal support base, knowledge and awareness regarding risk management, the risks in the organisations and identification, treatment and monitoring process are essential. Moreover, common errors, such as training, mechanisms, resources and collaborations with the industry, should be incorporated. Furthermore, risk management must be a continuous adapting and holistic process in the organisations, which considers trends and developments such as privacy and the usage of technology to increase the quality and satisfaction. Future research concerning the suggested crucial points in practice is advised and raises awareness concerning the usage and possible effects of risk management in the hospitality industry.

Keywords: risk management, hospitality industry, risk, management, systematic literature review

Foreword

In front of you lays the master thesis “Constant Fit Risk Management and the (Daily) Management in the Hospitality Industry - a Systematic Literature Review and Semi-Structured In-depth Expert Interviews Concerning Risk Identification, Treatment and Monitoring Processes”. This thesis is part of the Master in Service Leadership in International Business at the University of Stavanger. I was engaged in researching and writing this thesis from January to June 2022. The research phase was challenging; however, the extensive systematic literature review and semi-structured in-depth expert interviews allowed me to answer the identified question. Also, I increased my knowledge and skills regarding the execution of a systematic literature review and expert interviews in the field of risk management and the hospitality industry.

Along these lines, I would like to thank the following people for their assistance and support during, not only during the thesis phase but throughout my entire master’s degree. First, I would like to sincerely thank my supervisor Dag Osmundsen, who always provided valuable insights during our discussions throughout the thesis phase. Next, I would like to thank the staff of the University of Stavanger for providing classes and assisting me during the entire master’s degree. Finally, I am grateful as well for the time and effort of my mother and friends for always giving wise advice and insights after reading my essays and, of course, parts of this thesis.

I hope you enjoy your reading.

Iris Middelveld

Stavanger, June 8, 2022

Table of contents

List of Abbreviations	8
Introduction.....	9
Background & Research Problem	9
Research Question.....	10
Purpose of the Research	10
Scope	10
Definitions.....	11
Relevance of the Research	12
Motivation Regarding the Research.....	13
Conceptual Framework & Preview	14
Exploratory Literature Review	15
Risk.....	15
Risk Management.....	16
Hospitality	18
Risk Identification	20
Risk Treatment	21
Risk Monitoring	22
Hospitality Industry & Risk Management	22
Methodology.....	23
Research Objective.....	24
Research Question.....	24
Research Design & Method	24
Data Analysis & Discussion.....	30
Reliability	31
Validity.....	31
Representativity.....	32
Ethics.....	32
Limitations	32
Data Collection & Analysis	33
Study characteristics.....	33
Analysis.....	34
Results - Systematic Literature Review	36
Risk Management.....	36

Risks.....	37
Crisis & Crisis Management	41
Trends & Developments.....	43
Identification	44
Treatment	46
Monitoring.....	51
(Daily) Management	52
Common errors.....	53
Results - Semi-Structured In-Depth Expert Interviews	54
Risks.....	54
Trends & Developments.....	55
Identification	55
Treatment	57
Monitoring.....	60
(Daily) Management	61
Common errors.....	63
Discussion.....	64
Conclusion & Recommendations	70
Relevance	70
Strengths & Limitations	71
Conclusion.....	72
Recommendations	75
References.....	77
Appendices.....	88
Appendix A – Interview Guide	88
Appendix B – Detailed Summary R1.....	89
Appendix C – Detailed Summary R2.....	90
Appendix D – Detailed Summary R3	91
Appendix E – Detailed Summary H1.....	92
Appendix G – Detailed Summary H3	94
Appendix H – Detailed Summary H4	95
Appendix I – Search Strategies Systematic Literature Review.....	96
Appendix J – Charted Data Systematic Literature Review	101
Appendix K – Previous Selected Publications Systematic Literature Review	111
Appendix L – Code System Open Coding	112

Appendix M – Code System Axial Coding.....	113
Appendix N – Code System Selective Coding.....	116
Appendix O – Coded Segments Open Coding.....	121
Appendix P – Coded Segments Axial Coding	122
Appendix Q – Coded Segments Selective Coding.....	123
Appendix R – Code System Selective Coding Interviews.....	124
Appendix S – Coded Segments Selective Coding Interviews.....	127

List of Figures

Figure 1. Conceptual Framework & Preview.....	14
Figure 2. Overview Analysis Systematic Literature Review & Semi-structured In-depth Experts Interviews	35
Figure 3. Fit RM and the (Daily) Management in the Hospitality Industry	74

List of Tables

Table 1. Search Topics and Terms Systematic Literature Review	26
Table 2. In- and Exclusion Criteria Systematic Literature Review.....	27
Table 3. Obtained Sample Semi-Structured In-Depth Expert Interviews.....	30
Table 4. Various Risk Types Defined.....	39

List of Abbreviations

Abbreviation	Definition
CFIs	Critical Value Points
CIF	Critical Incident Indicator
GM	General Manager
KPIs	Key Performance Indicators
PDCA (cycle)	Plan-Do-Check-Act (cycle)
RM	Risk Management
SOP	Standard Operating Procedure

Introduction

The introduction gives more insights into the background of this research, the research problem and question. Furthermore, the purpose and scope of this research are addressed. Also, the definitions of the key terms in the research question are defined. Subsequently, the relevance of this research is described. Afterwards, the motivation for this research is stated, followed by the conceptual framework and preview.

Background & Research Problem

Hospitality dates from ancient times as societies developed ethics regarding hospitality to allow travel and trade (King, 1995). Traditionally hospitality concerns strangers using your house or facilities (Ritzer, 2007; Vijver, 1996). Nowadays, hospitality is transferred to offering experiences and excellent services (Boswijk et al., 2012; Thomassen & de Haan, 2016). The international hospitality industry has been growing in the past few years and has been a vital sector in today's world economy (Bharwani & Mathews, 2012; Kansakar et al., 2019). However, due to the Covid-19 pandemic, the hospitality and tourism industry is recovering (WTTC, 2021).

The hospitality industry is highly dependent and impacted by external factors (Bharwani & Mathews, 2012). Since the world continues to be impacted by risks, enterprises must be prepared for any disruption via RM (Naden, 2021). Therefore, it is crucial for hospitality enterprises to analyse and react to risks while strategies are formulated proactively and the (daily) operations are managed (Bharwani & Mathews, 2012).

There is a broad selection of literature about RM, risk identification, treatment and monitoring, but not explicitly connected to the hospitality industry; it is crucial to investigate this matter to manage risks effectively and strategically (Vij, 2019). Furthermore, the study by Wut et al. (2021) shows less academic attention to the prevention and preparedness for

crises or risk assessments and communication. This is in line with the earlier study of Rousaki and Alcott (2006). Therefore, this thesis will give more insights concerning the information found in the selected literature from a systematic literature review in combination with semi-structured in-depth expert interviews regarding a (possible) fit concerning RM (risk identification, treatment and monitoring processes) and the (daily) management in the hospitality industry.

Research Question

The following research question has been formulated to answer in this research;

“How can a constant fit concerning risk management (risk identification, treatment and monitoring processes), and the (daily) management in the hospitality industry be realised according to the current scientific literature and experts?”

Purpose of the Research

The purpose of this research is to develop an understanding of how a constant fit concerning risk identification, treatment and monitoring processes, the (daily) management in the hospitality industry can be realised in order to ultimately create recommendations for the hospitality industry based on the gained insights of the systematic literature review and semi-structured in-depth expert interviews.

Scope

This research will focus on international scientific literature, published in, for instance, academic journals or conference papers, regarding cases related to RM and, more specifically, risk identification, treatment and monitoring processes and the (daily) management in the hospitality industry. The literature will be selected using the database Hospitality and Tourism Complete. Moreover, managers' and consultants' (international) experiences will be incorporated in this study concerning RM in the hospitality industry.

Definitions

Risk Management - *“Risk management is the act or practise of dealing with risk. It includes planning for risk, identifying risks, analysing risks, developing risk response strategies, and monitoring and controlling risks to determine how they changed.”* (Kerzner, 2009, p. 746).

Risk Identification - The continuous process of determining and revealing the possible risks for an organisation and the conditions arising from the risks (Tchankova, 2002).

Risk Treatment - In the literature as well referred to as mitigation. When the risks for organisations are defined, there are four different risk treatment approaches; avoidance, mitigation, acceptance and transfer (Paraskevas & Quek, 2019; Saied, 1990).

Risk Monitoring Processes – Risk monitoring evaluates the functioning of the RM process (Bharwani & Mathews, 2012). It can also give visibility to organisations' risks, threats, and hazards, allowing treatment strategies to be implemented or adjusted when needed and justify investments (Edmiston, 2007).

Hospitality Industry - Hospitality has a different meaning for everyone since it depends on culture, environment and people. However, it is an interactive process between a sender (host) and receiver (guest) (Dobbelaar, 2015; Hokkeling & de La Mar, 2017; King, 1995; Ritzer, 2007; Vijver, 1996). The Oxford Advanced Learner’s Dictionary refers to the *‘friendly and generous behaviour towards guests’*. Hospitality can be defined as *‘food, drink or services that an organisation provides for guests, customers, etc.’* (Oxford University Press, 2021). Also, the term ‘hospitality’ is used to describe a broad field that incorporates lodging, food service, leisure, conventions, travel, and attraction, besides just people's behaviour (Crick & Spencer, 2011). This research will focus on this aspect of hospitality and, in more detail, the (daily) management in the hospitality industry.

(Daily) Management – The (daily) coordination, control, and supervision process in organisations (Harris & White, 2018).

Scientific literature - The literature used in this study contains scientific empirical studies, quantitative and qualitative studies, systematic literature reviews, books, conference papers and critical reviews published in English.

Experts – *“A person regarded or consulted as an authority on account of special skill, training, or knowledge; a specialist.”* (Simpson et al., 2022). In this case, managers and consultants in the hospitality industry and RM with (international) experience.

Fit – The degree to which processes or decisions match the organisation's strategy and daily operations. Effectiveness and efficiency are essential aspects of a good fit; however, to maintain a fit, a continuous improvement process is necessary (Daft, 2016).

Relevance of the Research

This study aims to deliver more insights into the (possible) constant fit concerning risk identification and monitoring processes and the (daily) management in the hospitality industry. As the hospitality industry is highly dependent and impacted by external factors and the world is continued to be impacted by risks, enterprises must be prepared for any kind of disruption via RM; it is crucial to investigate this matter to manage risks effectively and strategically (Bharwani & Mathews, 2012; Naden, 2021; Vij, 2019).

This research will have an applied nature and will be a minor contribution to the research in the field of risk identification, treatment and monitoring processes in the hospitality industry since it can be used by both hospitality managers as well as the general management to get an overview of the insights in literature synthesised with the input of experts with international experience. Subsequently, this research can be used in (higher) education since it provides a better understanding of the processes and applications in the

hospitality industry and management. Furthermore, this research will lead to recommendations for the hospitality industry (Crick & Spencer, 2011).

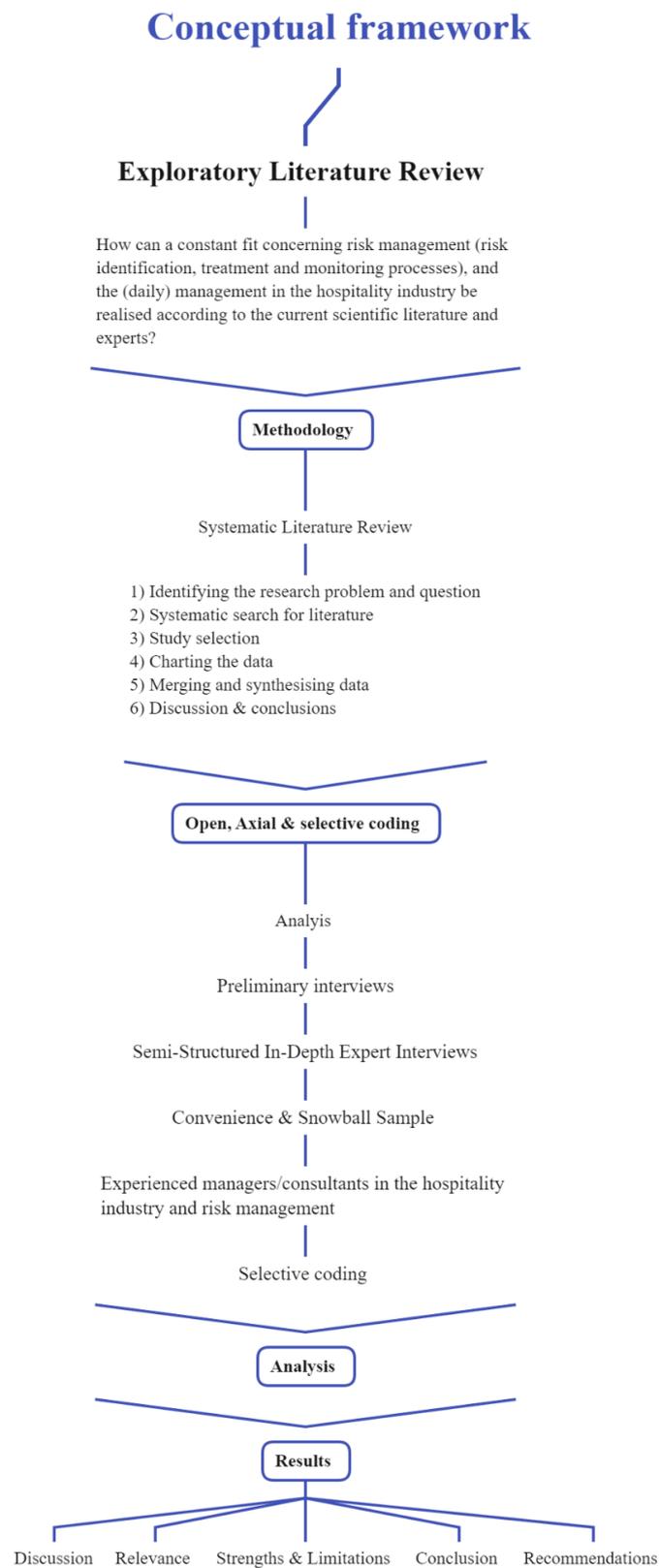
Motivation Regarding the Research

This research is motivated by my personal experiences working in operational, tactical and strategic roles in the hospitality industry. As a graduate of the Hotel Management School Maastricht (the Netherlands), I completed several internships and jobs in various hotels and restaurants. Combining this knowledge with the Master Service Leadership in International Business allows me to learn more about the management and aspects within RM, such as risk identification, treatment and monitoring processes. Therefore, I am motivated to research the (possible) constant fit concerning risk identification and monitoring processes and the (daily) management in the hospitality industry. After completing this research, I want to be able to describe the possible fit between these processes. Besides, my skills and knowledge regarding executing a systematic literature review and semi-structured in-depth expert interviews will be increased.

Conceptual Framework & Preview

Figure 1

Conceptual framework & Preview (Own figure)



Exploratory Literature Review

The exploratory literature review gives first more insights concerning risk, followed by risk management. Next, hospitality and risk identification can be found, followed by risk treatment and monitoring. The exploratory literature review ends with insights concerning the hospitality industry and risk management.

Risk

Per Kerzner (2009), a risk is the measure of the probability of occurrence of an event and the consequence or impact of, for instance, not achieving a set goal of a project. According to Kendrick (2009) and Kerzner (2009), it is sometimes challenging to evaluate risk as to the probability of occurrence, and its consequence is mostly not measurable parameters; therefore, these must be estimated by judgment, statistics or other procedures. Furthermore, when the probability or consequence of the risk increases, the risk increases. Therefore, these factors are essential in RM (Kendrick, 2009; Kerzner, 2009).

Business risks provide organisations or projects with opportunities for profits and losses. Insurable risks have only a chance of loss and include direct property damage, indirect, consequential loss, legal liability and personnel (Kerzner, 2009). Project risks include business, contract relationships, costs, funding, management, politics and schedules. Technical risks can be related to engineering and technology, such as meeting a specific technical performance requirement or the feasibility of a design concept: production risks concern packaging, manufacturing, lead times and material availability (Kerzner, 2009).

The Project Management Institute has categorised risks as external-unpredictable and external-predictable risks. External risks are outside the manager's control but affect the project's direction. Internal risks may be inside the managers' control but present uncertainty

that affects the project. Technical risks concern the usage of technology and its impact on the direction and outcomes (Kerzner, 2009).

Per Safón and Escribá-Esteve (2011), the perception of risks may be derived from moral hazard issues, in other words, behavioural risks and external uncertainty. Since everyone has a different view and perception of the world caused by different experiences, this differs from the decisions and actions connected (Safón & Escribá-Esteve, 2011). This is suggested in different psychological theories (Birkinshaw et al., 2000). Therefore, the actions are a managerial interpretation of the external influences and aspects which determine the perceived risk. Risk-avoiding behaviour differs per enterprise and person (Safón & Escribá-Esteve, 2011).

Uncertainty

Uncertainty is a consequence of an information lack to access relationships, make decisions and confidently set outcomes concerning probabilities concerning environmental factors per Safón and Escribá-Esteve (2011). Therefore, it is crucial to consider the illusion of certainty as a form of innumeracy. Besides, the ignorance of risks, miscommunication, and clouded thinking as a form of innumeracy are challenges when certainty is affected (Gigerenzer, 2002).

Risk Management

There are various definitions for RM; for instance, “*Risk management is the act or practise of dealing with risk. It includes planning for risk, identifying risks, analysing risks, developing risk response strategies, and monitoring and controlling risks to determine how they changed.*” (Kerzner, 2009, p. 746). Per Bharwani and Mathews (2012), RM includes three main aspects: risk assessment, mitigation/treatment, and risk reporting.

RM should be a holistic process within the organisation by coupling the critical project processes to, for instance, the overall project management, costs, quality, scheduling, scoping and testing (Kerzner, 2009). Furthermore, RM should be proactive instead of reactive, positive instead of negative and look for increases in the probability of a successful outcome of a project (Bharwani & Mathews, 2012; Kerzner, 2009). According to Bharwani and Mathews (2012), the most crucial aspect of RM is systematically identifying and classifying risks an organisation is exposed to.

Decision-making covers the three categories: certainty, risk and uncertainty. Certainty refers to a situation where it is assumed that all information is available to base a decision on, as the outcome can be predicted with high confidence. The difference between risk and uncertainty that connected to risk there are specific probabilities, but this is not the case (Kerzner, 2009).

The RM process exists out of several aspects per Kerzner (2009): plan RM, identify, perform, plan risk response, and monitor and control risks. Plan RM: developing and documenting an organised, comprehensive and interactive strategy and processes to identify and analyse risks, develop responses and monitor and control the changes in risks (Kerzner, 2009). Identify risks: examining program areas and critical technological processes to identify and document associated risks (Kerzner, 2009). Perform risk analysis: examine all identified risks to estimate the probability and predict the impact. This includes both qualitative and quantitative risk analysis (Kerzner, 2009). Plan risk response: identifying, evaluating, selecting and implementing one or more strategies to set an acceptable risk level given the program objectives and constraints. A risk or opportunity response strategy comprises an option and an implementation approach. For example, risk response options could include acceptance, avoidance, mitigation/control and transfer. On the other hand, response options concerning opportunities refer to acceptance, enhancement, exploit and

share, of which the most desirable option is select where a specific implementation approach is developed for this option (Kerzner, 2009). Monitor and control risks: systematically track and evaluate risk response actions' performance against established metrics throughout the acquisition process and provide inputs to update the existing risk response strategies (Kerzner, 2009).

