

Tourism Crisis Communication in Business Hotels During the COVID-19 Pandemic

Márta Sirkó

*Shell Hungary plc, Hungary
marta.sirko@shell.com*

Nikoletta Kaszás

*University of Pannonia, Hungary
kaszas.nikoletta@pen.uni-pannon.hu*

Krisztina Keller

*Corvinus University of Budapest, Hungary
krisztina.keller@uni-corvinus.hu*

The aim of the study is to evaluate the process of crisis communication of 4-star business hotels during the coronavirus epidemic and to compare their communication during the first and second waves of the epidemic. As part of the qualitative research, 15 in-depth interviews were conducted with the employees responsible for crisis communication within the surveyed hotels. The research is based on Fall and Massey's (2005) three-step crisis communication model, examining the stages of preparation, response and recovery.

The result of the empirical research shows that, although the strategic management of the hotels was not prepared for an upcoming crisis, they managed to develop a crisis communication plan based on their previous protocols, force majeure contracts and newly acquired knowledge that they could successfully apply during the COVID-19 crisis. The authors of the study were the first to research the crisis communication of Hungarian business hotels during the first two waves of the coronavirus epidemic. The conclusion of the study is that change was needed in the marketing communication strategy after the first wave, as travellers wanted to see messages with a more positive tone. This change proved to be successful; it is worthwhile to continue external communication through several channels and it is not enough to use only a Facebook page.

Keywords: tourism; business hotel; crisis communication; COVID-19



<https://doi.org/10.26493/2335-4194.17.63-79>

Introduction

The relevance of the topic of the present study is indisputable. Since the appearance of COVID-19, it has sickened more than 695 million people and claimed more than 6.9 million lives worldwide up to the beginning of August 2021 (Worldometer, 2023). Strate-

gic management was not prepared for an upcoming crisis, which was predicted by Gričar et al. (2022) ex-ante. The economic and social effects of the epidemic were very diverse (cf. Kovács, 2020). The tourism sector was especially heavily affected by the epidemic, as travel restrictions and social isolation led to layoffs in

many cases (Nicola et al., 2020; Song et al., 2021). The pandemic appeared as a new source of risk for companies, sometimes with serious business consequences (Juhász & Szabó, 2021).

According to data from the World Travel and Tourism Council (WTTC), the pandemic threatened 174 million tourism jobs globally in 2020, and a further 62 million in 2021 (World Travel & Tourism Council, 2021).

Based on data from the Hungarian Central Statistical Office, 13 million guest nights were registered in Hungarian commercial accommodation in 2020, which represented a 58 percent drop compared to the previous year. Domestic guests spent 39 percent fewer guest nights (9.6 million), while the number of guest nights spent by foreign guests decreased by 77 percent (3.7 million). Commercial accommodation realized a gross revenue of HUF 228 billion, which was 59 percent less than the previous year (Központi Statisztikai Hivatal, 2021). Overall, it can be stated that Hungary's tourism is still characterized by a very strong spatial and temporal concentration. The main destinations for both domestic and foreign tourists are Budapest (Mid-Danube region) and the Lake Balaton area (Csapó & Lőrincz, 2020).

Two key research gaps can be identified. First, internal crisis communication as an underexamined area. Existing studies have focused on the discourse about the epidemic in traditional mass media (Chen et al., 2022), but internal crisis communication is one of the less studied areas in tourism management (Combe & Carrington, 2015; Liu-Lastres, 2022). The studies that have been published mainly cover three aspects of internal crisis communication: how it affects tourism employees' resilience and turnover intentions (Liu-Lastres et al., 2023); how it changes employer-employee relationships, employee satisfaction and commitment (Liu-Lastres et al., 2024); and how it affects internal reputation and employees' behaviour (Ndone, 2023). To the best of the authors' knowledge no study has dealt with responsibilities regarding the crisis communication process. Secondly, business hotels were chosen as the subject of the research, which were allowed to remain open during COVID-19, accommodating only business travellers.

Because of their significance during the pandemic, studies on business hotels are essential.

The focus of our research is crisis communication during the coronavirus epidemic in Hungarian 4-star business hotels. The aim of the empirical research is to evaluate the crisis communication process of hotels during the first (March 11, 2020 – June 18, 2020) and second (November 4, 2020 – March 31, 2021) waves of the epidemic, as well as to identify differences between the two waves in communication. In the study, the purpose and process of crisis communication are reviewed and then the different crisis communication models, including the three-step model created by Fall and Massey (2005), which is the basis of the empirical research, are presented.

After explaining the methodology used to answer the research questions and the aspects of sample selection, the results of in-depth interviews conducted with the employees responsible for crisis communication of the examined hotels are presented, highlighting the stages of preparation, response and recovery. The research questions were answered using in-depth expert interviews. The entire population includes Hungarian 4-star business hotels.

Understanding the crisis communication of hotels during a pandemic helps to manage future health crises. The results of the study contribute to the conceptualization of crisis communication, while recommendations have been made for professionals to develop crisis communication strategies.

The Theory of Crisis Communication

In the case of public organizations and for-profit enterprises, it is also important to have a crisis communication plan that helps mitigate risks that threaten the brand or the health and life of consumers.

The Purpose of Crisis Communication

The primary goal of crisis communication is to influence the stakeholders' image of the company in such a way that it maintains the current positive image or restores the image that has deteriorated over time in people's minds (Triantafillidou & Yannas, 2020). Businesses, therefore, try to shift the image formed of them in a positive direction during periods of crisis by

continuously informing, persuading or even motivating those involved. Another goal of communication during a crisis is damage reduction, which means the minimization of negative effects on the stakeholders and the environment (Dezenhall, 2011).

The strategic goal of crisis communication is to avoid deception and build trust (Al-Omouh et al., 2023). In connection with deception, the duty of honesty and truth-telling arises; the collection of crisis communication rules stipulates that it is forbidden to lie to those involved, and to always communicate honestly and openly (Coombs, 1999) to preserve the company's reputation (Schoofs et al., 2019).

Building trust is essential because reputation is the most important asset of companies, which are looking for behavioural tools to maximize it. If a specific message can be communicated in several ways, or if a specific goal is not clear, then the company will choose the way that involves the least effort and brings the greatest benefit in terms of the company's reputation (Benoit, 1995).

When a crisis breaks out, consumers want to know what really happened and, not long after that, who is responsible for it, which is why corporate apologies have developed into a separate science over the years. Even during a natural disaster, for a few weeks the focus is only on the natural phenomenon that caused it, after which the human dimension, i.e. who is responsible, becomes increasingly prominent (Tanács & Zemlén, 2015).

Solutions related to the transfer of necessary and essential information are important not only in the case of government measures, but also in narrower professional fields (Krasnova et al., 2021). Communication is essential in the efficient and effective management of crisis situations, therefore during a crisis accurate information must be provided to those affected as soon as possible (Mazilu et al., 2019). Open communication is the key (Yeh, 2020), but cooperation among the destination's tourism service providers is also essential (Birkner et al., 2018). In those tourist destinations where any dimension of security can be doubted, crisis management and communication will play a particularly important role (Kiss & Michalkó, 2020).