Hospitality

The concept of hospitality dates from ancient times. Societies developed ethics regarding hospitality in order to allow travel and trade (King, 1995). Traditionally hospitality concerns strangers letting make use of your house or facilities. By doing so, the host accepts the responsibility for the safety, welfare and happiness of the 'guest'. Truly hospitable behaviour concerns Ritzer for providing hospitality by helping, entertaining, protecting, and serving guests (Ritzer, 2007; Vijver, 1996). Hepple, Kipps and Thomson identified four characteristics of hospitality in 1990;

- 1) A host confers hospitality to a guest who is away from home.
- 2) Hospitality is an interactive process involving the coming together of a provider and a receiver.
- 3) Hospitality is comprised of a blend of tangible and intangible factors.
- 4) The host provides the guest's security and psychological and physiological comfort (Hepple et al., 1990).

There are many different definitions of the term hospitality since it depends on culture, environment and people (Dobbelaar, 2015; Hokkeling & de La Mar, 2017; Ritzer, 2007; Vijver, 1996). However, the Oxford Advanced, Learner's Dictionary, refers to the "*friendly and generous behaviour towards guests*" as well as "*food, drink or services that are*

provided by an organisation for guests, customers, etc.'' as a definition for the term 'hospitality' (Oxford University Press, 2021).

According to Vijver (1996), hospitality is a common virtue since everybody knows 'hospitality', but they all have their completion. However, hospitality practices or knowledge are not applied to all industries. Furthermore, a positive, memorable experience, a total experience, personal experience and excellent hostmanship are characteristics of hospitality (De la Mar, 2015). Hostmanship can offer a more personalised experience than the service sector. It is based on co-creation and a holistic service provision (Gelter, 2013).

There are two types of hospitality: private and commercial hospitality. Private hospitality concerns hospitable acts by individuals towards individuals in a private setting. Subsequently, commercial hospitality provides meals, beverages, lodging and entertainment for profit (Hokkeling & de La Mar, 2017; King, 1995; Ritzer, 2007; Slattery, 2002).

According to Ritzer (2007), the modern hospitality industry is defined by many visitors and requires large-scale and continually repeated experiences, making authenticity and hospitality challenging. Being hospitable can be seen as a competitive advantage per King (1995). There are several reasons for organisations to act hospitably in a commercial setting. Acting or being warm leads to satisfied and loyal guests/clients, who spend more money during a visit or stay. Also, they have fewer complaints and tell others about their experiences. This causes motivated and satisfied employees with lower absenteeism (Hokkeling & de La Mar, 2017). A few factors also lead to success, such as focusing on the total experience, serving the guests' needs, and creating an experience the guest will never forget in a positive manner (Hokkeling & de La Mar, 2017). The hospitality industry exists not only in hospitality venues such as restaurants, hotels and bars. Also, other facilities and

venues are connected to this; for example, theatres, theme parks, airports, stations, workplaces, hospitals and retailers (Slattery, 2002).

Risk Identification

Risk identification is the second step in RM; according to Kerzner (2009) and Tchankova (2002), information may come from project surveys, customers and users for potential concerns. Risk identification is the continuous process of determining and revealing the possible risks for an organisation and the conditions arising from the risks (Tchankova, 2002). According to Elshandidy et al. (2018) and Penela and Serrasqueiro (2019), the disclosure of risks benefits the proper function of markets. Risk identification is the base for the correct development of RM in an organisation to develop and implement new processes for risk control organisations (Tchankova, 2002).

There is a wide variety of methods to identify risks. One is classifying project risks according to either objective or subjective sources. Objective sources are recorded from experiences gained in past projects, such as program documentation evaluations and current performance data, whereas subjective sources are based upon the experiences of experts via interviews and other data. Risks can also be identified by the life-cycle phases of project approval, preliminary and detailed planning, execution and closure. In the early phases, the project risk is higher due to a lack of information as the risk response plans have to be developed. The financial risk is generally higher later as investments are made (Kerzner, 2009).

Another method of identifying risks is two expert judgement techniques, namely, the Delphi method and the nominal group technique. However, there is a potential bias. The bias can vary case by case and affect both the probability of occurrence and the consequence (Kerzner, 2009).

Risk identification should be approached according to Kerzner (2009) from the perspective of 'IF' a risk occurs (e.g. probability = 1), 'THEN' what will be the impact (the consequence of occurrence) 'BECAUSE' of one or more of the underlying causes. In order to identify risks, evaluators should go through program elements, processes and requirements to a certain level on which they can perform valid assessments, varying on the phase of the project or program. One approach is the WBS approach; another is the process approach (Kerzner, 2009).

Risk Treatment

In general, the strategies to treat risks concern typically the avoidance of the risk, the reduction of the negative effect of the risk or the probability that it will hit and planning for the risk. Also, transferring the risk to another party or accepting the risk wholly or partially are possible strategies for managing risks (Bharwani & Mathews, 2012). However, although it is possible to transfer risks, it is crucial to have transparent communication regarding risks, to prevent misunderstandings and actions. Therefore, it could be helpful to communicate about natural frequencies rather than percentages on which it is unclear where they are based by considering the larger context (Gigerenzer, 2002).

Per Stoneburner et al. (2002), several risk treatment options exist. Risk elimination is the most ideal option for dealing with risks. When complete elimination is not possible to risk limitation, it might be possible to implement controls that minimise the impact of the risk on an enterprise. Another possibility is risk planning, for instance, considering possible fluctuations in the market while contracting in the hospitality industry. Also, risk transference could be chosen to manage risks; when it is impossible to limit, eliminate or plan a risk, there can be chosen to transfer a risk to a third party via insurance. However, this is not possible for all risks. Lastly, risk acceptance refers to unknown future risks. Since there is a lack of knowledge in the organisation concerning these risks, the organisation is forced to accept and

deal with the risks and the consequences when these arise. When information is available for the organisation, it should deal with the risk via one of the four other risk mitigation strategies (Stoneburner et al., 2002).

Risk Monitoring

Risk monitoring is another aspect of RM, where a monitoring mechanism can be used to evaluate the functioning of the RM process. Regular checks should indicate that risks are effectively analysed and treated. If there are deficiencies in the RM process, it is essential to deal directly with these (Bharwani & Mathews, 2012). The monitoring of risks requires keeping track of the risk classification that has been connected to risk, per Croitoru (2014). Monitoring has gained importance at the business level for organisations since monitoring can give visibility to organisations' risks, threats, and hazards, allowing treatment strategies to be implemented or adjusted when needed and justify investments (Edmiston, 2007). Edmiston (2007) stated that risks can, once identified, be monitored and controlled by the organisation, which can, in the end, lead to advantages, such as increased quality and reduced costs. Also, controlling risks can be used as a competitive advantage for organisations, increasing the organisational tolerance of risk (Edmiston, 2007). Bharwani and Mathews (2012) state that a good RM process incorporates effective monitoring processes, leading to efficient, consistent, sustainable and transparent reporting.

Hospitality Industry & Risk Management

Per Vij (2019), hospitality managers must know how to proactively manage risks and opportunities connected to the decision-making processes in the constantly evolving hospitality industry. As the competition is growing globally, the hospitality industry should aim to manage risks effectively and strategically to achieve its objectives (Vij, 2019). Also, environmental uncertainty influences the hospitality industry's uncertainty and must be considered (Safón & Escribá-Esteve, 2011).

The hospitality industry is highly dependent and impacted by external factors (Bharwani & Mathews, 2012). Since the world continues to be impacted by risks, enterprises must be prepared for any disruption via RM (Naden, 2021). Bharwani and Mathews (2012) state that four broad risk categories affect hospitality enterprises: strategic, commercial, financial, and other external and operational risks. Operational risks concern primarily internal drives, whereas the other three risks are affected mainly by external drivers. Examples of strategic risks are reputation risks, competition, changes in guest demand and preferences and external booking channels. In addition, one could think of regulatory compliances, legal risks, taxation, property title and ownership concerning the commercial and financial risks. Other external risks include pandemic diseases, terroristic disasters, political risks, and economic cycles. Finally, operational risks could focus on the guest and/or employee health and safety, fraud and integrity risks, and property and physical assets (Bharwani & Mathews, 2012).

Risk preparedness for hospitality enterprises in terms of a financial buffer is crucial, according to Wieczorek-Kosmala (2021). Effective RM should result in better preparedness for hospitality enterprises by implementing physical risk control measures. Also, the enterprise should be prepared to have adequate financial recovery plans for the organisation (Wieczorek-Kosmala, 2021). Wieczorek-Kosmala (2021) states that the ability to recover and sustain the operating procedures when these are discontinued, caused by risks, is determined by the ability to control the financial consequences connected to a risk by the organisation.

Methodology

The methodology presents insights concerning the research objective and question. As well the research design and method are discussed. Furthermore, the data analysis and discussion details are presented, followed by the research's reliability, validity,

representativity, and trustworthiness. Lastly, the ethics and limitations concerning this research are presented.

Research Objective

This research aims to understand how a fit concerning the risk identification, monitoring processes and risk treatment as parts of RM in the hospitality industry's daily management can be realised. This objective will be achieved through a systematic literature review and semi-structured in-depth expert interviews. The insights from the systematic literature review and semi-structured in-depth expert interviews will ultimately be used to create conclusions and recommendations for the hospitality industry.

Research Question

The following research question has been formulated to answer in this research;

‘How can a constant fit concerning risk management (risk identification, treatment and monitoring processes), and the (daily) management in the hospitality industry be realised according to the current scientific literature and experts?’

Research Design & Method

A qualitative research design is selected to answer the research question. Blumberg et al. (2014) and Creswell (2014) state that qualitative research is suitable for a descriptive study where relationships among variables will be described, and an actual state of the current state of affairs will be reviewed. Therefore, a systematic literature review, preliminary interviews, and semi-structured in-depth interviews with experts from the hospitality industry and RM field are selected as instruments to answer the research question.

Quantitative research and mixed methods were considered for this research as well. However, due to the limitations connected to the Covid-19 pandemic at the start of this thesis period, there is decided that a systematic literature review and semi-structured in-depth expert

interviews would provide more abundant data; instead of, for instance, action research which has a higher risk to being disturbed by the Covid-19 pandemic.

Systematic Literature Review

A systematic literature review aims to gather knowledge from published academic sources by a systematic and comprehensive search to locate all relevant work that addresses the research question. By bringing together the literature, an overall impression will be given regarding the available literature and their insights, and it will be possible to draw robust conclusions (Siddaway et al., 2019). Per Denyer and Tranfield (2009), reviewing the published literature is a strong foundation for evaluating and developing theoretical and future knowledge. The systematic literature review consists of six set steps;

1) Identifying the research problem and question

The first step of the systematic literature review concerns identifying the research problem and the research question. Since there is a broad selection of theories concerning RM, risk identification, treatment and monitoring but not explicitly connected to the hospitality industry, it is crucial to investigate this matter to manage risks effectively and strategically (Vij, 2019). This leads to the following research question;

“How can a constant fit concerning RM (risk identification, treatment and monitoring processes), and the (daily) management in the hospitality industry be realised according to the current scientific literature and experts?”

2) Systematic search for literature

To be able to select the literature systematically, first, the search terms and synonyms, different ways of spelling and/or comparable terms and concepts have to be stated. As the keywords used in the hospitality industry concerning RM and the identification, treatment and monitoring of risks differ from those used in RM literature, it is crucial to have broader

search terms to include the available literature. Besides, it occurs that specific terms are used interchangeably in the literature. Therefore, essential keywords are visible in Table 1.

Table 1

Search Topics and Terms Systematic Literature Review

Search topics	Synonyms, different ways of spelling, comparable/connected terms and concepts
Hospitality	<ul style="list-style-type: none"> • Hospitality management • Hotel management <ul style="list-style-type: none"> ○ Hotel operations management • Hospitality industry • Tourism management • Service management
Risk	<ul style="list-style-type: none"> • Risk management <ul style="list-style-type: none"> ○ Crisis management ○ Disaster management • Risk analysis • Risk identification • Risk monitoring • Risk assessment

Besides the different keywords connected to hospitality and risk, a platform must be selected to conduct the search terms. The Hospitality & Tourism Complete, a full-text database of EBSCO, has been selected to collect the available scientific research to gather data for the semi-structured in-depth expert interviews. The database includes 144 indexed, abstracted and peer-reviewed journals connected to subjects regarding the hospitality and tourism industry (EBSCO, 2022). Also, the database ‘International Security & Counter Terrorism Reference Center’ was considered. However, the stated search terms did not result in any matches regarding the subjects of RM in the hospitality industry.

3) Study selection

It is essential to select the relevant sources during the research. Therefore, in- and exclusion criteria need to be followed by advanced search methods in the databases and search engines. Table 2 presents the in- and exclusion criteria for this study.

Table 2

In- and Exclusion Criteria Systematic Literature Review

	Inclusion criteria	Exclusion criteria
Population	Cases related to risk identification, treatment and monitoring processes, and (daily) management in the hospitality industry.	Cases not related to risk identification, monitoring, treatment strategies or hospitality (management).
Concept	Studies connected to risk identification, treatment strategies and monitoring processes, and (daily) management in the hospitality industry.	Studies that are not connected to the research question.
Context	Examples or studies related to risk identification, monitoring aspects, risk treatment strategies and/or hospitality from all geographic locations.	Studies which are not related to risk identification, monitoring, treatment strategies, management, and/or the hospitality industry.
Types of sources	Empirical studies, quantitative and qualitative studies, systematic literature reviews, conferences, and critical reviews, published in English available via the University of Stavanger or Google Scholar databases.	Narrative reviews, research notes, Bachelor, Master and PhD theses. Sources not published in English. Publications which are not available via the databases and subscriptions of the University of Stavanger, nor via the world wide web without extra payment.

4) Charting the data

After the literature is selected, the relevant information and knowledge must be extracted. The information of the extract will contain the following information in a Microsoft Excel File; author(s), year of publication, journal, search strategy, the aim of the publication, research methods and relevant results to answer the research question. The selected work is only mentioned the first time it was selected during the systematic literature review if it is the same publication. However, this will be documented in the Microsoft Excel file for charting the data.

5) Merging and synthesising data

During the fifth step of the systematic literature review, the relevant information and knowledge is merged and synthesised with each other. In order to merge and synthesise, the selected data needs to be coded by the use of open, axial and selected coding. Open coding refers to selecting categories; subsequently, the axial coding will take place where the data will be positioned into the (sub)categories. Finally, during the selective coding, the interconnections between the categories become clear and overarching categories (Creswell, 2014). A summary of the main findings will be conducted from the selective coding results. The data will be coded with the help of the program MAXQDA Analytics Pro 2022.2. MAXQDA is a world-leading software for qualitative and mixed methods data analysis (VERBI Software, 2022).

6) Discussion & conclusion

Finally, the discussion and conclusion will be developed to answer the research question combined with the semi-structured in-depth expert interviews results. From this conclusion, eventual recommendations could be stated. Besides, the reliability of the study will be discussed, as well as possible critical remarks and limitations. The expected outcome of this research is an understanding of how a regular fit concerning the risk identification, treatment

and monitoring processes, and the daily management in the hospitality industry can be realised. However, before actual discussions and conclusions are given, semi-structured in-depth expert interviews will be conducted to synthesise the data.

Preliminary Interviews

In order to conduct as many valid results as possible through the semi-structured in-depth expert interviews, preliminary interviews have been conducted with two risk consultants. During the interviews, questions were tested (Neuman, 2014). One of the most important results was that it is essential to explain the concepts and steps of RM during the interviews with hotel and hospitality managers in more detail. However, during the interviews with the experts with experience in RM, this is not crucial, as they understand the theoretical terminations.

Semi-Structured In-Depth Expert Interviews

Semi-structured in-depth expert interviews will be conducted to get in-depth insights from experts to compare this with the findings of the systematic literature review. In addition, the author conducted a general interview scheme. The interview guide can be found in Appendix A. In addition, the author was allowed to ask follow-up questions to collect more detailed information (Creswell, 2014).

Sample. A convenience sample within the network of the author is conducted, as well as a snowball sample to recruit interviewees. From the convenience sample, the respondents were chosen based on their availability and the condition that they have (international) experience as a manager in the hospitality industry or as a professional in the RM field. The author conducted a snowball sample by asking the interviewees if they knew others that fulfilled this condition and could participate in this research (Creswell, 2014). The interviews are performed via Zoom and Microsoft Teams to have the opportunity to gain also insights from experts who are not located in Norway. Table 3 gives an overview of the obtained

sample and the participants of the interviews. Thematic saturation was found after conducting three interviews with risk-related experts and four interviews with hospitality-related experts (Creswell, 2014). Due to privacy regulations, there will be codes to refer to the participants instead of names or information that can reveal their personal information.

Table 3

Obtained Sample Semi-Structured In-Depth Expert Interviews

Code	Role	Date	Time	Platform
R1	Risk Analyst Automotive Sector (Convenience sample)	22-05-2022	47 minutes	Microsoft Teams
R2	Risk Consultant Maritime Sector (Snowball sample)	24-05-2022	28 minutes	Zoom
R3	Senior Lecturer (Snowball sample)	31-05-2022	30 minutes	Microsoft Teams
H1	GM Hotel (Convenience sample)	25-05-2022	38 minutes	Microsoft Teams
H2	Hospitality Manager (Convenience sample)	25-05-2022	36 minutes	Zoom
H3	Hotel Manager (Snowball sample)	27-05-2022	32 minutes	Zoom
H4	Ex GM Hotel / Hospitality Industry Professional (Convenience sample)	01-06-2022	40 minutes	Microsoft Teams

Data Analysis & Discussion

Creswell (2014) states that an inductive pattern, theory or meaning has the preference in qualitative research. Besides, an inductive approach reasons from specific observations: the systematic selected literature and semi-structured in-depth expert interviews (Creswell, 2014). The insights gained from the systematic literature review and the semi-structured in-depth expert interviews are coded in MAXQDA Analytics Pro 2022.2 and synthesised in order to draw theoretical conclusions regarding the realisation of a constant fit concerning the risk identification, treatment and monitoring processes, the daily management in the hospitality industry (Siddaway et al., 2019). Since the interview guide is divided into several

of the main codes of the coding process, the interviews are just coded selectively. During and directly after the interview, the author worked out the summaries and checked via email with the participants if any information was interpreted wrong or missing. After acceptance of the summary, the data has been coded selectively. The detailed summaries of the interviews can be found in Appendix B to H. Besides, this thesis is formatted in the APA7 style, according to the Publication Manual of the American Psychological Association.

Reliability

The reliability of the research refers to the extent to which the results can be reproduced when the research is repeated under the same conditions (Creswell, 2014). For example, another researcher can follow the same steps, search terms, selection and exclusion criteria to reproduce the systematic literature review, making the study very reproducible (Siddaway et al., 2019). Concerning the semi-structured in-depth interviews, another researcher could use the general interview scheme; however, one should bear in mind that it depends on the background, knowledge and skills, as well as the interviewees' experiences on how they will respond to the questions (Creswell, 2014).