Internal crisis communication refers to communication between managers and employees, during which the need for information is satisfied and which helps employees deal with the crisis (Heide & Simonsson, 2014). Internal crisis communication is unique because employees receive and send messages at the same time (Zaumane, 2016). After the outbreak of a serious crisis, tourism workers expect timely and transparent communication from managers (Liu-Lastres et al., 2024), and employees constantly ask employers for reassurance and support (Ruck & Men, 2021). The quality of internal crisis communication messages is more important than quantity, and transparent communication improves employer-employee relationships (Liu-Lastres et al., 2024).

The quality of the relationship between the employee and the organization affects the communication of the employees (Ndone, 2023). In the case of good relationships, the employees act as advocates of the organization, and in times of crisis they do not leak negative information to the outside (Kim & Rhee, 2011). As the COVID-19 pandemic was a major crisis, in which several employees were made redundant or had to take unpaid leave and many left the tourism industry (Formádi & Gyurász-Németh, 2021), it is particularly important to communicate well for the sake of the entire sector.

The Process of Crisis Communication

Depending on the stage of the crisis, these communication efforts can be categorized as crisis preparation, crisis response, and crisis recovery (Ketter & Avraham, 2021).

The model of crisis communication created by Fall and Massey (2005) recommends handling crisis situations in three steps. This model is a simplified version of Faulkner's (2001) basic model, which is the first crisis management model specific to tourism.

The first phase is the preparation phase. At that time, the crisis communication plan, which will serve as a basis later on, is prepared, taking into account the resources; at the same time the team responsible for the process, including the spokespersons, is appointed. At this phase, the communication interface that

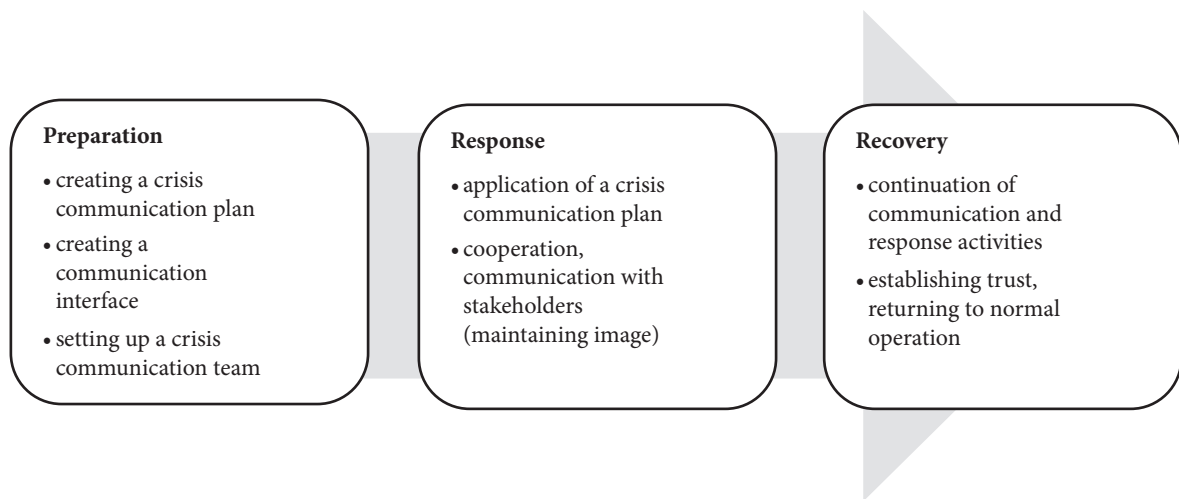


Figure 1 The Process of Crisis Communication (based on Fall and Massey, 2005, p. 80)

will be essential for maintaining trust and getting through the crisis is created (Mazilu et al., 2019).

The second phase is the response period, when the time comes to apply the crisis communication plan created at the previous phase. When an organization faces a crisis, it must act quickly to mitigate the negative effects through crisis communication. This process involves gathering, processing and disseminating available information about the crisis to the public in order to reduce uncertainty and restore damaged reputations (Fearn-Banks, 2017).

At this stage, the sector's decision-makers and key actors are informed, followed by the consultations and actions of the communication team, made up of PR agencies, company representatives, and legal representatives. At this phase, speed is a fundamental condition, since the goal is to prevent communication channels (media, negative word of mouth) that are difficult to control (Marton et al., 2018) from transmitting information. The crisis must be responded to immediately, because the image of the destination or service provider can still be shaped in the first 24 hours; however, in the case of an inappropriate reaction, this can be much worse. Contact with the media is of particular importance at this phase (Mazilu et al., 2019). Brand communication has many functions during crises, such as limiting damage and instilling trust (Wong et al., 2021).

During the management of crises, communication plays an important role in three relational systems: between professionals handling crisis situations and tourism service providers; between tourism actors; and between the destination and tourists. A tourist destination and its service providers find it difficult to keep track of the large volume of news on which their response to the crisis depends (Mair et al., 2014).

At the last (recovery) phase, the most important communication task is to clarify false information and restore previous trust (Mair et al., 2014). In addition to continuing the response activity, the focus is on continuous communication. The marketing and crisis communication team should focus on the repeated establishment of trust, which helps to return to previous operations. The role of the team is to provide accurate and authentic information to all stakeholders through uniform messaging. Perceived risk can be reduced by characterizing the causes and foreseeable consequences of the crisis, providing related information and being constantly available. The two-way communication also contributes to more conscious media activity (Marton et al. 2018).

Social media is an effective communication tool during crises (Ham & Kim, 2019), although it is used to disseminate misinformation as well (Zhou et al., 2021). During the pandemic social media supported contacts between consumers and brands (Kim & Kim,

2020). However, practice shows that crisis communication during COVID-19 in Hungarian social media left much to be desired. The high level of denial is indicated by the continuous degradation of communication activity, the gradual disappearance of personality in favour of centralized content, even though the establishment and maintenance of personal relationships in the service sector is perhaps more important than ever to help the sector restart as soon as possible (Ásványi et al., 2020).

Empirical Research

The research question is the following: How did the crisis communication process develop and change in 4-star business hotels during the first and second waves of the coronavirus epidemic, and in the period between the two?

The sub-questions formulated in connection with the research question are the following:

- RQ1: *How is the crisis communication process structured in 4-star business hotels?*

In the literature, there are general models for crisis communication processes (see section 2.2), but this has not yet been examined for business hotels. However, 'the crisis response strategies have been dealt with as an outcome-oriented phenomenon rather than the process' (Chaskar & Upadhyay, 2023).

- RQ2: *Which employees are responsible for the crisis communication process in 4-star business hotels?*

A central issue in the literature on internal crisis communication is the impact on employees (Ndone, 2023; Liu-Lastres et al., 2023, 2024). A novel approach is to identify which employees are involved in the planning and implementation of the crisis communication process.