Validity

The validity of research refers to how the results measure what they are supposed to measure (Creswell, 2014). Since an extensive amount of more than one hundred journals will be used during the systematic literature review via the Hospitality and Tourism Complete Database, in combination with the search terms and in- and excluding criteria and the semi-structured in-depth expert interviews, the validity of the research will be guaranteed. Subsequently, the semi-structured in-depth expert interviews will use subjects and questions conducted after coding the systematic literature to ensure they are connected to both the selected literature and the research question. Moreover, the preliminary interviews with two experts have increased the validity of the semi-structured in-depth interviews drastically.

Representativity

To ensure that the research is representative, a wide variety of sources should be used in the systematic literature review to give a representative overview of the available sources linked to the research question (Siddaway et al., 2019). Furthermore, concerning the semi-structured in-depth expert interviews, participants with extensive (international) experience will be given, which also suits the hospitality industry's global character.

Ethics

Concerning ethics, the research results must be accurate, and the reader should not be misled by the results and conclusions of the research. Besides, this research does not require approval from an ethics committee or approval of the Norsk senter for forskningsdata (NSD) as detailed notes of the semi-structured in-depth expert interviews are taken instead of recordings. Besides, the interviews do not aim to collect personal data but to check the available scientific literature with managers' experiences in the field of RM and the hospitality industry. However, nobody should be harmed by the results, conclusions, recommendations, or general comments concerning this research (Blumberg et al., 2014).

Limitations

The reader should bear in mind that the study is based on current literature research. Therefore, some information is only valid for a certain period since current literature, trends, and developments will be used. Also, recent developments may not be published in literature yet at the moment of this research. Furthermore, the reader should bear in mind that some results and statements derived from the systematic literature review should be seen from a historical perspective and against specific cultural backgrounds.

Concerning the semi-structured in-depth expert interviews, the participants could be last-minute unavailability. Also, technical difficulties could occur via the platforms Zoom and Microsoft Teams. Moreover, during the execution of this research within the coming

months, there is a possibility that more limitations will emerge, such as health issues for the author.

Data Collection & Analysis

This paragraph gives more insights into this research's data collection and analysis, starting with the study characteristics, followed by the data analysis.

Study characteristics

To fulfil the systematic literature review, all stated search strategies have been applied in the Hospitality and Tourism Complete database between the 23rd of February 2022 and the 28th of March 2022. The first searches identified 1.064 articles concerning risk, RM, crisis and/or disaster management and/or hospitality (management). When the title and abstract seemed relevant, the full text of the article was screened based on the in- and exclusion criteria. This resulted in a selection of 73 articles, which is 6,86 per cent of the total results of the search strategies. Per search strategy, previously selected articles came across; therefore, a publication is named only once in the review at the search strategy where it was selected first, in case it concerned the same publication. Nevertheless, these publications have been documented too, which resulted in 141 times a publication came across in multiple search terms. Appendix I shows the overview of all search strategies and outcomes. Subsequently, Appendix J shows the selected literature and Appendix K gives an overview of the previously selected publications.

After the coding process of the systematic literature review, an interview guide was set up for the semi-structured in-depth expert interviews (Appendix A), and the interview participants were selected via a convenience and snowball sample, as shown in Table 3. The seven interviews lasted between 28 and 47 minutes and were fulfilled via Microsoft Teams and Zoom.

Analysis

Systematic Literature Review. As described in the study characteristics, there have been 73 papers selected. The data from these publications are charted, also known as step four of the systematic literature review. The tables with the charted data are visible in Appendix J.

After all the data was charted, the fifth step of the systematic literature review, merging and synthesizing the data, came across. In order to label all the data, the program MAXQDA Analytics Pro 2022.2 is used. First, the open coding resulted in 428 text fragments divided over thirteen code categories. Subsequently, the axial coding resulted in 429 text fragments and 53 categories. Finally, the selective coding process led to 310 text fragments. The overview of the codes is visible in Appendix L, M and N. The coded segments of the open, axial and selective coding results are visible in Appendix O, P and Q.

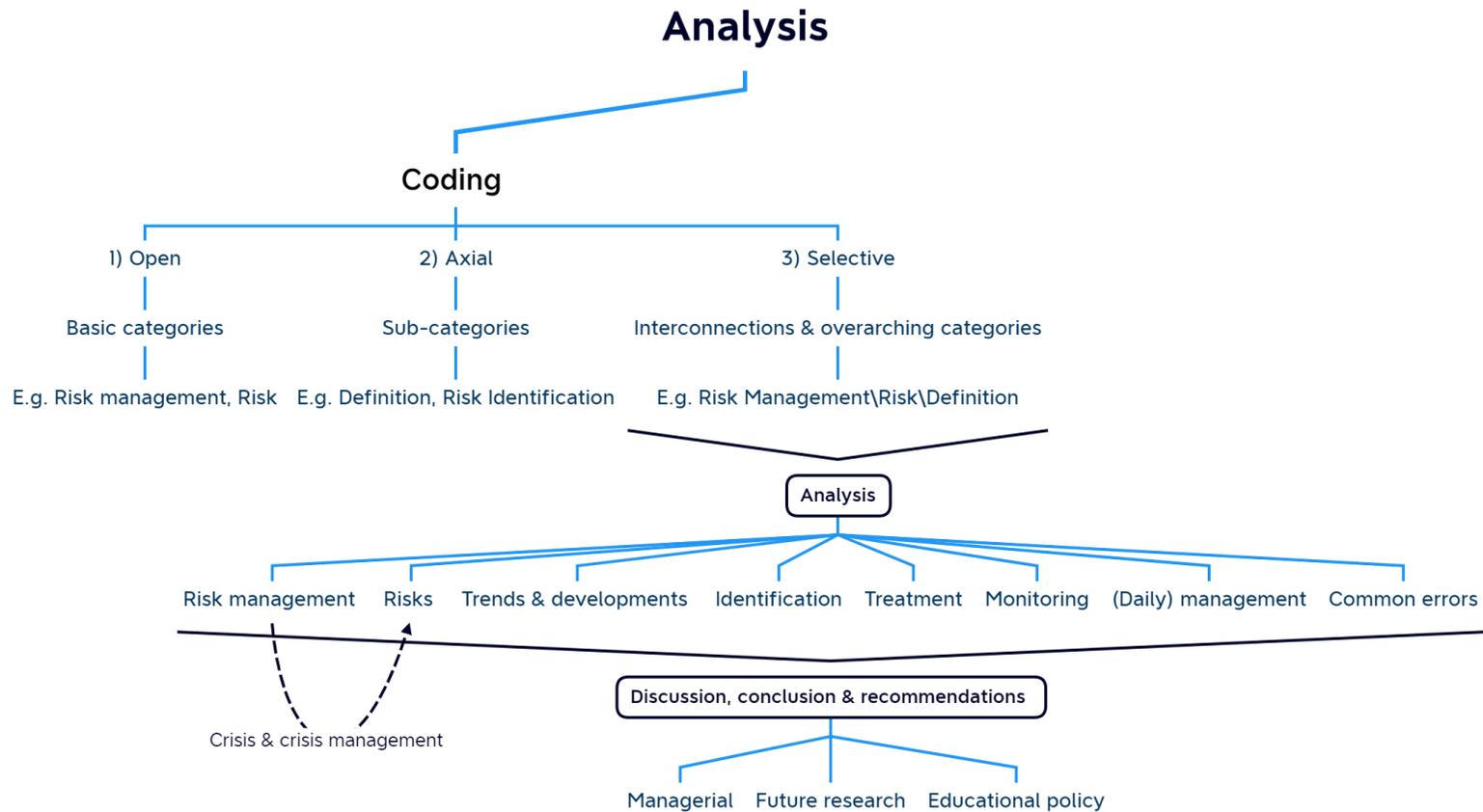
During the axial and selective coding process, the author looked critical at the stated codes of the previous coding phase once more. Therefore, some of the coded data has been split into multiple codes, were not selected during the selective coding process or moved to another category to make connections clear.

Semi-Structured In-Depth Expert Interviews. After each interview, the participants got a copy of the detailed notes for acceptance via email. When the acceptance was gained, the interviews were coded selectively in MAXQDA, based on the codes of the systematic literature review. Since the subjects were already divided in the open and axial codes of the systematic literature review, the interviews' data is only coded selectively. The selective coding of the interviews resulted in 147 coded segments. An overview of the used codes is visible in Appendix R, and the coded segments are visible in Appendix S.

The overview of the analysis process is visible in Figure 2.

Figure 2

Overview Analysis Systematic Literature Review & Semi-Structured In-Depth Experts Interviews (own figure)



Results - Systematic Literature Review

First of all, it is crucial to mention that the terms risk-, crisis- and disaster management in the literature and the words risk, crisis and disaster have been used interchangeably (Carlsen & Liburd, 2008; Wut et al., 2021). Besides, the reader should bear in mind that certain aspects were presented in the systematic literature review more often than others. For instance, concerning subjects regarding treatment, seventy-four coded segments were selected in the systematic literature review, compared with only thirteen for monitoring and twenty-three for identification during the selective coding process.

Risk Management

RM can be recognised as identifying and managing the organisational exposure to risk to achieve strategic goals (Wut et al., 2021). Managing risk is about minimising the potential damage resulting from decisions and actions taken in the organisation (Graci & Dodds, 2008). Therefore, management strategies need to be developed for these potential risks, including identification, measurement, effective monitoring, mitigation and response against and to (potential) risks (Chang et al., 2019; Liu et al., 2019; Wut et al., 2021). Since RM is concerned with identifying, monitoring, and mitigating risks, it deals with decision-making connected to implementing strategies to reduce the probability connected to the occurrence of a risk and its consequences (Mykletun, 2011). Activities of a risk manager involve the education and motivational tasks concerning RM besides the traditional managerial functions. In addition, RM focuses on the long-term and interdepartmental results of the organisation where human safety manners are crucial in the strategies (Stipanuk, 1989).

RM is crucial for organisations as it protects their assets, such as productivity, people and profits, and is connected to their risk appetite and acceptability (Mykletun, 2011; Saied, 1990; Wut et al., 2021). Furthermore, it focuses on improving the organisational opportunities to produce and/or offer their product safely while reaching a high quality

(Steene, 2009). Currently, RM focuses more on a holistic view across organisations and is continuous and proactive (Vij, 2019).

Hospitality Industry

Currently, the status of RM in the hotel business is mixed, as some organisations have (sophisticated) RM policies, whereas others have no practices or policies at all; however, risks and crises are escalating, and the hospitality industry is mostly the first to be impacted (Carlsen & Liburd, 2008; Saied, 1990). Therefore, organisations need to move to a proactive, identifying, analysing and assessing risks as part of the overall business strategy in a proactive manner since RM is an emerging area also to address aspects such as cost management, revenue management, innovation and being able to cope with the safety and security issues (Saied, 1990; Vij, 2019). Besides, effective RM will help the organisations, which will be in new scenarios, adapt to the situation and gain a service process fitting the new situation while serving the guests (Garrido-Moreno et al., 2021; Hansen et al., 2019).

Assessing, managing, and monitoring risk is essential in the hospitality industry; however, it requires an understanding of the systemic and dynamic nature of the global hospitality industry and the ability to respond to these (Carlsen & Liburd, 2008).

Risks

In the selected literature, various definitions for 'risk' were found. Risk can be defined as the organisation's vulnerability to a threat or hazard (Paraskevas & Quek, 2019). Other definitions also include the possibility of a deviation from the desired outcome (Vaughan, 1997 as cited in Vij, 2019), a possibility of a negative outcome resulting from an uncertain event (Dorfman and Cather (2013) in Wut et al., 2021) and the probability for some loss (Harland et al., 2003 as cited in Nordin et al., 2011). Korstanje (2009) states that risk should be defined as the cognitive probabilities that could be experienced partially, totally or felt like an unexpected negative consequence (Korstanje, 2009 as cited in Çetinsöz & Ege, 2013).

Another way to define risk is a (chain of) hazards that might lead to an event and consequences in a specific situation (Mykletun, 2011).

Risks can also be defined as known risks and uncertainties as unknown risks (Williams et al., 2020). According to Kahneman and Tversky, 1979 as cited in Williams et al. (2020), it is crucial to be aware of the distinction between known risks and uncertainties. Furthermore, risk can be defined as the degree of uncertainty and potential loss resulting from specific behaviour(s) (Yates & Stone, 1992 as cited in Hancer et al., 2009). In RM, 'risk' is mainly used in situations representing a negative outcome or loss (Stipanuk, 1989). This also connects with the definition of Bauer (1960), who considered a risk as a concept of uncertainty, which is negatively linked to the expected responses of customers (Bauer, 1960 as cited in Al-Ansi et al., 2019).

Risks are also associated with innovation processes and are closely related to knowledge (Williams & Baláž, 2014; Williams et al., 2020). Risks are also seen as manageable, and a growing tenor of organisations is looking for proper management of risks across the organisations, in both proactive and passive manners (Ritchie, 2004 as cited in Williams & Baláž, 2014). According to Williams and Baláž (2014), risk and uncertainty provide aspects for a deepening understanding of the hospitality industry, as they are about the knowledge inherent to all activities. Also, risk is a critical component of entrepreneurship, which is crucial in the hospitality industry (Power et al., 2019).

According to the new COSO framework (2013/2017), the complexity of risk has changed as new risks have emerged; also, various risks influence and threaten the hospitality industry (Vij, 2019). As a result, various risks are found in the selected literature, visible in Table 4.

Table 4*Various Risk Types Defined*

Risk type	Definition
Systematic risk	The integrated portfolio cannot eliminate the vulnerability to events that affect the overall market and economy. It arises from factors affecting the overall market (Jung, Kim, et al., 2018). The systematic risk differs per industry (Angel et al., 2018). It can also be referred to as market risk and can be reduced by economies of scale (Won Seok et al., 2015). Market risk involves the lack of understanding of the need for innovation, difficulties concerning forecasting and the resistance because of perceived risks (Williams et al., 2020).
Unsystematic risk	Refers to an organisation-specific, individual risk arising from lawsuits, strikes, and resignations of key officials in a specific organisation, which can be diversified by composing the organisation's portfolio (Jung, Kim, et al., 2018).
Total risk	Sum of systematic and unsystematic risk of an organisation (Hua et al., 2016; Skalpe, 2003).
Organisational risk	Involves the internal competencies of the organisation and its ability to execute strategies and achieve targets with the available resources (Williams et al., 2020).
Operating risk	Refers to failures in the organisation's production, service or product capabilities (Chang et al., 2019; Nordin et al., 2011). The hospitality industry refers to the day-to-day risks while dealing with guests, corporate systems and processes, and safety and security (Vij, 2019).
Strategic risk	Refers to threats that potentially affect the implementation of a business strategy and affect the organisation's growth (Chang et al., 2019; Nordin et al., 2011). This could be categorised into different categories such as industry, technology, brand, competitor, customer, project and stagnation (Nordin et al., 2011). In addition, the risk can arise from the organisations' relationships with the external environment (Vij, 2019).
Financial risk	Any risk directly impacts an organisation's cash flow, liquidity, budget management, and investments (Chang et al., 2019; Nordin et al., 2011; Williams et al., 2020). It can be both systematic as unsystematic (Chen, 2013 in Wut et al., 2021).
Technical risk	Mainly concerns the complexity of the technological environment and the lack of technical capabilities or customers' lack of understanding of the technology (Williams et al., 2020).
Disaster risk	It is the interaction between a natural disaster and its effect on society and has two dimensions vulnerability and exposure. In addition, it could impact the hospitality environment and the perceived risk to guests (Liu et al., 2019).
Functional risk	Refers to the capability to perform or function as an organisation as required (Power et al., 2019).

Nevertheless, how these risks are perceived depends from person to person and from situation per situation since risk perception relates to the individual judgements and evaluations concerning the likelihood of risk or emergencies (Slovic, 2000 as cited in Sung et al., 2021). It refers to subjective beliefs or judgements and can be influenced by the unfamiliarity and variability of products (Bae & Chang, 2021; Yuan et al., 2021).

In the hospitality industry, perceived risks of the guests, as well as the employees, can influence a lot of the behavioural intention; therefore, managers should identify these and evaluate the current processes and services in order to be able to deliver high-quality services and get a positive association with visiting a destination/location (Bae & Chang, 2021; Gruman et al., 2011; Xie et al., 2020). The influence of perceived risk on guests connects to the definition of Engel et al. (1995) as "those beliefs about the risks associated with product/service purchase" (Engel et al. (1995) in Chang, 2008). Risk and tourism are inseparable, as travelling brings risks and uncertainty (Ritchie & Jiang, 2019; Yang et al., 2017).

The perceived risks in the hospitality industry have a dynamic nature and differ per location (Çetinsöz & Ege, 2013). It is also influenced by gender, age, educational and income levels, occupation, residence, individual experience and cultural background (Al-Ansi et al., 2019; Zhan et al., 2022). Also, the type of tourism affects the risk perception (Liu et al., 2019; Wut et al., 2021). This can all impact the trust and satisfaction of the guest (Al-Ansi et al., 2019). Therefore, organisations in the hospitality industry should have RM strategies based on the risk tolerance and perceptions of risk of their guests as a fundamental part of their operational and marketing strategies (Kim & Richardson, 2003 as cited in Williams & Baláž, 2014). This is essential as attention to media strongly affects the perceived risk of guests; therefore, marketing communication should be optimised for the potential segment (Sung et al., 2021; Waikar et al., 2016).

Another aspect influencing how organisations deal with risk is the risk appetite. This concerns the organisation's desire to undertake risks to reach its strategic goals (Zhang et al., 2019). Nevertheless, this can be influenced by organisations with a higher risk profile, as they tend to encounter higher outcome uncertainty (Hancer et al., 2009; Ozdemir et al., 2013). Risk appetite can be seen as a critical consideration of an organisation's RM processes (Zhang et al., 2019). Therefore, according to Aven (2013), it is essential to know the organisation's risk appetite so more conscious decisions can be made (Aven, 2013 as cited in Zhang et al., 2019).

In short, according to Williams and Baláž (2014), risks exist because one never has the perfect knowledge regarding the future. However, the uncertainty stays highly variable across destinations and activities in the hospitality industry (Williams & Baláž, 2014). Therefore, one can say that risk inherently is part of all tourism experiences (Elsrud, 2001; Larsen & Brun, 2011 as cited in Holm et al., 2017).

Crisis & Crisis Management

The systematic literature review gave insights into crises and crisis management as the terms risk-, crisis- and disaster management and the words risk, crisis, and disaster have been used interchangeably (Carlsen & Liburd, 2008; Wut et al., 2021). According to Liu et al. (2019), all risks have the potential to evolve into a crisis when they are out of control. Therefore, managers need to seek ways to cope with these adverse events and prevent them via RM (Paraskevas et al., 2013).