- RQ3: *Through which communication channels does crisis communication take place in 4-star business hotels?*

Former research dealing with crisis communication in hotels examines leisure hotels (Jaaffar et al., 2023) or partly other tourism enterprises (Liu-Lastres et al., 2024). This is the first attempt to examine busi-

ness hotels exclusively, which had a special status during the pandemic, as only these were allowed to be open in Hungary.

Methodology

The research questions were answered using in-depth expert interviews and the entire population includes Hungarian 4-star business hotels. In Hungary, the number of guest nights spent in commercial accommodation is the highest in the case of 4-star hotels (Magyar Turisztikai Ügynökség, 2018), which is why all examined hotels belong to this category. During the coronavirus epidemic, a government decree was issued several times, according to which commercial accommodations were only allowed to receive guests arriving for business, economic, and educational purposes (Magyar Közlöny, 2020), therefore all hotels participating in the research are business hotels. Business hotels primarily welcome individual and group business travellers, but a smaller proportion of bookings come from leisure groups as well. They are typically located in the city centre, business districts or near congress centres and have well-equipped meeting rooms in all cases (Gade & Ankathi, 2016).

During our empirical research, we contacted all 4-star business hotels in Budapest (a total of 20 hotels), but the response rate was only 40%, therefore we decided to expand the sample. Using the snowball method, we searched for additional accommodations outside the capital (meeting the 4-star and business hotel criteria) and thus managed to expand the sample.

During the selection of the interviewees, the aim was to interview sales and marketing directors or hotel managers within each hotel who actively participate in the hotel's crisis communication activities. The positions held by the interviewees in the hotels are related to crisis management and communication. Nine of them are involved in this field as sales and/or marketing directors, while five of them are hotel or general managers. One person is responsible for Human Relations, finance, and event management tasks. The interviews were conducted by phone and video calls due to the coronavirus epidemic between February 11 and March 12, 2021.

Table 1 Characteristics of the Hotels Included in the Research

Name of the hotel	Settlement	Category	Conference capacity
Akadémia Hotel	Balatonfüred	4*	1124
Aranyhomok Business Wellness Hotel	Kecskemét	4*	200
Grand Hotel Esztergom	Esztergom	4*	450
Continental Hotel Budapest	Budapest	4*superior	300
Courtyard by Marriott Budapest City Center	Budapest	4*	300
Danubius Hotel Helia	Budapest	4*	400
Global Hotel Telki	Telki	4*	700
Hotel City Inn	Budapest	4*	240
Hotel Eger & Park	Eger	4*	1600
Hotel Karos Spa	Zalakaros	4*	320
Hotel Moments	Budapest	4*	80
Novotel Budapest City	Budapest	4*	2000
Novotel Székesfehérvár	Székesfehérvár	4*	n.a.
Park Inn by Radisson Budapest	Budapest	4*	450
Saliris Resort Spa Conference Hotel	Egerszalók	4*	450

Results

The interviews were based on the three-step crisis communication model created by Fall and Massey (2005), therefore the questions can be divided into the stages of preparation, response, and recovery, and are mostly based on the tasks included in the model. At the preparation phase, questions were included related to the communication activities of the hotels before the crisis and their preparedness for the crisis. At the response phase, questions were related to the coronavirus epidemic and then crisis communication and management during the crisis. Finally, at the recovery phase, there were questions about post-crisis communication and plans.

Preparation Phase

In the period before the crisis, the main task is to prepare crisis plans. A well-developed crisis communication plan can greatly reduce potential damage (Ritchie, 2004).

Two of the surveyed hotels (Aranyhomok Business Wellness Hotel and Danubius Hotel Helia) already had a basic crisis plan and a crisis communication plan before the coronavirus epidemic, which they

could build on. However, they had to adapt them to the given situation later as the pandemic situation is unprecedented, and therefore nobody was able to fully prepare for it. 'I have never seen a crisis communication plan, in which anyone calculated that an entire sector would lose all its income in days, not in months and years' (Danubius Hotel Helia).

Another 8 hotels indicated that they had crisis plans describing general cases of force majeure and affecting the course of operation and administration; however, they were unable to use them directly when the coronavirus epidemic appeared. The representative of Novotel Budapest City mentioned the force majeure clause in current contracts, which describes how they must act in various cases of force majeure. After the outbreak of the epidemic, a much more detailed contract for force majeure was drawn up with the help of lawyers, which also covers the coronavirus pandemic and other global epidemics, and they can refer to this in the current situation. In the case of the other hotels examined, there were also different guidelines on what to do if, for example, a terrorist attack hit the hotel, if someone was injured or if bed bugs were

Table 2 The Main Tasks of the Preparation Phase

Preparing a crisis communication plan	basis: crisis plan, security protocols, force majeure clause, guidelines, foreign good practices expansion: pandemics, coronavirus epidemic, health regulations, current government decisions, economic measures
Creating a crisis communication channel	external communication: use of existing communication platforms internal communication: activation of new communication channels
Setting up a crisis communication team	management: hotel (general) manager/marketing director responsible persons: management, department heads, employees of marketing department

found; however, no one was prepared for a health crisis of this magnitude.

In the case of 10 of the 15 surveyed hotels, according to the interviewees, there were no crisis plans nor crisis communication plans available at all, with which they could have handled an epidemic situation of this size. Three interviewees indicated that they had participated in various trainings of Tripadvisor or the Association of Hungarian Hotels and Restaurants in previous years, while in the case of two hotels, the interviewee had acquired knowledge and experience in the field of crisis management in his previous jobs.

Following the outbreak of the coronavirus epidemic, Grand Hotel Esztergom, Courtyard by Marriott Budapest City Center, Hotel Moments, Novotel Budapest City, Novotel Székesfehérvár, and Park Inn by Radisson Budapest implemented changes in both communication and operation that followed the guidelines of their hotel chain. Park Inn by Radisson Budapest, for example, used the hotel company's centrally defined 20-step safety protocol as a basis for safety regulations, which was applied and communicated in accordance with current government decisions. The management of the Continental Hotel Budapest started to compile the crisis plan in March 2020; however, they mostly concentrated on getting it ready for the summer reopening. The crisis communication plan, based on foreign (Italian, Spanish, German, and Austrian) good practices, was prepared by the marketing team. In the case of the Akadémia Hotel, the management of the company drew up the crisis plan, in which they named firstly conditions related to health and hospitality, and secondarily the necessary measures which were essential for the hotel to survive this difficult period economically.

The team responsible for the crisis management process is appointed simultaneously with the preparation of the crisis communication plan (Fall & Massey, 2005). Among the hotels that participated in the research, in the Danubius Hotel Helia, the hotel management as a crisis management body already existed before the coronavirus epidemic; however, the roles and responsibilities were only clarified afterwards. In the other hotels examined, in most cases, in addition to the management, the heads of different departments and employees of the marketing department were responsible for communication related to the coronavirus epidemic. The crisis communication process was managed by the hotel manager/general manager or the hotel's marketing director in all investigated hotels.