A crisis can be defined as 'an unpredictable event that threatens important expectancies of stakeholders related to health, safety, environmental, and economic issues, which can seriously impact an organisation's performance and generate negative comments' (Coombs, 2019, p. 3 as cited in Wut et al., 2021). The impact of the crisis is high and affects an organisation's strategic goals (Burhan et al., 2021; Denizci Guillet & Chu, 2021;

Giousmpasoglou et al., 2021; Kim et al., 2019; Leta & Chan, 2021). Crises have an unknown probability of occurrence but pose a threat to the organisation; also, there need to be reacted quickly if one occurs (Racherla & Hu, 2009; Tse et al., 2006; Vargas-Sánchez, 2018; Yacoub & ElHajjar, 2021). The complexity of crises and the risk is high, but the impact depends on the scale (Harrington & Ottenbacher, 2009; Paraskevas et al., 2013; Ritchie, 2004). Crises can be divided into different types: immediate, emerging, sustained, and external crises (Chun-Min et al., 2017; Israeli, 2007; Ritchie, 2004). According to Kash and Darling (1998), it is no longer the question of if a crisis will hit an organisation but when (Kash & Darling (1998, p. 179) as cited in Ritchie, 2004).

Crisis management includes crisis prevention, preparedness, response and revision. (Hoise & Smith, 2004 as cited in Wut et al., 2021). Strategic planning is the most crucial aspect, and solutions and treatment strategies are unique for every situation in order to prevent a crisis from occurring (Burhan et al., 2021; Carlsen & Liburd, 2008; Denizci Guillet & Chu, 2021; Lai & Wong, 2020; Liu et al., 2021; Paraskevas et al., 2013). Crisis management is considered a process by Cioccio and Michael, 2007 as cited in Ritchie and Jiang (2019). In the hospitality industry, crisis management is crucial to minimise the negative impact on the guests or the reputation (Herédia-Colaço & Rodrigues, 2021; Ritchie & Jiang, 2019).

There are a variety of crisis management frameworks and phases/cycles in crisis management. The six stages of Faulkner's (2001) and Richie's (2004) adaption of it are named most (Berbekova et al., 2021; Denizci Guillet & Chu, 2021; Giousmpasoglou et al., 2021; Guo et al., 2022; Herédia-Colaço & Rodrigues, 2021; Lai & Wong, 2020; Leta & Chan, 2021; Li et al., 2021; Racherla & Hu, 2009; Vargas-Sánchez, 2018). Other examples named in the selected literature are Coombs (2019) and the 4 Rs of Heath (1998) (Liu et al., 2021; Vargas-Sánchez, 2018; Wut et al., 2021).

Trends & Developments

With the rise of the hospitality industry and the growth of uncertainty, the risk dimensions are changing, too, and the perceived risks of the guests should not be underestimated (Berbekova et al., 2021; Israeli & Reichel, 2003; Kim et al., 2019; Paraskevas & Altinay, 2013; Ritchie, 2004; Vargas-Sánchez, 2018; Waikar et al., 2016; Wut et al., 2021). Therefore, there is a need for effective management of these matters, which is becoming more popular and developed over the years (Chun-Min et al., 2017; Lai & Wong, 2020; Paraskevas & Quek, 2019). According to Cohen and Neal (2010), understanding hotels' risks is limited and needs direct attention (Cohen and Neal, 2010 as cited in Waikar et al., 2016). Also, the hospitality industry tends to be international, increasing the risk exposure (Park & Jang, 2014; Ritchie, 2004; Ritchie & Jiang, 2019). Subsequently, the risk-taking behaviour of significant hotel groups concerning merging and acquisitions (Falk, 2016; Zhang et al., 2019), as well as the usage of technology in the offered services and processes (Hu et al., 2009, Lee et al., 2016 as cited in Zhang et al., 2019) influences the vulnerability of the hospitality industry (Zhang et al., 2019). Large hotel companies have a lower absolute risk since they are mostly more profitable by obtaining operating cost efficiencies by economies of scale and react more quickly to external environment influences or changes, according to Chen (2013).

Due to the nature of the hospitality industry, organisations might face more environmental risks, resulting in more financial and other business risks (Chun-Min et al., 2017; Garrido-Moreno et al., 2021; Ritchie, 2004; Wut et al., 2021). Also, hotel size, location, resources, governmental regulations, and support play a more significant role in the responses and strategies in RM of hotels (Le & Phi, 2021; Leta & Chan, 2021).

Identification

Since there is often a gap between the plan of organisations and what is happening during a possible crisis, it is crucial for organisations to both identify and acquire critical knowledge, both internally and externally in the organisation, in order to identify risks beforehand to prevent and during an eventual event (Racherla & Hu, 2009). The selected literature showed several ways to identify risks and essential aspects. For example, Steene (2009) mentions different methods to access risks, such as problem detection study (PDS), checklists as the basis for analyses and evaluations of systems or activities, benchmarking, CFI's and KPIs, CIF, and gap analysis (Steene, 2009). Another example is the modern portfolio theory, which can reduce investors' risk exposure (Jung, Kim, et al., 2018).

Organisations must consider all internal and external risks and review them broadly and systematically (Gruman et al., 2011; Wut et al., 2021). This connects to Vij (2019), who states that it is crucial to incorporate a 360-degree view risk lens and be proactive as a risk manager. Also, technology can help to become more effective and efficient in analysing risks (Vij, 2019). The identification process will incorporate tangible assets and digital records and can be different across countries caused of different economic and political structures (Chen, 2013; Stipanuk, 1989). Based on the viewing point, in other words, the resource-based view or knowledge-based view, the questions differ for the organisation to identify risks (Ritchie et al., 2011).

Pearson and Mitroff (1993) state that four issues should be analysed and identified: the type of crisis/risk, phases of the event, systems and/or factors that could cause or prevent an event and the involved stakeholders (Pearson and Mitroff, 1993 as cited in Racherla & Hu, 2009). Identifying the risk factors and knowing the different risks as a manager connected to the customer value can lead to optimised investments by reducing risk in certain aspects for

the service users (Chang, 2008). Therefore, organisations must detect signals for risks or crises via appropriate signal detecting mechanisms (Paraskevas & Altinay, 2013).

A risk assessment covers the probability of occurrence of potential risk events. It also incorporates an overview of scenarios and impacts of these events. In order to cope with this, contingency plans need to be developed (Vargas-Sánchez, 2018). It can also be seen as a quality assessment, as it could focus on the possible improvements for an organisation to offer a service of high quality (Steene, 2009). In short, a risk assessment covers a portfolio of potential risks that need to be considered. It could also cover potential response and recovery problems to these potential risks (McEntire & Myers, 2004 as cited in Paraskevas & Quek, 2019).

Hospitality Industry

During the identification process, it is crucial for hospitality organisations to establish an operating risk indicator system (Chang et al., 2019). Correspondingly, the correct risk characteristics need to be taken into account, as these relate to the likelihood of inevitable consequences and the seriousness (Bonnet et al., 2012, as cited in Sung et al., 2021). This is confirmed as well by Chun-Min et al. (2017), as these help to identify risks as well will help to be able to develop a strategy for the organisation to cope with the risks. Subsequently, it is vital to incorporate a broad risk recognition within the hospitality industry, such as potential physical injury to guests and employees (Stipanuk, 1989).

According to Badri and Kazemi (2021), risk checklists can be helpful in order to identifying and assessing risks and vulnerabilities. Kash and Darling (1998) state several tools that can help identify risks, such as strategic forecasting, issues analysis, scenario planning, risk and hazard mapping and integrated emergency planning (Kash & Darling, 1998 as cited in Ritchie, 2004). Therefore, effective signal detection is also essential for hotels (Paraskevas & Altinay, 2013 as cited in Le & Phi, 2021). Per Slevitch and Sharma

(2008), RM is, for the most part, essential for information handling as well in the identification phase in order to be able to eliminate the majority of the risks and uncertainty for an organisation (Slevitch and Sharma (2008), as cited in Vargas-Sánchez, 2018).

Treatment

When the risks for organisations are defined, there are four different risk managing approaches: avoidance, mitigation, acceptance and transfer (Paraskevas & Quek, 2019; Saied, 1990). The various situations and risks an organisation can encounter ask for different solutions (Ritchie, 2004; Tse et al., 2006). In order to find the proper treatment or recovery strategy for certain risks, it is crucial to consider each process in the organisation to be able to fit with the management cycle too and bring improvements to the organisation (Tse et al., 2006). Furthermore, the chosen risk strategy can decrease the organisation's risks and uncertainties and increase goodwill and cash flow (Jung, Kim, et al., 2018). In general, managers can prepare an organisation to deal effectively with incidents and reduce risks by developing a risk strategy (Badri & Kazemi, 2021; Ritchie, 2004).

Furthermore, it is required that managers use participative tactics into specific knowledge internally and externally in order to deal with high complexity situations (Harrington & Ottenbacher, 2009; Racherla & Hu, 2009; Williams & Baláž, 2014). This also goes for organisational memory to prevent repeated mistakes (Racherla & Hu, 2009). The strategic plan should specify the actions that need to be undertaken in detail and consist of the needed collaborations with stakeholders and training for the current employees to be proactive (Leta & Chan, 2021; Li et al., 2021). Moreover, an organisation's culture and leadership style can influence the preparedness and effectiveness regarding RM (Ritchie, 2004; Ritchie et al., 2011). Proactive planning and a holistic approach will result in the most effective RM and cost the least (Paraskevas et al., 2013; Ritchie, 2004). In order to reach a proactive and holistic approach, the communication must be adequate, and the organisational

culture is considered, as this is crucial in RM (Denizci Guillet & Chu, 2021; Israeli et al., 2011; Ritchie, 2004).

As for transferring risks, Brouwer (2000) states that risks are essentially insurable, unlike uncertainty (Brouwer, 2000 as cited in Williams et al., 2020). Regarding mitigation, the concept of Business Continuity Management (BCM) has emerged lately. It mobilises organisational resources to formalise, structure and allocate resources in the event, which is efficiently mitigated (Herbane, 2013 as cited in Burhan et al., 2021). Resources can be reorganised or deployed to prevent an adverse event (Ritchie, 2004). According to Kato and Charoenrat (2018), BCM can help small and medium-sized enterprises plan and execute RM and planning (Kato & Charoenrat, 2018 as cited in Burhan et al., 2021).

Resilience can help an organisation with its planning, containment and recovery as it is focused on developing by which the actors can adapt, identify and utilise resources to encounter disruptions before, during and after an adverse event (Burhan et al., 2021). Besides, it is crucial to consider the competencies of the current employees (Racherla & Hu, 2009). Nevertheless, even though the organisation can use a treatment strategy for risk, it will never be eliminated, as there will always be a residual risk which will remain unmanaged (Badri & Kazemi, 2021; Paraskevas & Quek, 2019).

Hospitality Industry

As noticed before, hotels face various risks; therefore, the management should constantly raise its standards concerning minimising and managing the effects of the risks. By increasing the probability and positive impacts and decreasing the negative ones by approaching RM as a positive core factor in maintaining a competitive business position, the risks of the organisations can be managed effectively (Yeomans, 2011 as cited in Vij, 2019). According to Sharpley (2005), the four main principles of sustaining hospitality RM are; coordination, collaboration, communication and commitment (Sharpley, 2005 as cited in

Vargas-Sánchez, 2018). Therefore, effective RM planning is a crucial responsibility in the hospitality industry (Paraskevas et al., 2013).

It is crucial that the management of hotels continuously plans and implements RM practices in their organisations proactively. Subsequently, an understanding of the risks is essential for competitive advantage. Due to the growth of the competition globally, the hospitality industry needs to manage risks strategically to achieve the set objectives. This is also influenced by the threat of terroristic attacks, which asks for, for instance, proper surveillance systems at hotels to let guests feel safe (Vij, 2019; Wut et al., 2021). This also goes for the increase in technology usage and the privacy and security matters coming with this (Vij, 2019). One of the most vital aspects is RM communication in the hospitality industry concerning, for instance, legal issues or explaining and informing guests about specific situations or measures (Badri & Kazemi, 2021; Wut et al., 2021). Communication is as well critical in order to be able to evaluate and learn from adverse events that happened and, with those learnings, strengthen the RM strategy (Coombs & Laufer, 2018 as cited in Herédia-Colaço & Rodrigues, 2021). Anderson (2006) argues that the relevant literature concerning RM discusses a more resource-based approach by focussing on training and development, resources and risk planning (Anderson, 2006 as cited in Paraskevas & Quek, 2019).

Hotel managers and owners need to decide on the risk strategy (Chen, 2013). Also, they should consider regulations and obligations from competent authorities. As a result, the processes should be considered concerning cancellation policies or personal hygiene (Chien & Law, 2003).

Risk acceptance can come across when hotels absorb certain risks when the likelihood or the probability of occurrence is foreseeable, and the impact is not high. It can also be seen as acknowledging a risk without having a proactive response (Waikar et al., 2016).

Risk transfer refers to the risks beyond partially or fully managing the hotels' risk appetite and can be transferred to a third party at a cost (Waikar et al., 2016; Wut et al., 2021). Although insurance is the most expensive method of transferring risks, hotels can therefore also use, for instance, lease contracts for properties and equipment to transfer risks (Saied, 1990).

The risk function needs to be recognised and the thoughts and feelings of the guest to mitigate risks in hotels (Korstanje, 2009 as cited in Waikar et al., 2016). Internationalisation can be seen as a mitigation strategy, as there is a risk reduction in systematic risks in the hospitality industry (Chen, 2013; Jung, Dalbor, et al., 2018; Jung, Kim, et al., 2018; Jung et al., 2016). When developing an internationalisation strategy, it is crucial to focus directly on effective RM (Jung, Dalbor, et al., 2018). Besides internationalisation, implementing Corporate Social Responsibility (CSR) strategies has a moderating effect on systematic risk (Jung, Kim, et al., 2018). Furthermore, sharing knowledge and resources between activities lowers organisations' risks (Nickel & Rodríguez, 2002 as cited in Vivel-Búa et al., 2018). Knowledge is a critical factor for effective RM in hotels (Ritchie et al., 2011). Sharing (statistical) data is, therefore, crucial to collaborate and improve safety in the hospitality industry (Hansen et al., 2019). This goes well for operational efficiency and diversification (Israeli et al., 2011; Vivel-Búa et al., 2018). Cooperation with the stakeholders is essential to reach a mitigating effect concerning risks in hotels (Racherla & Hu, 2009).

Standardisation of international hotel brands and their branding image while having effective RM minimises guests' risks (Andreassen & Lindestad, 1998 as cited in Williams & Baláž, 2014). Furthermore, international hotel chains seem to experience crises, which positively correlates with risk readiness (Filimonau et al., 2020; Rousaki & Alcott, 2007 as cited in Giousmpasoglou et al., 2021).

Other important aspects are being prepared by having communication and continuity plans ready, having prepared and trained staff that knows their responsibilities and roles in times of a crisis or to prevent a risk of hitting an organisation, being a well-equipped hospitality manager, and providing the necessary materials and resources to the employees to be able to fulfil the RM strategy and processes (Badri & Kazemi, 2021; Giousmpasoglou et al., 2021). These proactive activities may enable the organisation to successfully manage risks or adverse events (Kim et al., 2019).

An effective RM strategy and treatment can vastly reduce the negative impact connected to risks and improve the environment for guests in the hospitality industry (Chan et al., 2021; Liu et al., 2019). Moreover, effective RM strategies will help rebuild and maintain guests' confidence (Wut et al., 2021). From an outbreak until the response and recovery, hotels need to be quick in their actions, which is vital for effective management (Chan et al., 2021). Competitiveness and all aspects of the operational processes should be considered in an effective RM strategy (Israeli, 2007; Tse et al., 2006).

Resilience is also vital for organisations as it provides a holistic perspective on the organisation as it goes beyond the RM standardised measures (Garrido-Moreno et al., 2021; Ketter, 2022). A holistic and proactive RM approach can be required by developing a proactive scanning and planning approach, implementing strategies when adverse events occur and evaluating and refining these (Ritchie, 2004).

Hospitality managers must not forget to ensure that the RM strategy fits the human element of hospitality. Therefore, it needs to be flexible as every guest has another level of risk tolerance (Chan et al., 2021). This is also important as the RM strategy is associated with the hotel's image, prosperity, and survival (Lai & Wong, 2020 as cited in Liu & Yang, 2021). Contingency plans will also help hotels in the post-mitigation phase (Lo et al., 2006 as cited

in Garrido-Moreno et al., 2021). The long-term strategy should focus on the activation and innovation of the hotel business (Campo et al., 2014 as cited in Guo et al., 2022).

Monitoring

Flexible and continual monitoring is vital for organisations to implement and design effective strategies. This also helps to deal with change (Ritchie, 2004). Organisations should be able to identify the risk deterrents and conduct the information needed to observe the indicators and estimate the probability of a fall or rise in risk to monitor situations (Angel et al., 2018). Different types of assessment can benefit the organisation by knowing which risks are there and which strategies have been carried out against them, such as checklists, KPIs, CFIs and CIFs (Steene, 2009). It is crucial for organisations to have an ongoing review based on that revision in the organisation concerning experiences, changes in the environment and organisational structure and personnel (Vargas-Sánchez, 2018). This connects to Pearson and Mitroff, 1993 as cited in Kim et al. (2019), who argue that organisations should accept both negative and positive information to evaluate this and improve their strategies. Improvements in RM and the risk strategy should focus on as this can help reduce risks when weaknesses are identified (Liu et al., 2021; Ritchie, 2004). It is also crucial that there is an overview of all business activities as part of portfolio management and that these are monitored as these can influence each other (Nordin et al., 2011).

Hospitality Industry

Monitoring obtains data concerning the key indicators of an organisation and its strategies concerning RM. All critical indicators bundled can serve as a platform for intelligent management in RM (Vargas-Sánchez, 2018). For instance, RM and its implementation of risk strategies require flexible monitoring concerning evaluating, selecting and implementing appropriate strategies to refine strategies if needed (Ritchie, 2004; Tse et al., 2006). In addition, implementing effective communication and control strategies needs to

be monitored. Besides, it is crucial that there is control or relocation concerning resources to be as effective as possible. Next, collaboration with key stakeholders must be identified and established; these matters must also be monitored in the hospitality industry (Ritchie, 2004).

(Daily) Management

Effective management involves paying attention to daily operations and being prepared for uncommon issues that can harm the organisation (Gruman et al., 2011). Therefore, RM is an integral part of the overall management practices (Leta & Chan, 2021). It is argued by Vij (2019) that it is essential for organisations to create a culture of risk awareness and incorporate RM into all business decisions and strategic planning. This can as well lead to operational excellence (Vij, 2019). Effective RM is especially crucial for organisations operating in international markets (Jung, Dalbor, et al., 2018). Strategic evaluation and feedback are vital for continuous strategic planning and management improvement. This can also improve the organisation's effectiveness (Ritchie, 2004).

Business decisions often entail risks and challenges (Jung et al., 2016). Therefore, managers must incorporate the identification of risks in selecting the decision-making process (Harrington & Ottenbacher, 2009). In addition, having proper resources as an organisation is crucial, as slack resources can encourage risk-taking behaviour and experimentation, which could negatively influence the organisation's strategy in the hospitality industry (Hancer et al., 2009).

Hospitality Industry

Since the essence of the hospitality industry is to create unique and often personalised experiences, RM needs to fit the organisation's service standards or SOPs and the hospitality servicescape (Chan et al., 2021; Garrido-Moreno et al., 2021). Another aspect that needs to be considered to meet guests' changing expectations is agile in responding to these while incorporating effective RM (Vij, 2019). RM comprises a long-term strategic decision-making

process that necessitates analysing relevant data. This helps professionals in the hospitality industry understand the competitive positioning, market situation, and customer segmentation, which help identify market opportunities (Denizci Guillet & Chu, 2021).

Eventual preventive measures in the RM process must be communicated effectively to employees and the organisation's guests (Chien & Law, 2003). Besides, the role of managers is essential during an eventual crisis, as competently as they are vital stakeholders to actualise the crisis planning, management and recovery efforts (Burhan et al., 2021; Leta & Chan, 2021). Moreover, a RM course in the hospitality curriculum would, according to Stipanuk (1989), offer an opportunity for future leaders and their organisations and create opportunities for the entire industry.

Common errors

Failures in RM have become too familiar, according to Vij (2019). Despite many negatively affecting the hospitality industry, the industry still fails to fully anticipate the impact of known threats or predict these and undertake preventive actions (Ritchie, 2008; Wang & Ritchie, 2010 as cited in Herédia-Colaço & Rodrigues, 2021). RM systems must be adequate, robust, and continuously developed in the changing landscape and technological advancements (Ritchie, 2004; Vij, 2019). Also, proactive management is crucial but rarely occurs, although vital for organisations (Israeli, 2007). Besides, it needs to be incorporated into an organisation's strategic plans and not made up when or when an adverse event occurs (Vargas-Sánchez, 2018). Due to its complexity, it is vital to prevent a lack of incident data and share this with stakeholders (Hansen et al., 2019). One of the critical challenges in implementing RM is a lack of clarity around documentation and a lack of commitment. Furthermore, technology adaptation is crucial for organisations (Vij, 2019). Other common errors affecting organisations concerning RM are scarcity of talent management, inexperienced leaders and skill shortages (Jauhari & Sanjeev, 2012 as cited in Vij, 2019).

The absence of a comprehensive RM strategy and plan might lead to the neglect of practices that might improve the organisations' effectiveness (Israeli et al., 2011; Leta & Chan, 2021). Furthermore, the absence of appropriate mechanisms to identify and evaluate information will result in a lack for the organisation (Racherla & Hu, 2009). This goes well for a holistic RM framework for organisations (Li et al., 2021). Racherla and Hu (2009) state that independent small- and medium-sized organisations often do not have the sufficient resources or tools for a RM/crisis plan within the hospitality landscape. Another standard error is a lack of focus on employee-oriented issues, such as clear communication in the hospitality industry combined with RM (Gruman et al., 2011).

Other common errors are the lack of training of employees, lousy coordination and leadership of the RM team, faulty communication and information systems, basic simulations and lack of evaluation and learning (Vargas-Sánchez, 2018). Also, the lack of experience in hotels concerning RM makes the situation more complex (Wut et al., 2021). Furthermore, the lack of preparedness affects risk preparedness, which can empower the ease of mitigating risks. To prevent this, the hotel must use proper planning (Yacoub & ElHajjar, 2021). Unfortunately, according to Israeli and Reichel (2003), literature concerning these matters is sparse.

Results - Semi-Structured In-Depth Expert Interviews

Risks

The starting point for managers is, according to R1, to be up to date with the current risks of the organisation. R2 states that when an organisation does not understand the risks, they will make incorrect decisions and put the organisation at risk or spend too much money on the wrong treatment strategies. H1 mentions that there is indeed limited knowledge concerning risks, as there can happen a lot, and there are many adverse types of events. However, this situation can be different in the United States of America, where the risk

culture and consequences are entirely different than in Europe. H2 remarks that all managers should know about the hotel operations' risks and understand what is directly influencing their processes. H3 argues that the knowledge the managers have concerning risks depends on the person. R3 adds that there mostly is looked event-based the risks, and fewer preventive measures are taken. Besides, a support base within the organisation is needed to recognise the risks. Per H4, there should be open communication about the risks to ensure an understanding of them within the organisation.

Trends & Developments

R3 states that the hospitality industry is very vulnerable. According to R2, there is more attention to RM in general due to the regulations and obligations of competent authorities. R1 refers to the ISO31000 with the latest guidelines. H1 and H3 state that they both see a change in the fact that people are getting more concerned about risks in general and more towards the risk culture of the United States of America, and more specifically about their privacy and physical risks. R3 and H4 also name the General Data Protection Regulation (GDPR) and privacy. Per H4, it is vital that the hotel employees know their guests and how they wish to be treated. H2 names the involvement of more technology as another development. H4 responses are in line with this, with the risks of cyber risks and hacks in the hospitality industry. R3 remarks as well change in the supply chain and the risks connected and treated by deciding regional purchasing by shortening the supply chain. Moreover, partnerships are mentioned by R3 as a development to establish long-lasting relationships with suppliers, which will make risks more transparent and registered, which can lead to decreased risks for the organisation.

Identification

R1 states that it is vital for organisations to use the correct scope for risk identification to be effective and efficient. R2 mentions this as well. Besides, it is vital to know the risk

appetite of an organisation in order to pick the best treatment strategy. H4 addresses that it is crucial to fully know the situation you are working with. The same goes for the competitors of the hotel and the surroundings. Furthermore, H1 indicates that it is vital to know the laws of your location as there are different laws and regulations everywhere. Also, it is vital per H1 that there will be looked for the exceptions in the processes of the hotel to make sure that all details are known to conduct a proper analysis. However, one should also not focus too much on the small details. Therefore, hotels often outsource the risk assessment to external organisations to use external knowledge and ensure nothing is overlooked, as remarked by H1 and H2. H3 recognises this situation and states that they do the identification process for smaller projects internally, but external organisations conduct the identification of more significant projects. Also, according to H3, it is vital to go into all process steps to ensure nothing is overlooked. R3 agrees by stating that it is vital to pay attention to less evident aspects during the identification.

It is crucial to have the same scale for the likelihood and impact to evaluate risks to make the correct decision in the organisation according to R1, R2 and H2. During the risk assessment, it is essential to get 'evidence' of every control in the organisation to make a good decision for the treatment strategy, argues R1. H1 explains that many aspects influence the risks in hotels, from HR to waste management, all influence the operations, the quality and risk. Therefore, all these details have to be considered.

According to R1, the process concerning risk identification via their organisation for other organisations goes via an intake where the scope will be established and followed up by an intake call. Based on the information conducted during the intake, a risk assessment type will be selected, fitted best by the scope and organisation, and filled in further by the organisation. After completing the assessment, a risk analyst will review this and ask follow-up questions to gain all the needed information. Finally, the information will be sent to the

'second line'. R3 mentions the RI&E, the risk inventory and evaluation system in the Netherlands, but adds that this is a method to set a baseline for organisations, and they still need to develop from there concerning the identification and decision-making of the treatment strategy.

Bigger hotel chains like Marriott International have an overall loss prevention program. Losses of any type are considered here, and they advise having a loss prevention officer in any hotel property with more than a hundred employees. This also helps the hotel to have a fixed staff member to focus on the RM process in the hotel concludes H1.

Treatment

R2 mentions four strategies concerning the treatment of risks: avoiding, mitigating, transferring, and accepting. The choice of treatment strategy should fit the corporate strategy according to R1. H3 remarks that the treatment strategies should be flexible, as each situation is different. H4 adds that it is critical that an organisation's employees, especially small high-end boutique hotels, are flexible too. H1 mentions that risk treatment can prevent reputation loss, as it connects all the points in an organisation, it needs to influence the quality positively, as nowadays it is a lot easier to post pictures on, for instance, TripAdvisor that can hit the organisation negatively. H4 agrees that keeping up the reputation and image of the hotel is crucial. R3 addresses that it is impossible to preclude risks one hundred per cent, but it is crucial to communicate about RM in organisations to improve RM by reviewing what has already been done.

Transferring of risks will be done when there is no way to mitigate the risks or when the costs are higher than insurance, according to R1. Knowledge concerning which risks can be transferred is crucial, too, according to H1, as this can vary per location. Transferring risks, in general, has become more expensive over the years; H1 argues that this is due to the changes in organisational structures, where managers are now working more operationally

than tactical. H4 adds that especially the insurance cost concerning a cyber hack is extensive. R3 mentions that the Netherlands is a 'frontrunner' in having insurance and trying to secure everything as part of the culture. However, it is impossible to insure everything; therefore, it is crucial to try to be in control by having an RM strategy concerning treatment. H3 noticed as well that insurance could be costly for hotels. However, outsourcing certain hotel operations, such as HACCP and pest control, can be beneficial as the risk is transferred to state H1, H2 and H3. H1 and H2 both remark that it can be beneficial for jobs requiring specific knowledge and do not offer as much work that can be permanently covered in the hotel; having service at specific times in the hotel is a better solution. H3 uses outsourcing as a treatment strategy when this is cheaper than insurance. H4 states that knowledge is vital to offer a long-term quality, high-end guest experience. The employees offering the transferred services must know to contribute to the high quality and experience, such as housekeeping or breakfast chefs.

Risks above the risk appetite should be mitigated when they cannot be accepted, avoided or transferred, but it has to fit the scope and the organisation per R1 and H2. As stated by H3, risks will sometimes be accepted when the probability of an adverse event happening is relatively small or when the treatment strategy costs more than the negative consequences. If a risk is above an organisation's risk appetite, it is possible to apply a waiver or a risk acceptance process to decide if the risk will be accepted. If the risk is not accepted, a mitigation strategy as risk treatment will allow the organisation to achieve the strategic goals according to R1. R3 mentions that organisations should accept risks in general but should have a strategy concerning the treatment and control. Since it is vital to be prepared as an organisation, it is crucial to evaluate and act accordingly to risks, as when they are not treated correctly, the outcome can be very harmful for the organisation. When risks are accepted, the organisation should still have an overview of its consequences. Also, the value of the

treatment strategy should be considered; KPIs and CSFs can help evaluate if it is critical to treat the risk.

Managers should be aware of the current RM practices in an organisation to adapt these when new projects are started, states R1. Moreover, they know what to do during their daily operations by being aware of the organisation's RM practices. Another important aspect is the structure in RM in the hotel, states H1, as sharing the structure and information with the team becomes everyone's responsibility. H3 states that they have a yearly safety briefing in the hotel and pay attention to risks during the onboarding process. By doing this, the most critical risks of the hotel will be discussed and gained attention. Next to that, employees should be responsible for following the SOPs to prevent adverse occurrences from happening. Per R3, organisations should not focus too much on only having preventive measures as a treatment strategy, as these are costly and will not give much security either. Lastly, according to H4, it is crucial to adapt to other businesses connected to yours in their decisions when you are a small organisation. Especially during uncertain and unexpected times, such as a pandemic.

Sharing knowledge with stakeholders, the industry and competitors is vital to reduce the overall risks around the organisation, as stated by R2. Collaboration is vital with stakeholders and the industry, according to H1, especially when there is no in-house knowledge or support in the case of a bigger international hotel chain. If this is not established, it can also be possible to contact a general manager in the same city or your network to share knowledge, states H1. H4 addresses that it could be interesting for smaller hotels to connect them to a brand or membership organisation, in which more hotels are linked, to gain the advantages more prominent hotels have concerning knowledge and economies of scale for purchasing. H2 points out that during, for instance, terroristic attacks, there have been meetings with all GMs of the city. Also, RM programs from a hotel chain

can help collaborate with other local hotels for, for instance, specialised staff who will not have a full-time job at each location. Another way of collaboration by H2 is that hotels in the city send each other information concerning guests who did not pay or caused trouble, to keep all hotels as safe as possible. R3 mentions that collaborations will be more critical. Especially concerning the supply chain, which will ensure organisations with increased possibilities coming from the partnership, increased sustainability, and a more robust and shorter supply chain. H4's statement connects to R3 by stating that a shorter and more local supply chain and partnerships can help organisations and, simultaneously, focus on sustainability and quality.

Monitoring

R1 states that it is vital for organisations to have a monitoring process that clearly shows when a risk assessment has been conducted the last time to be up to date. This makes an organisation always prepared for an audit and can validate input when changes in specific processes and risks need re-evaluation. This aligns with R2 and H1, which state that it is crucial to overview the organisation's risks and which strategies and treatments are ongoing. R3 mentions a quality audit as an aspect of monitoring to evaluate what already has been applied in the organisation to improve the quality. H4 addresses that monitoring can help the long-term process of the organisation.

H1 argues that a monitoring system that helps detect 'grey' areas would make RM in hotels more effective. In other words, a monitoring system can help the hotel identify the practical follow-ups in RM, as when these are not followed, it can cause more significant issues. Some bigger hotel chains have monitoring dashboards and legal departments, depending on the claiming culture in the country. This connects to H2, who states that it uses a dashboard offered by the hotel group, which shows the current risks and treatments. Nevertheless, alerts are missing in this program concerning a re-evaluation. H3 explains that

they, at the moment, do not have a dashboard, just a various number of SOPs, but not for all organisation processes. Therefore, an overview of risks, treatment and the influence on each other is not there. R3 addresses that the monitoring of risks by mapping and evaluating them can also help the organisation to apply continuous improvements via the usage of the PDCA cycle. H3 remarks that it is essential to evaluate once in a while if any new laws or regulations affect the current risk treatment and strategy. If there are changes, these need to be communicated directly to the employees.

(Daily) Management

R3 addresses that it is crucial to have an internal support base concerning RM to recognise risks and evaluate if one is actively identifying, controlling, treating, and monitoring risks. R2 states that the RM must practise fitting the daily processes of the management and employees in the hospitality industry to have a fit. Also, the responsibilities need to be precise. This is in line with H1 and H2, who conclude that the primary RM should fit the hotel's core business by being there for guests through satisfied employees. Therefore, RM should make the (daily) processes easier and give more time to focus on the core business, such as taking care of the employees and guests. However, H2 and H4 add that there should be time and space to train employees. H3 adds that besides RM being supportive, it is essential that it does not cost too much time to offer high-quality service and good guest experiences by always having the guest in mind as a priority.

Furthermore, H3 and H4 add that there should be an open culture in the team, where employees dare to tell each other when they are not following the SOPs, which can prevent risks or adverse events from occurring or sharing their concerns and questions. Besides, according to R3, the top management must be supportive concerning RM at the operational level, as otherwise, this can cause more risks and undesirable situations. Moreover, H4 states that personal communication with the guests can filter out many guests who might have bad

intentions during their stay. Additionally, it is essential to communicate with the employees which measures are there and why, such as a safety button at the reception.

The influence of the perceived risks on employees can be tackled by clear communication between the management and employees to remove fear and uncertainties. R1 believes that the quality of products or service delivery can be improved, and employees' satisfaction can be increased. R2 and H1 agree with this. H2 adds that it is essential to discuss and apply the regulations and guidelines set by authorities, such as during the Covid-19 crisis. H3 agrees with this and also discusses that everyone must know the rules regarding the strategy and processes to be confident during the job and prevent mistakes. This will, according to H3 as well influence the satisfaction and image positively. Furthermore, since the employees will have direct guest contact, it is essential to inform them properly so they can answer questions about guests', per H3. H4 adds that the employees' confidence influences the guest experience; therefore, the confidence should be increased by providing them with the correct information and a background story concerning their product. Finally, R3 adds that it is crucial to evaluate if the RM processes add value for the guest and if they can be used to add more value.

H1 states that risk communication is also part of the crisis communication plan. It is essential to stay calm during the communication with, for instance, the press. Communication with employees is critical too, and there should be trust in discussing delicate subjects; H2 agrees with this. H2 adds that it is crucial too to publish measures taken that will influence the guests on their booking channels and explain this at the check-in. Moreover, according to H2, following up on the communication is vital to ensure that everyone responsible for specific parts of the risk treatment and control understood it. H3 considers these aspects too and adds that giving the employees responsibilities, such as wearing safety shoes, is crucial. R3 mentions that communication about RM is crucial to start the conversation and establish

which practices are already there and what can be realised. This can influence the overall quality positively and add value for the guests. H4 addresses that communication with guests is part of the overall privacy too. Besides that, press calls should be directly transferred to the management.

Common errors

R3 states that an integral vision is necessary and currently missing, for instance, at most events, as no risk prevention and aspects are occurring are fixed on the spot; in other words, there is a lack of attention. This connects to the overall unpreparedness in the vulnerable hospitality industry. R1 addresses that it is crucial to have the correct scope to identify risks. Also, according to R1, the risk treatment must fit the daily operations effectively and efficiently and the organisation's strategic goals; otherwise, it will not be followed (correctly) by the employees, which can harm the risk strategy. Furthermore, the risk assessment is ineffective and inefficient and will take much time per R1. Next to that, unclear communication will affect the RM processes negatively. R2, H2 and H3 agree with the communication matters. According to H1, H2 and H3, it is crucial that the responsibilities are clear for everyone via communication too. Per H4, using third parties, such as Booking.com, influences the communication with the guests, as direct communication is impossible. Via direct communication, there can be a dialogue with the guests, which is essential for, for instance, high-end small boutique hotels. Therefore, it is crucial not to be dependent on them.

Another standard error in RM in the hospitality industry is not having enough knowledge internally, states H2, and the lack of knowledge concerning risks. R2 mentions that RM should be taken seriously in the different layers of the organisation, as when employees do not know the strategy, this can result in adverse effects for the employees and the offered service or product. R3 adds that in the hospitality industry, it can occur that they

cannot put (enough) effort into RM and its practices. Furthermore, the shortage of employees can be a serious issue according to R3 and different organisational priorities. Both factors can increase the risks as risks are not controlled or appropriately treated. Next to that, H4 mentions that it is also important for smaller organisations not to do too much by themselves, as things might be overlooked in this way.

Also, RM must be seen as a holistic process, as events and risks influence each other due to interdependencies per R2 and H2. Moreover, the strategy should not be based on the abilities of one employee, states H1, since processes need to continue during and after changes in the teams in organisations, both stated by H1 and H3. H1 also argues that not having a sound system of keeping contracts can lead to dangerous situations. R3, H1 and H2 agree that the risk analysis and inventory need to be updated and be a living document and procedure. R3 adds the PDCA cycle to RM's continuous evaluation and development in organisations. This is important to maintain the quality and service; with that, the satisfaction, reviews and guest experience state H1. Per R3, sometimes, one cannot guarantee or demonstrate enough that risks are treated. Lastly, it is important to document why certain decisions are made, especially in case of a disagreement concerning an investment that could treat certain risks to protect yourself, states H1.

Discussion

During the analysis of the systematic literature review and the semi-structured in-depth interviews, it became clear that there are several differences and similarities between the scientific and the experiences of the experts. For instance, the selected literature referred as well to crisis and crisis management as the terms risk-, crisis- and disaster management and the words risk, crisis, and disaster have been used interchangeably; however, the experts did not (Carlsen & Liburd, 2008; Wut et al., 2021).