Before the outbreak of the coronavirus epidemic, none of the examined hotels had created a special crisis communication channel. Even after the outbreak of the epidemic, external communication took place via existing platforms; however, new channels were activated for internal communication in several hotels, mostly via social media. 'We did not create a crisis communication channel but did one very important thing. Employees play a very important role in Marriott's culture; therefore we paid close attention to open and regular communication with our employees, and we activated this on a social media platform' (Courtyard by Marriott Budapest City Center). In the case of the Danubius Hotel Helia, they started a new internal communication channel, an intranet, not because of the crisis, but because of the rebranding that started before the crisis, which with a small modification was still available to them during the pandemic.

It can be summarized that the most important tasks in the preparation phase included the groundwork of the crisis communication plan, channels, and the establishment of the team responsible for the epidemic (Table 2).

Response Phase

The coronavirus pandemic has significantly changed service operations in tourism. Many hotel chains are transforming housekeeping operations and front-line service delivery, creating new policies and increasing guest confidence to prioritize guest health and safety (Chang & Kim, 2022; Li et al., 2022). The hotel service has slowed down to some extent, as much stricter cleaning and hygiene protocols have been introduced, food service has changed, guest reception has been made contactless in several places and sanitary packages have been prepared in rooms. The hotels had to introduce many small changes and at the same time ensure that the guests could continue to spend their days at the usual standard.

In addition to complying with the mandatory epidemiological regulations for hotels, several hotels have also introduced further health and safety precautions. Examples include the periodic testing of employees and resting rooms after cleaning; in several hotels the mandatory use of masks in the hotel's public spaces was already introduced before the government's decision was made. Although the Park Inn by Radisson Budapest still provided breakfast in the usual buffet format, each type of food was packed separately and offered to guests by separate staff. In this way, guests could continue to receive the same hotel care as before, while complying with the current security protocol. Regarding events, the hotel also introduced a coffee break box packaged separately for each person, similarly to breakfast. Courtyard by Marriott Budapest City Center is distinguished from other hotels by using so-called electrostatic sprays, which disperse disinfectant in the air and kill 99% of viruses and bacteria.

Immediate response is recommended for businesses affected by the crisis to avoid growing negative perceptions (Huang & DiStaso, 2020). The perceived risk of tourists plays a role at least as important in

the travel decision-making process as the place, time, method, type of travel or the costs involved (Karl & Schmude, 2017). However, according to most of the hotels who participated in the research, tourists' trust did not waver in the hotel, but because of the fear of the coronavirus; therefore, apart from observing and communicating precautions, no additional measures were taken to reduce the perceived risk of guests. Hotels tried to incorporate the various health and safety precautions as quickly and efficiently as possible into their everyday life and communication so that guests could feel safe; however, they were not bothered by deviations from the usual situation. 'I believe that we are a hotel, not a prison. In addition to maximum compliance with current restrictions and regulations, our aim is to provide our guests the usual comfort and care' (Park Inn by Radisson Budapest). Danubius Hotels, including Helia, tried to take measures that they could communicate transparently and create a real sense of security. 'It's very important when it comes to communicating health and safety to show how we actually operate. We do not just have to be like that, but we should be seen as we actually operate our hotels, yet, we must not look better than we are' (Danubius Hotel Helia).

During the crisis, communication requires the greatest attention among travellers and internal stakeholders (Cartier & Taylor, 2020). As a result of the coronavirus epidemic, the hotel service process has changed to a great extent for all examined hotels and affected almost all areas. They developed a multi-page protocol that was made available on their website or sent directly to guests. 'We started the protocol called Safe Rest. This is a protocol created on a completely new basis, considering international recommendations, regulations, the practice of international chains, domestic recommendations and regulations' (Danubius Hotel Helia).

The external communication of the measures taken in connection with the coronavirus epidemic was therefore mainly focused on websites as 12 hotels used websites for informing the guests. The surveyed hotels used several channels for external communication since it was important because of transparency to deliver as much information to interested parties

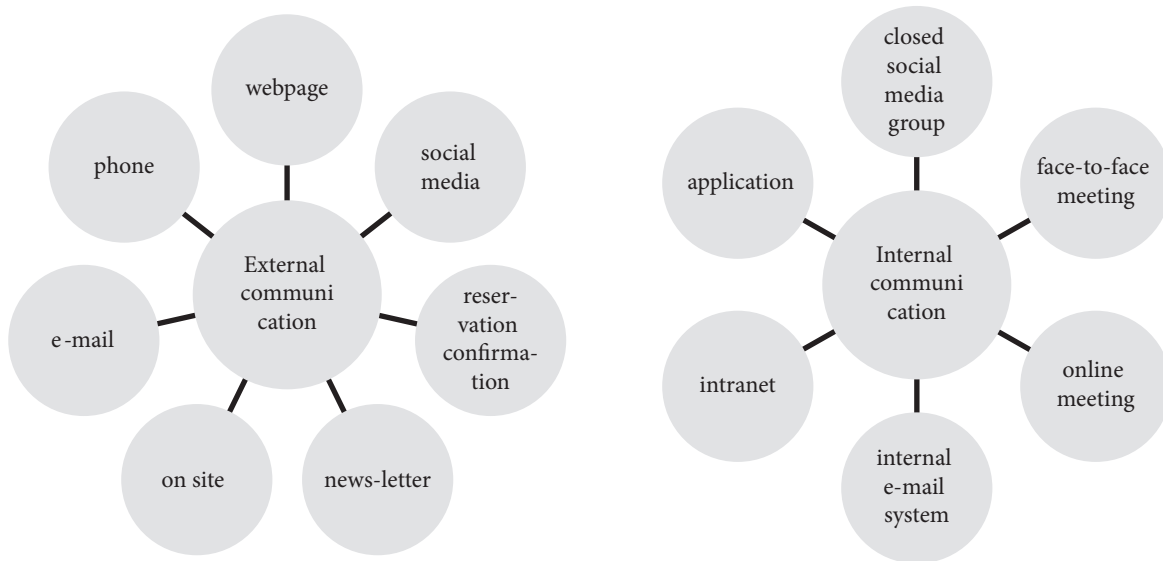


Figure 2 Communication Channels Most Often Used by the Investigated Hotels.

as possible from as many sources as possible. At the same time, there was also a strong focus on direct mail and newsletters, since hotels were able to communicate most effectively through this channel with guests who made reservations before the outbreak of the epidemic. The current information and the changes in the restrictions were placed in the reservation confirmation. However, electronic mail is an excellent opportunity to inform and prepare regular guests. Other frequently used channels were social media sites, most notably Facebook. Only the employee of the Courtyard by Marriott Budapest City Center mentioned that apart from the worldwide campaigns of the Marriott hotel chain, it was not typical to use social media for this purpose at local level. Overall, this parallels Utz et al. (2013), who state that crisis communication through social media is more effective than through other channels.