Carlsen and Liburd (2008) and Saied (1990) mentioned that the status of RM is currently mixed in the hospitality industry. All expert interviews confirm this. Also, the limited knowledge concerning risks and the call for action per Cohen and Neal (2010) as cited in Waikar et al. (2016) is confirmed by the experts; moreover, they agree as well with the importance of awareness as per Williams and Baláž (2014). According to the experts, it is crucial to have knowledge of the risks and the current situation in the organisation. Besides, they should also be aware of the distinction between known risks and uncertainties (Kahneman and Tversky, 1979 as cited in Williams et al., 2020).

Regarding the identification phase of RM, Racherla and Hu (2009) note that it is crucial to identify and acquire knowledge both internally and externally in the organisation; this connects to H1, H2 and H3, who state that hotels often make use of external organisations in order to identify the risks and complete the risk assessment. Pearson and Mitroff (1993), as cited in Racherla and Hu (2009), stated the four issues that have to be analysed and identified during the identification of risks, whereas Gruman et al. (2011), Vij (2019) and Wut et al. (2021) refer to a broad and systematic review of the data to identify the risks. H1, H3 and H4 stated that it is essential to know thoroughly what one is dealing with and that all process steps and local laws should be included. Having a clear scope is essential according to R1 and R2. This goes as well as using the same scale, as per R1, R2 and H2, which connects to Bonnet et al. (2012) as cited in Sung et al. (2021) and Chun-Min et al. (2017), who state that risk characteristics will help to identify and to decide on a risks strategy. Furthermore, it is vital to consider as well trends and developments, such as the changes in the risk culture (H1; H3), privacy concerns (H4; R3) and the usage of technology (H2; Hu et al., 2009, Lee et al., 2016 as cited in Zhang et al., 2019).

CFI's, KPIs and CIFs are named by Steene (2009) concerning identification and monitoring; however, R3 mentioned using these to evaluate if it is critical to treat the risk.

Also, systems such as those addressed by R1 and R3 should be considered, and the knowledge of bigger (international) hotel chains as named by H1. R2 and H3 refer as well to the risk appetite as an aspect to take into consideration regarding picking a treatment strategy during the identification phase; this is, according to the literature, crucial as well to know and base decisions on (Mykletun, 2011; Saied, 1990; Wut et al., 2021; Zhang & Yang, 2018). If one decides to accept a risk, it is still essential to stay in control and monitor the situation state R3 and H3.

Saied (1990), Paraskevas and Quek (2019) and R2 mentioned four risk treatment approaches: avoidance, mitigation, acceptance, and transfer. The selected approach should fit the corporate strategy and scope according to R1 and H1; also, there should be a different approach per situation and be flexible per Ritchie (2004), Tse et al. (2006), H3 and H4. Also, it is crucial to see RM and risk treatment as a holistic process according to H4, Denizci Guillet and Chu (2021), Israeli et al. (2011) and Ritchie (2004). Badri and Kazemi (2021) and Ritchie (2004) state that a risk strategy can help organisations effectively to deal with risks, which can as well prevent, for instance, reputation loss as mentioned by H1 and image by Lai and Wong (2020) as cited in Liu and Yang (2021).

Concerning transferring risks, it has been stated by Saied (1990) that it is a costly method for the hospitality industry; this has been confirmed as well by R3, H1, H3 and H4. Outsourcing is also named an option by all hospitality experts and an option to gain external knowledge and competencies in the hotel. Other crucial points to take into account concerning risk treatment are being proactive (Kim et al., 2019; Paraskevas & Altinay, 2013; Ritchie, 2004), being able to react quickly (Chan et al., 2021), having a continuous process and adapt it to new projects (R1, Herédia-Colaço & Rodrigues, 2021; Vij, 2019) and share knowledge with stakeholders, competitors and the industry and have collaborations

regarding, for instance, the supply chain (R2; R3; H1; H2; H4; Hansen et al., 2019; Racherla & Hu, 2009; Ritchie et al., 2011; Vargas-Sánchez, 2018; Vivel-Búa et al., 2018).

Furthermore, the organisation's strategic plan should specify the actions that need to be undertaken in detail and consist of the needed collaborations with stakeholders and training for the current employees to be proactive (Leta & Chan, 2021; Li et al., 2021), as well as the responsibilities per employee according to H1. Subsequently, communication is essential, too, per Badri and Kazemi (2021), Giousmpasoglou et al. (2021) and Sharpley (2005) as cited in Vargas-Sánchez (2018), especially internal communication towards employees according to H3. Moreover, laws change must be directly applied to the RM strategy and treatments (H1; Badri & Kazemi, 2021; Chien & Law, 2003; Wut et al., 2021).

According to Andreassen and Lindestad (1998) as cited in Williams and Baláz (2014), being part of an international hotel brand or chain minimises risks; this is in line with the advantages given by H4 concerning smaller hotels connecting to hotel membership organisations. Nevertheless, even though the organisation can use a treatment strategy for risk, it will never be eliminated entirely, state Paraskevas and Quek (2019), Badri and Kazemi (2021) and R3.

The monitoring of RM should be a flexible and continuous process, with an overview of all business activities (Kim et al., 2019; Nordin et al., 2011; Ritchie, 2004; Tse et al., 2006; Vargas-Sánchez, 2018), which connects to expert R3, who explained as well that monitoring should be a continuous learning process and linked to the PDCA-cycle. As well as R1, R2 and H1 state that the monitoring processes help the organisation re-evaluate the processes and know when risks should be re-assessed and which measures are taken. In addition, H1 specifies that it is crucial to identify grey areas of organisations.

According to (Ritchie, 2004), however, none of the experts mentioned this vital aspect to monitor is effective communication and collaboration with stakeholders concerning

monitoring, but this has been mentioned as a critical issue concerning, for instance, overall management. H1 and H2 did focus on the dashboards for monitoring (via the more significant international hotel chains); however, not everyone has access to this, according to H3. H3 pointed out that monitoring is also essential to be updated concerning new laws and regulations, whereas H4 focuses on the long-term processes. In the selected literature, this comes back to the daily management, where RM can comprise a long-term strategic decision-making process which necessitates the analysis of relevant data, according to Denizci Guillet and Chu (2021).

It is crucial for R2, H1, H2, H3 and H4 that RM fits the hospitality-related organisation's core business, offering a high-quality guest experience by incorporating RM as a supportive business aspect. This connects to the need for the recognition of the risk function as well as the thoughts and feelings of the guest to mitigate risks in hotels (Korstanje, 2009 as cited in Waikar et al., 2016) as well as following the essence of the hospitality industry by creating unique and personalised experiences, where RM fits the organisations' service standards (Chan et al., 2021; Garrido-Moreno et al., 2021). However, an internal support base is needed to realise this and time and space for training according to R3, H2, H3 and H4, which connects fully to Gruman et al. (2011), Leta and Chan (2021) and Stipanuk (1989). Furthermore, awareness of the RM practises and open culture is vital and the changing guest expectations (H3; H4; R3; Ritchie, 2004; Ritchie et al., 2011; Vij, 2019).

Other vital aspects are knowing the risk situation and basing decisions on that (Harrington & Ottenbacher, 2009), getting the support of the top management (R3) and communication (Chien & Law, 2003). Furthermore, regarding communication, it is crucial to incorporate personal communication with the guest (H4), crisis communication plan (H1), open communication with employees (H1, H2), sharing responsibilities and follow-up in communication to check if responsibilities are understood and fulfilled (H2, H3).

The perceived risks of the guests and employees should not be underestimated (Bae & Chang, 2021; Berbekova et al., 2021; Gruman et al., 2011; Israeli & Reichel, 2003; Kim et al., 2019; Paraskevas & Altinay, 2013; Ritchie, 2004; Vargas-Sánchez, 2018; Waikar et al., 2016; Wut et al., 2021; Xie et al., 2020). This connects to the statements concerning the importance of communication (R1; Sung et al., 2021; Waikar et al., 2016), increase in quality and service due to RM (H1, H2, R1), the confidence of employees by increasing their knowledge and informing them properly (H3, H4) and evaluating if RM adds value to the guest experience (R3). This can result in effective RM strategies which will help rebuild and maintain guests' confidence (Bae & Chang, 2021; Gruman et al., 2011; Wut et al., 2021; Xie et al., 2020).

Correspondingly, various examples were mentioned in the semi-structured in-depth expert interviews and systematic literature review concerning the common errors regarding RM. Per Vij (2019), failures in RM are too common. This can have several reasons, such as overall ineffectiveness and inefficiency concerning RM (R1), not having an integral or holistic vision (Li et al., 2021; H2; R2; R3; Vargas-Sánchez, 2018), an incorrect scope (R1), not having a strategy at all or a neglected one (Israeli et al., 2011; Leta & Chan, 2021; Vij, 2019), not taking it seriously or having a lack of effort (R2; R3) and a missing fit in the operations (R1). RM should be a continuously developing and adapting organisational process and not be based on the capabilities of one employee (H1; H2; H3; R3 Ritchie, 2004; Vargas-Sánchez, 2018; Vij, 2019). Moreover, communication and having a precise response and focus on employees is often not going correctly (H1; H2; H3; R1; R2; Gruman et al., 2011).

Furthermore, a lack of knowledge and experience can affect RM negatively; not predicting adverse events and acting in time are common errors (H2; R2; Herédia-Colaço & Rodrigues, 2021; Vargas-Sánchez, 2018; Vij, 2019; Wut et al., 2021). Also, the shortage of

employees can affect the situation negatively (R3), as well as a lack of mechanisms or insufficient resources (Racherla & Hu, 2009). The same goes for not maintaining quality (H1) and a lack of preparedness, and not being proactive (Israeli, 2007; Yacoub & ElHajjar, 2021). Moreover, not sharing information with stakeholders, causing a lack of information, can cause issues and overlook risks by being a small organisation and doing all aspects internally (H4; Hansen et al., 2019).

Conclusion & Recommendations

This paragraph covers the conclusion with the answer to the research question and recommendations based on the research results. Nevertheless, first, the study's relevance will be evaluated, and the strengths and limitations of the study will be discussed.

Relevance

The findings of this thesis are relevant since this study delivers more insights regarding a fit concerning RM (risk identification, treatment and monitoring processes) and the (daily) management in the hospitality industry. Furthermore, the broad perspective guarantees the representativity of the study in the selected literature and the international sample of the semi-structured in-depth expert interviews. Therefore, the study can be used by managers and members of both the hospitality industry and risk managers/consultants to get an overview of the insights in the literature connected to the experiences of experts. Subsequently, this research can be used in hospitality and (risk)management related education since it provides a better understanding of a fit between RM and the management in the hospitality industry and the available literature. Furthermore, this research leads to recommendations for the hospitality industry and RM field concerning future research, management, and strategic implications. Moreover, studies regarding RM and hospitality are somewhat limited; therefore, this study gives more insights into gaps in the (selected) literature.

Strengths & Limitations

The research has several strengths and limitations; these are discussed in this paragraph. This study used comprehensive search strategies with broad search terms connected to the subjects in the research question in the Hospitality and Tourism Complete database and reviewed the selected data via coding and semi-structured in-depth expert interviews. There have not been set exclusion criteria concerning the publication date to avoid missing out on publications that could be valuable for this research. Via these methods, extensive results have been conducted and described. This influenced the validity, reliability and representativity positively.

Since both RM and the hospitality industry and management are broad subjects, wherefore broad search terms were used, it is still possible that publications that would have fit into this study were not found during the systematic literature review and therefore were not selected. Moreover, due to the broadness of the subject, there has been decided on the scope; however, this also caused that not all aspects concerning RM, the hospitality industry and management are discussed in this research. On the other hand, incorporating semi-structured in-depth expert interviews with experts of different nationalities and experiences has increased the representativity and validity. Also, the reliability of the interviews is guaranteed with the interview guide, the detailed notes, and the participants' confirmation of the correctness of these notes. Furthermore, the author achieved the learning outcome of this research by increasing skills and knowledge regarding executing a systematic literature review and semi-structured in-depth expert interviews.

The personal health situation of the author caused several difficulties due to a COVID-19 infection at the start of the research period and an accident resulting in surgery and hospital stay later in the process. This influenced the research process drastically but has been tried to intercept as much as possible by the author.

Moreover, the reader should bear in mind that the study is based on current literature research. Therefore, some information is only valid for a certain period since current literature is used. Besides, recent developments may not be published in literature yet at the moment of the research. Furthermore, the reader should bear in mind that some results and statements derived from the systematic literature review should be seen from a historical perspective and against specific cultural backgrounds.

Conclusion

This paragraph answers the research question “*How can a constant fit concerning RM (risk identification, treatment and monitoring processes), and the (daily) management in the hospitality industry be realised according to the current scientific literature and experts?*”.

The conclusion is based on the results derived via the systematic literature review and semi-structured in-depth expert interviews.

As the results and discussion of the systematic literature review and semi-structured in-depth expert interviews show, there are many different aspects incorporated in RM concerning risk identification, treatment and monitoring, and (daily) management. Especially when one has to make sure that the essence of the hospitality industry, creating unique and personalised experiences, will not be lost; therefore, RM has to fit not only the service standards but as well the entire core process of a hospitality organisation, as this has been confirmed by both the experts as the selected literature.

Nevertheless, fitting the service standards of the hospitality organisation and the entire core process, the efficiency and effectiveness need to be on point. This can be realised by ensuring that the described common errors will be handled, and the aspects of the identification, treatment and monitoring processes are incorporated into the daily processes in a supportive and holistic manner. Aspects needed for this are, for instance, knowledge, training, an internal support base, resources and mechanisms and collaborations with, for

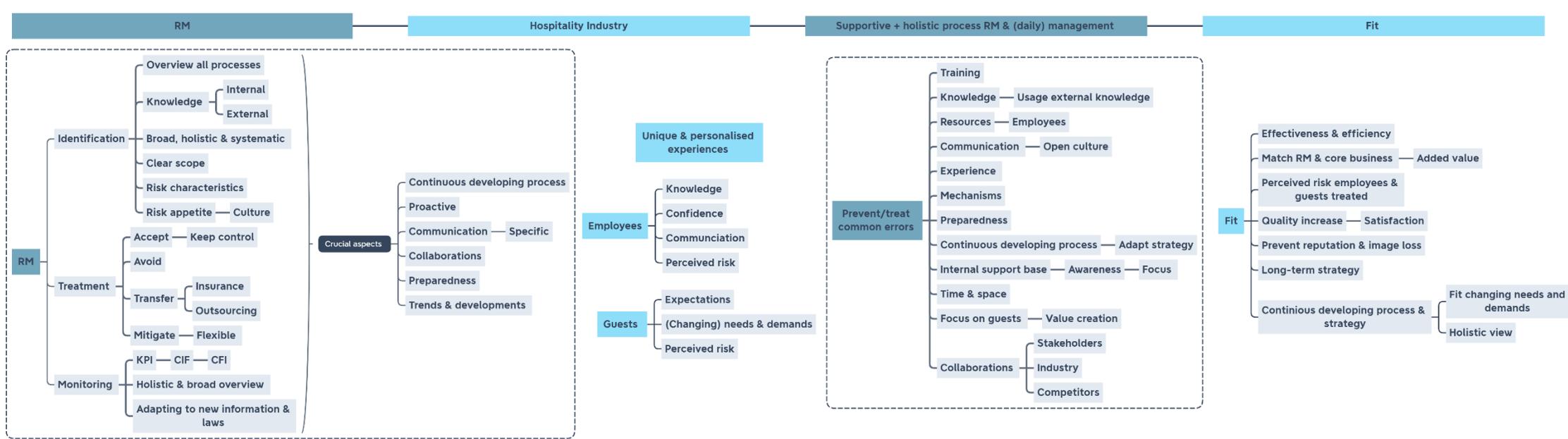
example, stakeholders and the industry itself. In addition, a holistic view and strategy are crucial, as risks and treatments can influence and affect each other at all times.

A fitting RM strategy can increase the overall quality of the organisation, which can positively influence the guest experience and satisfaction. Moreover, attention to knowledge and competencies can increase the employees' confidence, which also has an advantage concerning the perceived risks of guests, besides the benefits for the organisation's core process. Therefore, organisations need to make sure that there is enough attention towards RM as well as communication concerning not only the risk procedures but as well as the current processes in the organisation in order to identify the essential risk factors and connect these to the hospitality core process, which lead to added value for the guests and reducing risks at the same time. Furthermore, since the hospitality industry is vulnerable to and highly dependent and impacted by the external environment, it is crucial to be prepared, proactive and incorporate trends and developments such as the usage of technology, privacy concerns and changing risk culture in the RM strategy in order to reach the organisational objectives and obtain competitive advantages.

Figure 3 visualises the named aspects and processes of both the selected scientific literature of the systematic literature review and the seven semi-structured in-depth expert interviews.

Figure 3

Fit RM and the (Daily) Management in the Hospitality Industry



Note. The order of the aspects in the figure is not based on importance (Own figure).

All in all, to answer the question “*How can a constant fit concerning RM (risk identification, treatment and monitoring processes), and the (daily) management in the hospitality industry be realised according to the current scientific literature and experts?*”, one can state that it is crucial to incorporate all the aspects mentioned above that influence having a match between the organisations' RM strategy and their core business and processes effectively and efficiently, which can increase the overall quality of the services resulting in higher satisfaction and ultimately higher profits for the hospitality industry. This shows that even though risks can negatively influence organisations, handling them well can lead to positive opportunities and influence the organisation when seen and managed as a continuous process. The strategy must be adapted to the situation at all times to conduct and maintain a holistic fit situation since the hospitality industry is constantly evolving, and there will always be residual risk or uncertainty. Being prepared as an organisation can handle these situations as well as possible, be there still for their guests, and provide a high-quality guest experience.

Recommendations

This research acknowledges that there is currently a gap in the selected literature regarding RM aspects risk identification, treatment and monitoring and a fit with the management in the hospitality industry. Currently, there is no complete overview of these aspects; besides, all aspects as recognised in this thesis have not been tested explicitly in practice; neither have the possible effects of a fitting and holistic RM strategy in the hospitality industry. Therefore, additional research regarding these matters is recommended. This should be performed both by the RM and hospitality sectors to provide a broad view of the subject.

Concerning future research, different methods could be considered as well. For example, the usage of a case study in, for instance, a hotel that is part of an international hotel group compared with recognised international hotels that are not part of a chain could give

exciting results about the usage of RM and the differences. Moreover, the systematic literature review resulted in fewer results concerning monitoring and identification in RM. Therefore, this can be addressed in more detail in future research and application in the hospitality industry. Finally, as the systematic literature review resulted in crisis and crisis management results, and the terms are used interchangeably in some studies, this can be incorporated in future research.

Bearing in mind the outcomes of this research, current businesses in the hospitality industry must evaluate how they are currently proceeding regarding RM in their organisations. Subsequently, they should ensure that they implement RM as a supporting process connected to their core business while incorporating the aspects mentioned in Figure 3. Moreover, RM must be a continuously adapting process to have a fit situation, competitive advantages, and achieve the organisational objectives.

Furthermore, risk consultants and managers should raise awareness of the vulnerable hospitality industry's importance in using RM effectively and efficiently to fit the organisation's operations and management. This could strengthen the position, the competitive advantage and increase the quality and profits. Also, this could lead to an improved guest experience and quality services in the hospitality industry.