Communication was needed during COVID-19 that confidently presented the hotel's capabilities in the face of challenges (Li et al., 2022). Based on experience, guests were rather superficially informed about the COVID-19 restrictions on the hotels' websites, and in newsletters or social media, which is why several hotels (Aranyhomok Business Wellness Hotel, Park Inn by Radisson Budapest, Hotel City Inn) also

decided to intensify on-site information, for example through an information booklet given at arrival, a brochure prepared in the room or the announcements published on the information mobile wall and smart TV placed inside the hotel. Novotel Budapest City and Hotel Moments highlighted the measures they had taken to control the epidemic on the booking.com website, while Danubius Hotel Helia and Continental Hotel Budapest representatives highlighted the importance of informing their partners, which they did via telephone and partner letters. Danubius Hotel Helia also issued a press release.

Effective internal crisis communication is the defining element of the trust-based relationship between employer and employee during and after the crisis (Kim, 2020; Yeomans & Bowman, 2021). The approach and content of internal crisis communication messages directly influence employees' evaluation of their organizations' crisis management efforts and their own safety (Heide & Simonsson, 2021; Liu-Lastres et al., 2023). With appropriate communication, the sense of community can be strengthened and those working in tourism can feel that they are not alone in their difficulties and that they can count on help at any time (Cartier & Taylor, 2020; Tuan, 2021).

Therefore, in addition to informing guests and partners, it was also necessary to notify employees properly. According to the hotels that took part in the research, internal communication was the most important since the employees passed the information to the guests. Seven hotels used various social media groups and chat rooms (Viber, Facebook, Messenger) to provide the most important information related to the crisis, 6 hotels preferred verbal, face-to-face communication, 6 hotels used circular e-mail and intranet for information transfer, while two interviewees also mentioned the role of bulletin boards (Figure 2).

In addition to informing employees, the training of hotel staff was also important in the pandemic situation. All examined hotels held some forms of training specifically for the protocol due to the coronavirus epidemic, which in several cases were simply called notification. The management discussed the regulations issued by the authorities, after which the training plans were written, and then the heads of the given departments informed their subordinates and held them accountable later. The Courtyard by Marriott Budapest City Center was the only hotel where regular training related to the coronavirus epidemic was given by an external specialist.

During the coronavirus epidemic, the amount spent on marketing communication changed in the same direction for almost every hotel that participated in the research. In most cases, the answers were 'almost destroyed' (Danubius Hotel Helia), 'reduced to zero' (Continental Hotel Budapest), 'almost zero' (Park Inn by Radisson Budapest), 'it had no cost' (Hotel Eger & Park), and 'approximately it dropped to a fifth' (Courtyard by Marriott Budapest City Center). This was a consequence of the fact that the examined hotels conducted only the most necessary communication and hardly advertised. All costs were cut to the extent to keep the business viable. There was no change in marketing communication costs for the Hotel City Inn and Hotel Moments hotels. Only the employee of Hotel & More, which operates the Akadémia Hotel, answered that this amount increased and even doubled during the epidemic. In the case of Novotel Székesfehérvár, obtaining Bureau Veritas certification involved additional costs.

Six of the examined hotels (Akadémia Hotel, Aranyhomok Business Wellness Hotel, Park Inn by Radisson Budapest, Globall Hotel Telki, Hotel City Inn, Hotel Moments) had no contact with external marketing agencies before the coronavirus epidemic as everything was implemented by their own marketing teams. According to Hotel City Inn, their best marketer, the guest, disappeared with the epidemic. Five hotels (Courtyard by Marriott Budapest City Center, Novotel Budapest City, Novotel Székesfehérvár, Grand Hotel Esztergom, Hotel Karos Spa) were able to keep their contractors for marketing activities, while Hotel Karos Spa indicated that they approximately halved the contract fees with external contractors, and, for example, their agreement related to graphic design activities was changed to a single order instead of a flat-rate order. However, four hotels (Continental Hotel Budapest, Danubius Hotel Helia, Hotel Eger & Park, Saliris Resort Spa Conference Hotel) completely stopped the cooperation with external partners and solved all tasks with full-time employees.

In addition to the risk factors affecting travel, the search for information is also decisive in travel-related decision-making. To reduce their perceived risk, tourists try to gather information from as many sources as possible (Maser & Weiermair, 1998). In most cases, the manager of the given area, the hotel manager or the marketing director were responsible for answering the questions received regarding the coronavirus epidemic. For example, if it was related to room reservation, then Reservations, if it was related to an event, then Sales. Only the employee of the Continental Hotel Budapest mentioned that the hotel has a guest relations employee who answers most of these questions.

The Danubius Hotel Helia pointed out that, based on the questions they received, they updated their publicly available protocol. In the other hotels there was no change in the communication regarding the previously raised questions. In most cases, the questions received from leisure tourists during the pandemic were related to the current rules, the protocol (6 mentions), and when the hotel would be open for them (5 mentions).

Local and national restrictions, regulations, and questions related to protection certificates appeared as

a separate group of questions asked by foreign guests (mentioned by 5 hotels). Several hotels indicated that the guests were most interested in the wellness area or the opening hours of the restaurant (5 mentions). At the beginning of the coronavirus epidemic, the biggest concern was what would happen to their reservation and whether they would be able to rebook it.

Regarding groups, questions were received about the so-called 'bubble'. For example, whether a larger group, usually consisting of athletes, wanted to be accommodated completely separately under very strict regulations. Larger hotels could solve this issue because they tested their staff and did not allow them outside the hotel during that period, and they could fulfil their extra needs, as well. In Hotel Karos Spa, there was also the question of how many people there were currently in the hotel and among how many guests, in how big of a crowd, they had to spend their vacation.

The crisis communication activities of other hotels were continuously monitored by all the hotels who participated in the research, but only the employee of Novotel Budapest City mentioned that this was done at the central level. Competitor monitoring is considered a fundamental process, as everyone follows everyone; that is why the crisis communication of hotels is quite similar. Continental Hotel Budapest's marketing team monitored the activities of foreign hotels at the beginning of the coronavirus epidemic; however, at the time of the interview (March 2021) they were only monitoring the crisis communication of domestic hotels. Several interviewees mentioned that they adopted practices from other hotels. The employee of Park Inn by Radisson Budapest emphasized how proud he was of the cooperation during the pandemic and that the hotels helped one another and shared their experiences in the emergency. In their case, a Covid-proof version of the breakfast buffet was developed very quickly, which was introduced in several other hotels, as well.

If a tourist destination is in crisis, the cooperation of tourism service providers at each destination is essential (Birkner et al., 2018), which was realized in the case of the investigated hotels. 'On the one hand, we lobby through the Association of Hungarian Hotels

and Restaurants, and we also lobby government bodies together with other hotel managers' (Courtyard by Marriott Budapest City Center). The examined hotels communicated continuously and were in daily contact with one another and also with various professional organizations, in most cases with the Association of Hungarian Hotels and Restaurants and the Hungarian Tourist Agency. In the case of rural hotels, this was supplemented by local and county institutions. 'I am in daily contact with many hotel managers, and I am also in contact with the leaders of the local government, the county government and the Hungarian Chamber of Commerce and Industry' (Hotel Eger & Park).

The crisis communication of two-thirds of the hotels participating in the research changed during the first and second wave, and in the period between the two. The most common reasons for the change were, on the one hand, the current regulations, as the hotels constantly communicated the government's decisions. On the other hand, as the first wave caught everyone completely by surprise, most of the hotels did not have a crisis plan, although they had to react quickly and communicate a lot about many things. However, they could prepare much better for the second wave. 'The first was the planning, the second one was just adaptation and refinement,' (Danubius Hotel Helia). A further reason for the change can be traced back to the fact that hotels felt that their guests were already aware of all the details of the coronavirus epidemic by the second wave and wanted to hear about much more positive topics. Therefore, besides continuing to provide the most important information, they tried to communicate about other events related to their hotel, as well. 'We understand that there is a coronavirus epidemic, but we have to live with it. When communicating with guests, not everything should be about this!' (Park Inn by Radisson Budapest). The hotels that did not change their communication justified their decision by saying that their strategy during the first wave worked, thus they did not feel the need to change.

The application of the crisis plans and the crisis communication plan in the examined hotels helped in some way to reduce the damage caused by the co-

ronavirus epidemic. In two hotels, there was tangible evidence that crisis communication was successful. ‘Yes, it helped. What also changes the number of guests is how successful the crisis communication is. We have tangible evidence of this’ (Danubius Hotel Helia). ‘Rather, it is the principle that helped us, which also included communication. The result of this was that in 2020 the hotel’s operating result was practically zero, which we considered a huge success. No changes would be necessary because we believe that what we have done so far is good and we will continue to do so in the coming months’ (Courtyard by Marriott Budapest City Center).

Recovery Phase

After a crisis caused by pathogens the recovery of tourism at a destination takes an average of 19.4 months (World Travel & Tourism Council, 2019). Regarding COVID-19, the post-crisis recovery period could begin around May–June 2021 at the earliest according to the surveyed hotels. Domestic tourism would start first, and foreign guests and conferences were not expected before autumn. The hotels dated the return to operations on the same level as before the coronavirus epidemic much later. According to them, the numbers of the year 2019 would be reached in 2023–2024 for the first time. The events organised in the fall of 2021 (Hunting Exhibition, International Eucharistic Congress, Sustainability Expo) could speed up this process, as these brought tens of thousands of guests; however, experts do not like dates with outstanding performance. ‘What is very important is the strength of the demand level, which lasts from January 1 to December 31, every day of the week, Monday to Sunday. This is the demand that will recover very slowly, but there may be dates when there are spikes’ (Courtyard by Marriott Budapest City Center). ‘It is an extremely complex question and there are many unknown factors, e.g., How does demand develop by country and by segment? Can hotels adapt to the changed market conditions? Can the planned new hotel investments be realized? Can the closed hotels reopen?’ (Park Inn by Radisson Budapest).

In the recovery phase of tourism crises, the most essential task is to regain the trust of tourists (Mar-

ton et al., 2018). According to the employees of the surveyed hotels, it was not the coronavirus epidemic that was holding guests back during the second wave, but the restrictions, and they believe that those who want to travel in the future will do so. Travellers were not mistrustful between the two waves, either, as they saw that the hotels did everything they could to prevent the spread of the coronavirus. These protocols will be continued going forward.

Discussion

Earlier research highlighted that the worldwide spread of COVID-19 generated significant fear in everyday life. These investigations also emphasize the importance of crisis communication and the publication of appropriate and authentic information (Faour-Klingbeil et al., 2021). Their study highlights that the mood related to the crisis was shaped not only by central organizational communication strategies, but also by individual institutional actors and public opinion. Therefore, the communication of tourism service providers is also particularly important (Obembe et al., 2021).

The authors of the study were the first to research the crisis communication of Hungarian business hotels during the first two waves of the coronavirus epidemic. The authors of the previous study published on the subject (Ásványi et al., 2020) worked with a spatially narrower sample (hotels in Budapest), they focused exclusively on communication on Facebook, and they examined posts created during the first wave of the epidemic. The results obtained are consistent, as the conclusion of both studies is that a change was needed in marketing communication strategy after the first wave, as travellers wanted to see messages with a more positive tone. Our work shows that this change proved to be successful, as it is worthwhile to continue external communication through several channels, and it is not enough to use only a Facebook page.

Chaskar and Upadhyay (2023) focus on the issues of crisis management, some elements of which proved to be useful in our own study, primarily dealing with crisis communication. In agreement with the authors, it became clear that resilience, crisis resistance and adaptability will be key competencies in the future for

all organizations, including tourism providers. The practical advice listed in the article is highlighted in accordance with the results of current empirical research:

- the significance of the strategic development of the crisis plan
- the involvement of a competent crisis leader (in our own research, this remained primarily in the hands of the general director)
- competence development for the sake of crisis management (in our own research, we also found that many organizations participated in trainings led and organized by the country's professional organizations).

As a result of RQ1, it can be said that the examined hotels were caught completely unawares by COVID-19; however, relying on their previous protocols, force majeure contracts and their newly acquired knowledge, they managed to develop a crisis plan and a crisis communication plan that they were able to apply effectively during the coronavirus epidemic. During their internal and external communication, they used all their communication channels, communicated their measures in a transparent manner, and their guests and colleagues felt safe.

The crisis communication process in each examined hotel is managed by the hotel manager/general manager or the hotel's marketing director. However, management, department heads, and marketing staff were responsible for communication related to the coronavirus epidemic (RQ2).

While social media is an effective tool for communicating customer sentiment during a crisis, it remains unclear how tourism organizations can respond to a pandemic crisis on social media so as to prevent negative consequences (Li et al., 2022). The authors find that social media was underutilized in disaster preparation, and in subsequent responses it played a crucial role in generating resources and donations during the recovery phase (Möller et al., 2018). We partially confirmed all of this during our own research. The hotels examined tried to provide as much information as possible to those involved. The most

typical communication channels were their own websites and social media sites. Current information was placed in booking confirmation letters, newsletters, telephone and e-mail notifications and on-site in the hotels. According to the hotels that took part in the research, internal communication is the most important since the employees forward information to the guests. Most hotels preferred verbal information, the most common means of which were online or face-to-face meetings. However, they also considered written communication to be important, which in most cases was conducted via an internal email system, intranet, application or closed social media group (RQ3).

The crisis communication of the hotels that participated in the research changed in almost all cases during the first and second waves, and in the period between the two. The most common reason for the change were the current regulations, and the fact that the first wave caught everyone completely by surprise, and they did not have a crisis plan; however, they had to react quickly. Yet, they were able to prepare much better for the second wave. In addition, travellers felt that by the second wave they were already aware of all the details of the coronavirus epidemic and wanted to see more positive things. Therefore, the hotels continued to provide the most important information and tried to communicate about other hotel-related issues as well.