Finally, it is crucial to pay attention to RM and RM practices in higher education programs and policies for the general public and future leaders in the hospitality industry or management and RM-related studies. This will increase the subjects' awareness, which could, in the end, increase the effectiveness and efficiency and fit in the daily operations of RM in the hospitality industry.

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Appendices

Appendix A – Interview Guide

Interview Guide

Role:

Date:

Platform:

Time:

Risk Management

- Trends and developments
- Common errors
- Combination/fit risk management & daily (hospitality) management
- Types of risks
 - Understanding of risks
- Influence perceived risks employees service delivery

Risk Identification

- Strategies/approaches/methods

Risk Treatment

- Strategies/approaches/methods
 - Transferring
 - Avoid
 - Accept
 - Mitigate

Collaboration stakeholders / industry / competitors

- ...

Risk Monitoring

- Strategies/approaches/methods

Risk Communication

-

Risk Procedures

- ...

Appendix B – Detailed Summary R1

Role: Risk analyst, working at a company which is a multinational in the car industry

Date: 22-05-2022

Platform: Microsoft Teams

Time: 47 minutes

Risk management

- Trends and developments
 - ISO31000, I will send you the document; however, it will be the Dutch version
- Common errors
 - Wrong scope for the risk analysis, this is the most important aspect in order to know what you identify. Non-financial has a broader scope than IT risk.
 - It is very important that the implementation of the risk process and with that the risk strategy fit into the daily operations of the organisation in an effective and efficient manner to prevent people doing aspects which will harm the risk strategy.
 - The assessment process should be effective and efficient so it will assess all the aspects needed, but will not take too much time.
 - Communication should be clear. Timelines should be discussed beforehand to make sure that things go smooth and effective.
 - The monitoring process needs to be clear and evaluating well when for a certain aspect for the last time a risk assessment has been done in order to be up to date.
 - It is essential to have a organisation standard operating scale for the likelihood of impact to identify risks the same way in the entire organisation and not based on products.
 - The collaboration between the first line and second line should be good, the second line needs to know what the first line is doing in the business. 3 lines of defence model. 1 business, 2 checking input of the business accurate
 - During the risk assessment it is essential to get evidence of every control the organisation does in order to be able to give a valid evaluation and from that set up a strategy to mitigate the risks.
- Combination/fit risk management & daily (hospitality) management
 - Scope needs to be correct in order to be able to work efficient and effective, risk assessment type and identification needs to be specified. As well, set up a scale fitting with the risks to be assessed. Also, the risk appetite needs to be clear, in order to know for the management what to do and what can be done in order to achieve the strategic goals of the organisations....

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix C – Detailed Summary R2

Role: Risk consultant specialisation in maritime sector

Date: 23-05-2022

Platform: Zoom

Time: 28 minutes

Risk management

- Trends and developments
 - There is more attention for RM in general and especially compliance, due to obligations of competent authorities.
- Common errors
 - RM should be seen holistically, since one event is influencing the other due to interdependencies. If this is not the case the effectiveness of the organisation will decrease drastically.
 - RM should be taken seriously in all organisation layers. Top management needs to understand the value of RM, as this can save a lot of money and resources for the organisation. Mostly, they only see it costing a lot of money and value RM after a negative event occurred. Furthermore, tactical and operational levels should understand as well that RM is important and should be taken seriously besides their daily tasks. As decisions outside the RM strategy can influence the employees negatively, as well as the production or service.
 - Communication is crucial, as everyone needs to be on the same page.
- Combination/fit risk management & daily (hospitality) management
 - Responsibilities needs to be clear, so management and daily operations take their tasks seriously. However, it needs to fit the daily processes as well.
- Types of risks
 - Understanding of risks → When the organisation does not understand the risks themselves, wrong decisions could be made, affecting the organisation negatively by either being at risk or spending too much money on risk strategy.
- Influence perceived risks employees service delivery
 - It is crucial that the employees are informed well about the occurring risks at the organisation to take away fear and uncertainty. This will also most likely positively affect the service delivery.

Identification

- Strategies/approaches/methods...

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix D – Detailed Summary R3

Role: Senior Lecturer

Date: 31-05-2022

Platform: Microsoft Teams

Time: 30 minutes

Risk management

- **Trends and developments**
 - Changing in purchasing and supply chain → caused by, for instance, the war in Ukraine, as well as evaluation of the chain and regional purchasing due to sustainability and to not let items come from overseas which are sensitive for irregularities → In the end, shorter supply chain with fewer vulnerabilities → part of RM → securing the supply chain
 - GDPR and privacy
 - How to handle employees and interns and not just use them as extra ‘hands’
 - Hospitality → Financial risks, vulnerable business, business risks
 - Employees do not get much security in the hospitality industry and are not always treated well
 - Breweries have a lot of influence on the Dutch market concerning the rent and regulations, which negatively influences restaurants and hotels.
 - Partnership → will be established more and more to get a long-lasting relationship → risks will be more transparent and registered → talking about situations is possible instead of directly pointing to the aspects in the contracts
 - Different from strategic partners
 - Decrease of risks
- **Common errors**
 - Shortage of employees can cause difficulties
 - Consideration of the costs → especially in the hospitality industry and events → not (being able to) put enough effort in RM → controlling costs both time and money
 - Sometimes one cannot guarantee/demonstrate enough that something is treated concerning risks
 - RM and quality management → PDCA cycle and continuous development → Kaizen
 - Integral vision needed → currently missing → Example: at events, the teams are mostly structurally busy with fixing issues on the spot → aspects can be prevented or already have a clear strategy → cause and effect thinking is...

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix E – Detailed Summary H1

Role: General Manager Hotel

Date: 25-05-2020

Time: 38 minutes

Platform: Microsoft Teams

Risk management

- Trends and developments
 - Persons are more sensitive regarding physical risks, more like in the USA → change in culture
 - Undesirable behaviour gets more attention and gets more communicated
 - More different cultures and nationalities working together → language barriers, different perceived risks → changes
- Common errors
 - It is crucial to make sure that the RM process and strategies are not based on the abilities of one employee in the organisation
 - Processes need to be continued at any time in the organisation, as well as when there is a change in organisational structure or staff
 - Contracts of, for instance, outsourced services are often difficult able to find; the most recent one is difficult to find, and ones from 10 years ago are in the archive → contracting management in digital forms → alerts, up to date → mistakes, dangerous situations
- Combination/fit risk management & daily (hospitality) management
 - Primary RM needs to be supportive of the core business of the hotel, being there for guests and making sure they are happy and serviced through happy employees
 - RM should make processes easier; it gives time to take care of the core activities → take care of the employees and the guests → focus on the guests
 - A system which helps to detect the grey areas of risks in hotels would make it easier to be even more effective regarding RM
- Types of risks
 - Understanding of risks → limited?
 - Agree, that there can happen so many different types of adverse events
 - This could be different in the USA → culture → consequences are different in Europe
 - Prevent reputation image → pictures TripAdvisor by knowing
 - It connects to all points of the organisation as well as employees and guests as well as quality
- Influence perceived risks on employees' service delivery...

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix F – Detailed Summary H2

Role: Hospitality manager hotel

Platform: Zoom

Date: 25-05-2020

Time: 36 minutes

Risk management

- Trends and developments
 - More technology involved which results in different type of risks
- Common errors
 - Not working as a holistic organisation
 - Communication is not clear, as well as responsibilities
 - Not enough knowledge internally
- Combination/fit risk management & daily (hospitality) management
 - RM should be supportive for the hospitality management and its core business, the guest experience
 - There should be time and space for training of the employees
 - Clear communication about it and things should be updated regularly
 - RM should be easy to apply when new projects are started
- Types of risks
 - Understanding of risks
 - Important, not there yet, this can lead to issues concerning communication and understanding
 - Important that all managers know a bit more and as well understand what the influence is in their processes and directly report as well if there something is changing or something happened
- Influence perceived risks employees service delivery
 - At the beginning of the pandemic a lot of things were unclear, this influenced as well the employees a lot, especially at the front office team and housekeeping, as they had the most direct contact → communication was very important here with the regulations and information the government had at those specific times

Identification

- Strategies/approaches/methods
 - Important to know how you evaluate everything in the same scale
 - Can let this be completed by and external company as the knowledge is most of the times not internally or there is not a specific person for assigned...

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix G – Detailed Summary H3

Role: Hospitality manager hotel

Platform: Zoom

Date: 27-05-2020

Time: 32 minutes

Risk management

- Trends and developments
 - People are getting more concerned about risks, influence on the guests, especially after/during the covid pandemic
 - More privacy related risks
 - Change of the risk culture, more towards the situation like in the USA
- Common errors
 - Not working together / making sure that the processes of RM are connecting well with the operations in the hotel itself
 - Communication is not clear
 - Lots of changes of employees, which makes that certain tasks are not done/not done on time/not done correctly
 - Responsibilities need to be clear
- Combination/fit risk management & daily (hospitality) management
 - RM should be supportive in the operations and not cost too much time/make things to difficult or unworkable to have a good quality and guest experience
 - Clear communication from management to employees, everyone should know what the current situation is and what is important to do in the daily processes to be able to have as well a save work environment → let employees be responsible for wearing the safety shoes provided by the hotel etc.
 - Make sure that it helps as well to increase the quality of service and guest satisfaction to motivate the employees more to follow it
 - Always having the guest in mind and have that as priority
- Types of risks
 - Understanding of risks
 - Very important, some line managers have more experience and knowledge than others
 - Safety briefing once per year and during onboarding we try to give the most important risks attention and as well what we have to do to make everything as safe as possible and not increase any risks by the employees their working habits if this can be prevented
 - Important to see every once in a while if things have changed and also take changes in laws and regulations into account and communicate this directly...

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix H – Detailed Summary H4

Role: ex general manager hotel / professional hospitality industry

Platform: Microsoft Teams

Date: 01-06-2022

Time: 40 minutes

Risk management

- Trends and developments
 - Cyber hacks
 - Privacy → employees should understand the product as well and the privacy the guests want
- Common errors
 - Third booking channels can be a risk for small high end hotels → no close dialogue with the guest → make sure you are not depended on them
 - Being a small organisation, doing everything by your own employees and not seeing things
- Combination/fit risk management & daily (hospitality) management
 - Training is important
 - Having a call button for security at the reception is needed, explain need and working
 - By having contact with the guests, individually adjusted and be able to sense if the guest has bad attentions
 - Having open communication in the team
- Types of risks
 - Understanding of risks → having open communication about it
- Influence perceived risks employees service delivery
 - Confidence is important for the employees
 - Make sure they have the correct information and know the story behind it, for the history of the hotel as well as the SOPs in order to be able to offer a great guest experience and quality during the stay

Identification

- Strategies/approaches/methods
 - Know what you are working with and know the competitors and surroundings
 - Renovation → when new hotels are opening during renovations of big competitors → how can we play this game with them
 - Strategy of building history to prevent business risk
 - Marketing → telling about the hotel outside in the city → building...

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix I – Search Strategies Systematic Literature Review

	Search strategy	Selected	Total outcome search strategy	Already selected	Date search	% Selected	% Already selected	Date completed
Hospitality & Tourism Complete	hospitality management AND risk management, Limiters - Full Text; Peer Reviewed, Narrow by Language: - English, Search modes - Boolean/Phrase	24	69	0	23/02/2022	34,78%	0,00%	02/03/2022
	hospitality management AND risk identification; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	4	2	02/03/2022	0,00%	50,00%	02/03/2022
	hospitality management AND risk analysis Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	7	38	3	03/03/2022	18,42%	7,89%	04/03/2022
	hospitality management AND risk monitoring; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	2	0	04/03/2022	0,00%	0,00%	04/03/2022
	hospitality management AND crisis management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	24	78	3	09/03/2022	30,77%	3,85%	10/03/2022
	hospitality management AND disaster management ; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	17	6	10/03/2022	0,00%	35,29%	10/03/2022
	hotel management AND risk management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	4	37	7	11/03/2022	10,81%	18,92%	11/03/2022
	Hotel management AND risk identification; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	2	1	11/03/2022	0,00%	50,00%	11/03/2022
	hotel management AND risk analysis; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	3	26	4	14/03/2022	11,54%	15,38%	14/03/2022

hotel management AND risk monitoring; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	14/03/2022	0,00%	0,00%	14/03/2022
hotel management AND crisis management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	1	51	12	17/03/2022	1,96%	23,53%	17/03/2022
hotel management AND disaster management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	14	2	17/03/2022	0,00%	14,29%	17/03/2022
hotel management AND risk assessment; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	20	3	17/03/2022	0,00%	15,00%	17/03/2022
hotel management AND risk mitigation; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	1	1	17/03/2022	0,00%	100,00 %	17/03/2022
hospitality management AND risk assessment; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	30	4	18/03/2022	0,00%	13,33%	18/03/2022
hospitality management AND risk mitigation; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	4	0	18/03/2022	0,00%	0,00%	18/03/2022
hotel operations management AND risk management; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	1	0	16/03/2022	0,00%	0,00%	16/03/2022
hotel operations management AND risk identification; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
hotel operations management AND risk analysis; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	13	0	18/03/2022	0,00%	0,00%	18/03/2022
hotel operations management AND risk monitoring; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022

hotel operations management AND risk assessment; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
hotel operations management AND crisis management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
hotel operations management AND disaster management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
hotel operations management AND risk mitigation; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	0	0	18/03/2022	0,00%	0,00%	18/03/2022
hospitality industry AND risk management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	34	9	18/03/2022	0,00%	26,47%	18/03/2022
hospitality industry AND risk identification; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	1	0	16/03/2022	0,00%	0,00%	16/03/2022
hospitality industry AND risk analysis; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	16	0	18/03/2022	0,00%	0,00%	18/03/2022
hospitality industry AND risk monitoring; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
hospitality industry AND risk assessment; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	1	20	1	18/03/2022	5,00%	5,00%	18/03/2022
hospitality industry AND crisis management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	56	15	18/03/2022	0,00%	26,79%	18/03/2022
hospitality industry AND disaster management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	17	7	18/03/2022	0,00%	41,18%	18/03/2022

hospitality industry AND risk mitigation; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	3	0	18/03/2022	0,00%	0,00%	18/03/2022
tourism management AND risk management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	4	101	10	21/03/2022	3,96%	9,90%	23/03/2022
tourism management AND risk identification; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	4	1	23/03/2022	0,00%	25,00%	23/03/2022
tourism management AND risk analysis; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	57	8	25/03/2022	0,00%	14,04%	25/03/2022
tourism management AND risk monitoring; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
tourism management AND risk assessment; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	51	4	25/03/2022	0,00%	7,84%	25/03/2022
tourism management AND crisis management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	4	164	23	25/03/2022	2,44%	14,02%	25/03/2022
tourism management AND disaster management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	69	7	28/03/2022	0,00%	10,14%	28/03/2022
tourism management AND risk mitigation; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	3	0	28/03/2022	0,00%	0,00%	28/03/2022
Service management AND risk management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	18	1	28/03/2022	0,00%	5,56%	28/03/2022
Service management AND risk identification; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	1	0	16/03/2022	0,00%	0,00%	16/03/2022

	Service management AND risk analysis; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	7	1	28/03/2022	0,00%	14,29%	28/03/2022
	Service management AND risk monitoring; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	0	0	16/03/2022	0,00%	0,00%	16/03/2022
	Service management AND risk assessment; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	1	7	1	28/03/2022	14,29%	14,29%	28/03/2022
	Service management AND crisis management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	15	3	28/03/2022	0,00%	20,00%	28/03/2022
	Service management AND disaster management; Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	0	10	2	28/03/2022	0,00%	20,00%	28/03/2022
	service management AND risk mitigation; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	0	3	0	28/03/2022	0,00%	0,00%	28/03/2022
Total		73	1064	141		6,86%	13,25%	

Appendix J – Charted Data Systematic Literature Review

#	Database	Search strategy	Author(s)	Year	Title	Aim of research	Research methods	Relevant literature/results etc.
1	Hospitality & Tourism Complete	hospitality management AND risk management, Limiters - Full Text; Peer Reviewed, Narrow by Language: - English, Search modes - Boolean/Phrase	Vei, Madhu	2019	The emerging importance of risk management and enterprise risk management strategies in the Indian hospitality industry: Senior managements' perspective	The outlook for risk management and enterprise risk management (ERM) within the hospitality sector including how ERM is being balanced with the need to innovate, and what boards of directors are doing to become more engaged in risk oversight	Interviewer-administered survey & structured and semi-structured questionnaire	Concerns about risks in the industry are nothing new (Peattie et al., 2005). As hotels face various types of risks, management are expected to find and constantly seek ways to raise the standards of managing and minimizing the effects of these risks. The objectives of managing risks are to increase the probability and impact of positive events, and decrease the probability and impact of negative events by identifying and prioritizing risks (Yeomans, 2011). Hoteliers should approach risk management as a positive and core factor in maintaining business competitiveness. Risk management systems need to be robust and effective in view of the changing landscape and continued technological advancements. Failures in risk management have

								<p>become all too common, and consumers, in addition to regulators, are taking action. Facebook and Equifax are poignant examples of this (The Committee of Sponsoring Organizations of the Treadway Commission, COSO, 2017). According to the new COSO framework (2013/2017), the complexity of risk has changed, new risks have emerged and both boards and executives have enhanced their awareness and oversight of enterprise risk management (ERM) while asking for improved risk reporting.</p> <p>Risk management in the hotel industry has been debated and discussed by many scholars. According to Vaughan (1997), risk is a condition in which there is a possibility of an adverse deviation from a desired outcome. Bharwani and Mathews (2012), posited that to survive in a competitive business, hospitality management need to move from being merely</p>
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								<p>reactive or responsive to crisis and emergency situations to being proactive in identifying, analyzing and assessing the risks and considering them as a part of their business strategies. To manage and reduce risks, management needs to continuously plan and implement risk management practices in their organizations. They need to be pro-active in managing risks as the hospitality industry is characterized by continued technological advancements. Further, a better understanding and management of risks would give hoteliers a clear edge over their competitors. Risk management and ERM continue to be key issues in the trends relating to risk and compliance. It is now accelerating the management agenda due to the pressures being felt and with strong industry growth expected to continue, hospitality managers need to proactively</p>
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								<p>manage risk management and ERM as the sector is increasingly vulnerable to internal risks. ERM creates a direct linkage between risks and opportunities required for decision-making in a dynamic environment. With growing competition on a global level, the hospitality industry needs to manage risk strategically to increase the likelihood that organizational objectives are achieved.</p>
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Traditional risk management considers risk as an individual hazard and focuses only on loss prevention.