Our study is based on the crisis communication model created by Fall and Massey (2005), simplified by Faulkner's (2001). This was the basic model, which is the first crisis management model specific to tourism. In our research, we shed light on how business hotels were able to apply this theoretical threefold division in the case of the coronavirus epidemic.

From the results of the study, it can be seen that the preparation phase was practically not implemented: few accommodations had a crisis plan, and even those that did had to specify it. No external experts were employed to avert the crisis; the directors and marketing directors assumed responsibility for both operation and communication.

In connection with the response phase, a result that was contradictory to the professional literature was reached. Business hotels communicated more via

direct mail and on the website, as opposed to the social media emphasized in the literature. The latter was primarily used in their internal communication.

Finally, the study pointed out that while in the literature the recovery of image is considered a key issue in the recovery phase, business hotels did not have to deal with this after the coronavirus epidemic, since it was not basically the trust in accommodation that was broken as a result of the crisis.

Our study, therefore, shed light on the correctness of the phases and key factors listed in the crisis communication model in the event of a health crisis affecting the entire world, clarifying the aspects that can be critical in such situations. On the other hand, we examined all of this in a new way in the world of business hotels, which was unprecedented.

Conclusion and Managerial Implications

Based on the results, proposals can be formulated about the three periods examined during the research (before, during, and after the crisis), thereby covering the preparation, response, and recovery stages of the crisis communication process.

Based on the interviews, it became clear that the hotels did not have a crisis plan or a crisis communication plan that could have been used to handle an epidemic situation of this magnitude. The appearance of the coronavirus epidemic forced them to react immediately, which was greatly complicated by the lack of a prior crisis plan. In the case of a possible future pandemic, it would be a solution if a crisis plan was created that also included an analysis of health risks. A related crisis communication plan should be composed as well, incorporating good practices and the correction of occurring errors. It would be worthwhile to measure the success of the application of the created crisis plan in the case of all hotels in the future.

The employees of the hotels mentioned that the multi-page, detailed COVID-19 documents they issued were not always read by the guests. To eliminate this, it would be worthwhile to write a one-pager, in which the most important information was included, with icons that guests would encounter in the hotel afterwards. It would be advisable to place it on the website, in

confirmations, and in several places in the hotel, for example at the entrance, reception, and in the rooms.

It is recommended to display the information about COVID-19 in a prominent place on the website, as the more prominent it is, the greater the chance is that guests will notice and read it instead of directly contacting the hotel with their relevant questions. However, based on the questions received, it is worth updating this information sheet continuously.

After the emergence of the coronavirus epidemic, many new technologies were created for effective disinfection. It would be advisable to use them in hotels, as they can disinfect an entire conference room in a very short time, even during a coffee break. After the introduction, it would be possible to stand out in terms of safety and cleanliness by communicating accordingly.

The employees of the hotels mentioned several times that during the pandemic there was a big fight for hosting sports teams coming to Hungary, even though it meant that the hotel would be under a 'bubble' upon their arrival. This is expected to be necessary in the future, as well, so it would be a competitive advantage for a hotel if it perfected its methodology. This 'bubble concept' can be used by destinations as well. Malaysia initiated a 'travelbubble' to give more confidence to tourists (Kumar et al., 2023).

During the interviews, it was said several times that, in addition to monitoring each other's crisis communication activities, the hotels also cooperated in most cases. It would be advantageous to increase this cooperation in the future so as to share experience and good practices, thereby helping each other and themselves. Since this was a crisis affecting all hotels, it would have been a good idea to formulate joint messages to the public. It would be of great help to hotels if the Association of Hungarian Hotels and Restaurants would start a crisis communication course for them.

It would also be worthwhile to continue the cooperation during the recovery period after the crisis. From a marketing point of view, it would be advisable for hotels to join the messages and national campaigns of domestic tourism organizations, and it would also be beneficial to cooperate with foreign promotion companies.

In the future, it would be advisable to expand the research to further waves of the coronavirus epidemic. It is also worth extending the investigation to non-business-type and non-four-star hotels, which would provide an opportunity to identify the differences between the crisis communication of different types and classifications of accommodation. It is also worth expanding the range of interviewees to professionals involved in tourism communication at the national or local level. Finally, it is also recommended to examine the subject from the consumer's point of view, i.e. how effective the crisis communication activities of hotels were for business travellers, and what experiences they have in this regard. As a new method, sentiment analysis of website communication is recommended, which is effective in tourism industry research (Gričar et al., 2024).

The main limitation of the in-depth interview research was the topic of the study. Since the pandemic greatly influenced the mode in which the interviews were conducted, and because of the crisis in the hotel industry, several hotels did not respond to the inquiry or refused to participate in the research. Due to the above, although the research endeavoured to include hotels in the capital and in rural areas, as well, it is not representative. In addition, our research focused on examining Hungarian hotels, which further limits the generalizability of the results.

References

- Al-Omouh, K. S., Garrido, R., & Cañero, J. (2023). The impact of government use of social media and social media contradictions on trust in government and citizens' attitudes in times of crisis. *Journal of Business Research*, 159(3), 113748.
- Ásványi, K., Markos-Kujbus, É., & Csordás, T. (2020). Budapesti szállodák Facebook-válságkommunikációjának dinamikája a COVID-19 járvány kezdetén. *Jel-Kép*, 4, 94–107.
- Benoit, W. L. (1995). *Accounts, excuses and apologies: A theory of image restoration strategies*. State University of New York Press.
- Birkner, Z., Marton, Z., & Keller, K. (2018). Az innováció értelmezése a turizmusbiztonság területén: különös tekintettel az oktatás és a kutatás területére. *Rendőrségi Tanulmányok*, 1(3), 71–80.
- Cartier, E. A., & Taylor, L. L. (2020). Living in a wildfire: The relationship between crisis management and community resilience in a tourism-based destination. *Tourism Management Perspectives*, 34(2), 100635.
- Chang, H., & Kim, M. (2022). COVID-19 public health strategy implementation for the hospitality industry in Taiwan. *Academica Turistica*, 15(1), 149–161.
- Chaskar, A., & Upadhyay, S. (2023). Effective crisis response to COVID-19 in tourism and hospitality: The intersection of crisis leadership and crisis decision-making. *Procedia Computer Science*, 221(1), 185–191.
- Chen, H., Huang, X., & Li, Z. (2022). A content analysis of Chinese news coverage on COVID-19 and tourism. *Current Issues in Tourism*, 25(2), 198–205.
- Combe, I. A., & Carrington, D. J. (2015). Leaders' sensemaking under crises: Emerging cognitive consensus over time within management teams. *The Leadership Quarterly*, 26(3), 307–322.
- Coombs, W. T. (1999). *Ongoing crisis communication: Planning, managing, and responding*. Thousand Oaks.
- Csapó, J., & Lőrincz, K. (2020). A turizmus gazdaságban betöltött szerepe és irányai Magyarországon a covid-19 előtt és után. *Geometodika: Földrajz Szakmódszertani Folyóirat*, 4(3), 5–16.
- Dezenhall, E. (2011). *Damage control: The essential lessons of crisis management*. Easton Studio.
- Fall, L. T., & Massey, J. E. (2005). The significance of crisis communication in the aftermath of 9/11: A national investigation of how tourism managers have re-tooled their promotional campaigns. *Journal of Travel & Tourism Marketing*, 19(2–3), 77–90.
- Faour-Klingbeil, D., Osaili, T. M., Al-Nabulsi, A. A., Jemni, M., & Todd, E. C. D. (2021). The public perception of food and non-food related risks of infection and trust in the risk communication during COVID-19 crisis: A study on selected countries from the Arab region. *Food Control*, 121(8), 107617.
- Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism Management*, 22(2), 135–147.
- Fearn-Banks, K. (2017). *Crisis communications: A casebook approach* (5th ed.). Routledge.
- Formádi, K., & Gyurácz-Németh, P. (2021). Turisztikai karrierperspektívák vizsgálata a Covid19-járvány árnyékában: Turizmus-menedzsment mesterszakos hallgatók percepciói. *Turizmus Bulletin*, 21(4), 14–24.
- Gade, J., & Ankathi, R. (2016). *Tourism management: Philosophies, principles and practices*. Zenon Academic Publications.
- Gričar, S., Bojnec, S., & Baldigara, T. (2022). Insight into predicted shocks in tourism: Review of an ex-ante fo-