When most people think about risk management, they only think about preventing losses or negative impacts from a particular risk. This is true when we are looking at risk from a traditional perspective. However, since ERM takes a more holistic view of risk across the organization, it considers both the upside and downside of risk and so the focus here is on the strategic and

								<p>business goals of the organization. The approach to traditional risk is sporadic and reactive as compared to ERM which is continuous and proactive in nature. Bharwani and Mathews (2012) gave many examples of risks that threaten the hospitality industry and summarized them in four major groups of risk: strategic risks, commercial risks, operating risks, and other external risks.</p> <p>Risk management is an important emerging area to address cost management, land management and policies, revenue management, growth challenges and innovative practices (among others) arising from an extended inflationary period (Sanjeev and Jauhari, 2012). (Waikar et al. (2015))</p> <p>International hotels disclose more risks than local and national hotels. The findings also indicate the applicability of cultural theory to the</p>
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								<p>organizational structures of hotels.</p> <p>Jauhari and Sanjeev (2012) also gave some examples of risks that can affect the revenue of the operator in the same industry like scarcity of talent management, skill shortages, inexperienced leadership, land reforms, and technology illiteracy.</p> <p>Strategic risks are risks that arise from the sectors relationship with the external environment and can affect the development and implementation of an organization's strategy.</p> <p>Operational risks include a range of day-to day risks that hotels face when dealing with customers and guests. It also includes ensuring corporate systems and processes are running smoothly in the hotels. A critical aspect of operational risk is managing the safety and security of guests.</p> <p>Compliance risk and some of the main sources of compliance risk we</p>
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								<p>considered were: regular audits need to be conducted by hotels, environmental law compliance is relevant, guest/employee health and safety compliance norms have become increasingly important, customer data security is of paramount importance and IT security in hotels needs to be regularly updated. Cyber security and data privacy are big issues for the hotel industry. Compliance with applicable laws and regulations is absolutely mandatory for the sector.</p> <p>The threat of terrorist attacks or incidents of political or social violence have changed how people travel and where they travel. Hotel managers need to ensure that proper surveillance systems are in place throughout the hotel so that guests can feel comfortable and safe.</p> <p>However, the increased use of technology has also brought with it major issues for the hospitality industry. It has</p>
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								<p>to advancing technology. It is argued that it is extremely important to create a culture of risk awareness and incorporate risk management and ERM into business decisions and strategic planning so that this can help to drive operational excellence. Clearly, risk and ERM decisions have become board level discussions. This significantly enhances the expectations of risk professionals who must adopt a comprehensive view of risk considerations – now well beyond the traditional, operational, compliance and regulatory risks.</p> <p>As the complexity of the business environment has grown in the last decade, risk professionals need to bring a 360-degree risk lens to their decision-making. They need to be pro-active and take a forward looking approach so as to engage with senior management and participate in strategic initiatives and decision-making.</p>
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Appendix K – Previous Selected Publications Systematic Literature Review

Previous Selected Publications per Search Strategy				
Database	Search Strategy	Authors	Year	Title
Hospitality & Tourism Complete	hospitality management AND risk identification; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	Xie, Chaowu; Zhang, Jiangchi; Chen, Yanying; Morrison, Alastair M.; Lin, Zhibin	2020	Measuring hotel employee perceived job risk: dimensions and scale development
Hospitality & Tourism Complete	hospitality management AND risk identification; Limiters - Full Text; Peer Reviewed; Search modes - Boolean/Phrase	Chien, Grace C. L.; Law, Rob	2003	The impact of the Severe Acute Respiratory Syndrome on hotels: a case study of Hong Kong
Hospitality & Tourism Complete	hospitality management AND risk analysis Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	Angel, Kirill; Menéndez-Plans, Carlota; Orgaz-Guerrero, Neus	2018	Risk management: comparative analysis of systematic risk and effect of the financial crisis on US tourism industry
Hospitality & Tourism Complete	hospitality management AND risk analysis Limiters - Full Text; Peer Reviewed; Narrow by Language: - english; Search modes - Boolean/Phrase	Zhan, Li; Zeng, Xianmei; Morrison, Alastair M.; Liang, Hui; Coca-Stefaniak, J. Andres	2022	A risk perception scale for travel to a crisis epicentre: visiting Wuhan after COVID-19
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Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix L – Code System Open Coding

Code System – Open Coding	Frequency
Code System	428
Crisis / disaster	1
Disaster Management	2
Risk / Crisis Management - Hospitality Industry	6
Risk / Crisis Management	8
Risk - Hospitality Industry	46
Crisis - Hospitality Industry	15
Crisis Management - Hospitality Industry	63
Risk	61
Crisis	25
Crisis Management	80
Hospitality Management	9
Risk Management	51
Risk Management - Hospitality Industry	61

Appendix M – Code System Axial Coding

Code System – Axial Coding	Frequency
Code System	429
Risk Management	0
Risk Management\Definition	12
Risk Management\Definition\Risk / Crisis / Disaster Management	3
Risk Management\Risk	0
Risk Management\Risk\Definition	22
Risk Management\Risk\Risk appetite	2
Risk Management\Risk\Perceived Risk	7
Risk Management\Risk\Type of risks	26
Risk Management\Trends & Developments	2
Risk Management\Common errors	2
Risk Management\Overall Management	6
Risk Management\Risk Mitigation	10
Risk Management\Risk Monitoring	5
Risk Management\Risk Identification	15
Risk Management\Risk Assessment	1
Risk Management - Hospitality Industry	0

Risk Management - Hospitality Industry\Phases	0
Risk Management - Hospitality Industry\Trends & Developments	11
Risk Management - Hospitality Industry\Risk - Hospitality Industry	1
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Trends & Developments	8
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Perceived Risk	17
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk	14
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Example	11
Risk Management - Hospitality Industry\Overall Management	2
Risk Management - Hospitality Industry\Hospitality Management	8
Risk Management - Hospitality Industry\Risk Mitigation	36
Risk Management - Hospitality Industry\Risk Monitoring	6
Risk Management - Hospitality Industry\Risk Identification	11
Crisis Management	0
Crisis Management\Trends & Developments	1
Crisis Management\Mitigation	14
Crisis Management\Identification	13
Crisis Management\Monitoring	6
Crisis Management\Definition	13
Crisis Management\Phases	14
Crisis Management\Common Errors	5

Crisis Management\Overall Management	8
Crisis Management\Crisis	0
Crisis Management\Crisis\Definition	19
Crisis Management\Crisis\Resilience	3
Crisis Management\Crisis\Type of crisis	7
Crisis Management - Hospitality Industry	0
Crisis Management - Hospitality Industry\Definition	1
Crisis Management - Hospitality Industry\Identification	6
Crisis Management - Hospitality Industry\Monitoring	3
Crisis Management - Hospitality Industry\Mitigation	30
Crisis Management - Hospitality Industry\Phases	7
Crisis Management - Hospitality Industry\Trends & Developments	10
Crisis Management - Hospitality Industry\Common Errors	5
Crisis Management - Hospitality Industry\Overall Management	10
Crisis Management - Hospitality Industry\Crisis - Hospitality Industry	0
Crisis Management - Hospitality Industry\Crisis - Hospitality Industry\Definition	5
Crisis Management - Hospitality Industry\Crisis - Hospitality Industry\Trends & Developments	11

Appendix N – Code System Selective Coding

Code System – Selective Coding	Frequency
Code System	310
Risk Management	0
Risk Management\Definition	11
Risk Management\Definition\Risk / Crisis / Disaster Management	3
Risk Management\Risk	0
Risk Management\Risk\Definition	14
Risk Management\Risk\Risk appetite	3
Risk Management\Risk\Perceived Risk	3
Risk Management\Risk\Type of risks	0
Risk Management\Risk\Type of risks\Disaster risk	1
Risk Management\Risk\Type of risks\Total risk	2
Risk Management\Risk\Type of risks\Organisational risk	1
Risk Management\Risk\Type of risks\Technical risk	1
Risk Management\Risk\Type of risks\Unsystematic Risk	2
Risk Management\Risk\Type of risks\Systematic Risk	5
Risk Management\Risk\Type of risks\Systematic Risk\Market risk	1
Risk Management\Risk\Type of risks\Financial Risk	4

Risk Management\Risk\Type of risks\Strategic Risk	4
Risk Management\Risk\Type of risks\Operating risk	2
Risk Management\Trends & Developments	1
Risk Management\Common errors	3
Risk Management\Overall Management	2
Risk Management\Overall Management\Decision making	2
Risk Management\Treatment	8
Risk Management\Treatment\Knowledge	1
Risk Management\Treatment\Prepared	1
Risk Management\Treatment\Business Continuity Management (BCM)	1
Risk Management\Monitoring	5
Risk Management\Identification	7
Risk Management\Identification\Risk Assessment	3
Risk Management - Hospitality Industry	0
Risk Management - Hospitality Industry\Definition	1
Risk Management - Hospitality Industry\Common errors	3
Risk Management - Hospitality Industry\Trends & Developments	8
Risk Management - Hospitality Industry\Risk - Hospitality Industry	0
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Definition	4
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Trends & Developments	5

Risk Management - Hospitality Industry\Risk - Hospitality Industry\Hospitality Management	6
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Overall Management	2
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk	1
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk\Perceived Risk	15
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk\Functional risk	1
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk\Disaster Risk	1
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk\Operational Risk	1
Risk Management - Hospitality Industry\Treatment	18
Risk Management - Hospitality Industry\Treatment\Effective	1
Risk Management - Hospitality Industry\Treatment\Internationalisation	3
Risk Management - Hospitality Industry\Treatment\Communication	1
Risk Management - Hospitality Industry\Treatment\Transfer	2
Risk Management - Hospitality Industry\Treatment\Proactive	1
Risk Management - Hospitality Industry\Monitoring	1
Risk Management - Hospitality Industry\Identification	5
Crisis Management	0
Crisis Management\Common Errors	5
Crisis Management\Definition	10
Crisis Management\Definition\Phases	10
Crisis Management\Trends & Developments	1

Crisis Management\Treatment	7
Crisis Management\Treatment\Collaboration	1
Crisis Management\Treatment\Knowledge	1
Crisis Management\Treatment\Resilience	2
Crisis Management\Treatment\Proactive	3
Crisis Management\Treatment\Leadership	2
Crisis Management\Treatment\Communication	2
Crisis Management\Identification	3
Crisis Management\Identification\Knowledge	2
Crisis Management\Monitoring	1
Crisis Management\Monitoring\Continues development & Evaluation	3
Crisis Management\Overall Management	2
Crisis Management\Crisis	0
Crisis Management\Crisis\Definition	17
Crisis Management\Crisis\Type of crisis	0
Crisis Management\Crisis\Type of crisis\External Crisis	1
Crisis Management\Crisis\Type of crisis\Immediate Crisis	2
Crisis Management\Crisis\Type of crisis\Emerging Crises	2
Crisis Management\Crisis\Type of crisis\Sustained Crises	2
Crisis Management - Hospitality Industry	0

Crisis Management - Hospitality Industry\Common Errors	7
Crisis Management - Hospitality Industry\Definition	1
Crisis Management - Hospitality Industry\Definition\Phases	5
Crisis Management - Hospitality Industry\Identification	3
Crisis Management - Hospitality Industry\Monitoring	3
Crisis Management - Hospitality Industry\Treatment	16
Crisis Management - Hospitality Industry\Treatment\Efficiency	1
Crisis Management - Hospitality Industry\Treatment\Effective	1
Crisis Management - Hospitality Industry\Treatment\Resilience	1
Crisis Management - Hospitality Industry\Trends & Developments	7
Crisis Management - Hospitality Industry\Overall Management	2
Crisis Management - Hospitality Industry\Crisis - Hospitality Industry	0
Crisis Management - Hospitality Industry\Crisis - Hospitality Industry\Definition	4
Crisis Management - Hospitality Industry\Crisis - Hospitality Industry\Trends & Developments	9

Appendix O – Coded Segments Open Coding

Code	Coded segments
Crisis / disaster	<p>As Kim et al. (2005) highlight, a disaster involves unexpected changes to which one can normally respond only after the event happens, by implementing contingency plans or responding reactively. Crisis is defined as any action or failure to act that interferes with an organization's ongoing functions, achievement of objectives, viability, or survival; or that has a detrimental personal effect on its main stakeholders (Ritchie, 2004). According to the literature, crises arise due to lack of planning and proper management and could thus have been anticipated, whereas one can only respond to a disaster after the fact (Kim et al., 2005). The main factor distinguishing 'crisis' from 'disaster' is thus whether one attributes the situation to the organization itself or to causes outside the organization (Ritchie, 2004).</p> <p>48 - Going beyond the curve: 4 - 4 (0)</p>
Disaster Management	<p>The pre-event phase of an effective disaster management plan entails obtaining the commitment of each leader and forming a disaster management team to assess the situation. In the prodromal phase, the activities in the plan are ranked in response to the potential risk level. During the emergency phase, the focus is on the actions carried out according to the plans. It is important to note that constant monitoring activities and media coverage are needed to minimize the damage; therefore, some flexibility is required for these activities to be performed. A system of communication warnings and a command center are important. The disaster strategy needs to be continuously updated and refined to ensure that new information is taken into consideration.</p> <p>44 - Managing hotel revenue amid the COVID-19 crisis: 4 - 4 (0)</p> <p>Ritchie's framework evolved from Faulkner's (2001) six disaster management phases into a threestage strategic management framework. It begins with the pre-event stage, which requires proactive planning through scanning the environment, including assessing the current situation and risk and having strategic and contingency plans in place according to the different forecasted assumptions. The second stage is implementation. The final stage is related to the resolution, evaluation and feedback. One of the key highlights is working with various stakeholders, including competitors, for the recovery plan...</p>

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix P – Coded Segments Axial Coding

Code	Coded segments
Risk Management \Definition	<p>Traditional risk management considers risk as an individual hazard and focuses only on loss prevention. When most people think about risk management, they only think about preventing losses or negative impacts from a particular risk. This is true when we are looking at risk from a traditional perspective. However, since ERM takes a more holistic view of risk across the organization, it considers both the upside and downside of risk and so the focus here is on the strategic and business goals of the organization. The approach to traditional risk is sporadic and reactive as compared to ERM which is continuous and proactive in nature.</p>
	<p>1 - The emerging importance: 5 - 5 (0)</p>
	<p>Risk management is a process in which an organisation identifies and manages its exposures to risk to match its strategic goals. The scope includes goals setting, risk identification, risk measurement, handling of risk and implementation techniques, and effectiveness of monitoring (Dorfman & Cather, 2013).</p>
	<p>2 - Crisis management research in the hospitality and tourism i: 3 - 3 (0)</p>
	<p>Risk management is important for business operations (Bharwani & Mathews, 2012). However, different companies may present different levels of risk appetite in terms of their willingness to manage risks (Zhang, Paraskevas, & Altinay, 2019).</p>
	<p>2 - Crisis management research in the hospitality and tourism i: 6 - 6 (0)</p>
	<p>Risk management is a process whereby companies identify, measure and develop management strategies for potential risks (Young & Tippins, 2001).</p>
	<p>4 - Constructing a risk management indicator model for travel a: 2 - 2 (0)</p>

Note: The full appendix can be obtained via contacting the author by sending a request to: 261909@uis.no.

Appendix Q – Coded Segments Selective Coding

Code	Coded segments
Risk Management\Definition	<p>Traditional risk management considers risk as an individual hazard and focuses only on loss prevention. When most people think about risk management, they only think about preventing losses or negative impacts from a particular risk. This is true when we are looking at risk from a traditional perspective. However, since ERM takes a more holistic view of risk across the organization, it considers both the upside and downside of risk and so the focus here is on the strategic and business goals of the organization. The approach to traditional risk is sporadic and reactive as compared to ERM which is continuous and proactive in nature.</p>
	<p>1 - The emerging importance: 5 - 5 (0)</p>
	<p>Risk management is a process in which an organisation identifies and manages its exposures to risk to match its strategic goals. The scope includes goals setting, risk identification, risk measurement, handling of risk and implementation techniques, and effectiveness of monitoring (Dorfman & Cather, 2013).</p>
	<p>2 - Crisis management research in the hospitality and tourism i: 3 - 3 (0)</p>
	<p>Risk management is important for business operations (Bharwani & Mathews, 2012). However, different companies may present different levels of risk appetite in terms of their willingness to manage risks (Zhang, Paraskevas, & Altinay, 2019).</p>
	<p>2 - Crisis management research in the hospitality and tourism i: 6 - 6 (0)</p>
	<p>Risk management is a process whereby companies identify, measure and develop management strategies for potential risks (Young & Tippins, 2001).</p>
	<p>4 - Constructing a risk management indicator model for travel a: 2 - 2 (0)</p>

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Appendix R – Code System Selective Coding Interviews

Code System – Selective Coding	Frequency
Code System	144
Risk Management	0
Risk Management\Risk	0
Risk Management\Risk\Knowledge	1
Risk Management\Risk\Risk appetite	1
Risk Management\Trends & Developments	5
Risk Management\Common errors	8
Risk Management\Treatment	7
Risk Management\Treatment\Continuous evaluation & development	1
Risk Management\Treatment\Collaboration	1
Risk Management\Treatment\Accept	1
Risk Management\Treatment\Transfer	3
Risk Management\Treatment\Communication	1
Risk Management\Treatment\Knowledge	3
Risk Management\Treatment\Prepared	1
Risk Management\Monitoring	5
Risk Management\Identification	3

Risk Management\Identification\Risk Assessment	2
Risk Management - Hospitality Industry	0
Risk Management - Hospitality Industry\Definition	1
Risk Management - Hospitality Industry\Common errors	17
Risk Management - Hospitality Industry\Trends & Developments	8
Risk Management - Hospitality Industry\Risk - Hospitality Industry	0
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Knowledge	4
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk	0
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk\Perceived Risk	0
Risk Management - Hospitality Industry\Risk - Hospitality Industry\Type of Risk\Perceived Risk\Influence	6
Risk Management - Hospitality Industry\Treatment	7
Risk Management - Hospitality Industry\Treatment\Continuous evaluation & development	2
Risk Management - Hospitality Industry\Treatment\Supportive	4
Risk Management - Hospitality Industry\Treatment\Culture	1
Risk Management - Hospitality Industry\Treatment\Flexible	2
Risk Management - Hospitality Industry\Treatment\Accept	2
Risk Management - Hospitality Industry\Treatment\Rules/regulations	2
Risk Management - Hospitality Industry\Treatment\Collaboration	4
Risk Management - Hospitality Industry\Treatment\Effective	1

Risk Management - Hospitality Industry\Treatment\Communication	9
Risk Management - Hospitality Industry\Treatment\Transfer	9
Risk Management - Hospitality Industry\Treatment\Proactive	2
Risk Management - Hospitality Industry\Monitoring	8
Risk Management - Hospitality Industry\Identification	8
Risk Management - Hospitality Industry\Identification\Outsource	4

Appendix S – Coded Segments Selective Coding Interviews

Code	Coded segments
Risk Management\Risk\Knowledge	<p>Understanding of risks → limited → event-based and not looked at precisely beforehand → less preventive measures</p> <ul style="list-style-type: none"> ⌚ A support base is needed in order to be able to recognise risks ⌚ R3: 34 - 35 (0)
Risk Management\Risk\Risk appetite	<ul style="list-style-type: none"> ○ When an aspect is above the risk appetite, one can apply a waiver or a risk acceptance process to see if it will be accepted or not, if not, what will be the mitigation strategy as a risk treatment to be able to still achieve the strategic risks of the organisation. ○ R1: 20 - 20 (0)
Risk Management\Trends & Developments	<ul style="list-style-type: none"> ○ ISO31000, I will send you the document; however, it will be the Dutch version ○ R1: 8 - 8 (0) <hr/> <ul style="list-style-type: none"> ○ There is more attention for RM in general and especially compliance, due to obligations of competent authorities. ○ R2: 8 - 8 (0)

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