- recasting. *Journal of Risk and Financial Management*, 15(10), 436.
- Gričar, S., Šugar, V., Baldigara, T., & Folgieri, R. (2024). Potential integration of metaverse, non-fungible tokens and sentiment analysis in quantitative tourism economic analysis. *Journal of Risk and Financial Management*, 17(1), 15.
- Ham, C. D., & Kim, J. (2019). The role of CSR in crises: Integration of situational crisis communication theory and the persuasion knowledge model. *Journal of Business Ethics*, 158(2), 353–372.
- Heide, M., & Simonsson, C. (2014). Developing internal crisis communication: New roles and practices of communication professionals. *Corporate Communications an International Journal*, 19(2), 128–146.
- Heide, M., & Simonsson, C. (2021). What was that all about? On internal crisis communication and communicative coworkership during a pandemic. *Journal of Communication Management*, 25(3), 256–275.
- Huang, Y., & DiStaso, M. (2020). Responding to a health crisis on Facebook: The effects of response timing and message appeal. *Public Relations Review*, 46(3), 101909.
- Jaaffar, A. H., Alzoubi, R. H., Alkharabsheh, O. H. M., & Rajadurai, J. (2023). Leadership and crisis management and their link to improvement of hotel performance: A study of the Jordanian hotel sector. *Heliyon*, 9(7), e17839.
- Juhász, P., & Szabó, Á. (2021). A koronavírus-járvány okozta válság vállalati kockázati térképe az első hullám hazai tapasztalatai alapján. *Közgazdasági Szemle*, 68, 126–153.
- Karl, M., & Schmude, J. (2017). Understanding the role of risk (perception) in destination choice: A literature review and synthesis. *Tourism Review*, 65(2), 138–155.
- Ketter, E., & Avraham, E. (2021). #StayHome today so we can #TravelTomorrow: Tourism destination's marketing strategies during the COVID-19 pandemic. *Journal of Travel & Tourism Marketing*, 38(8), 819–832.
- Kim, J.-N., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: Testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, 23(3), 243–268.
- Kim, M., & Kim, J. (2020). Destination authenticity as a trigger of tourists' online engagement on social media. *Journal of Travel Research*, 59(7), 1238–1252.
- Kim, Y. (2020). Organizational resilience and employee work-role performance after a crisis situation: Exploring the effects of organizational resilience on internal crisis communication. *Journal of Public Relations Research*, 32(1–2), 47–75.
- Kiss, K., & Michalkó, G. (2020). A turizmus- és biztonságmarketing. In G. Michalkó, J. Németh, & G. Ritecz (Eds.), *Turizmusbiztonság* (pp. 129–141). Dialóg Campus.
- Kovács, L. (Ed.). (2020). *Globális kihívás–lokális válaszok: A koronavírus (Covid19) gazdasági és társadalmi összefüggései és hatásai*. Savaria University Press.
- Központi Statisztikai Hivatal. (2021, 11 February). *Gyorstájékoztató: Kereskedelmi szálláshelyek forgalma, 2020. december*. <https://www.ksh.hu/docs/hun/xftp/gyor/ksz/ksz2012.html>
- Kumar, J., Shagirbasha, S., & Konar, R. (2023). Destination image, COVID-19 perceived risk and intention to travel: Malaysian case. *Academica Turistica*, 16(2), 221–232.
- Krasnova, K., Reshnyak, M., & Vári, V. (2021). State defense during the first wave of the COVID-19 pandemic: The cases of the Russian Federation and Hungary. *SHS Web of Conferences*, 128, 04012.
- Li, S., Wang, Y., Filieri, R., & Zhu, Y. (2022). Eliciting positive emotion through strategic responses to COVID-19 crisis: Evidence from the tourism sector. *Tourism Management*, 90(2), 104485.
- Liu-Lastres, B. (2022). Beyond simple messaging: A review of crisis communication research in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 34(5), 1959–1983.
- Liu-Lastres, B., Wen, H., & Okumus, F. (2023). Examining employees' affective and behavioral responses to internal crisis communication in times of COVID-19. *International Journal of Hospitality Management*, 111(8), 103494.
- Liu-Lastres, B., Wen, H., & Okumus, F. (2024). Exploring the impacts of internal crisis communication on tourism employees' insights from a mixed-methods study. *Tourism Management*, 100(8), 104796.
- Magyar Közlöny. (2020, 10 November). Kormányrendelet a veszélyhelyzet idején alkalmazandó védelmi intézkedések második üteméről. <https://magyarkozlony.hu/dokumentumok/e35363d964683da1d1a8b57aa9220fe36dfb5f7f/megtekintes>
- Magyar Turisztikai Ügynökség. (2018). *A magyarországi kereskedelmi szálláshelyek 2018-as főbb eredményei*. <https://www.ksh.hu/docs/hun/xftp/idoszaki/jeltur/jeltur18.pdf>
- Mair, J., Ritchie, B. W., & Walters, G. (2014). Towards a research agenda for post-disaster and post-crisis recovery strategies for tourist destinations: a narrative review. *Current Issues in Tourism*, 19(1). <https://doi.org/10.1080/13683500.2014.932758>
- Marton, Z., Keller, K., & Birkner, Z. (2018). A kockázatészlelés és desztináció imázs a turizmusbiztonság

- szemszögéből. In G. Pintér, LX: *Georgikon Napok* (pp. 154–160). MATE.
- Maser, B., & Weiermair, K. (1998). Travel decision-making: From the vantage point of perceived risk and information preferences. *Journal of Travel & Tourism Marketing*, 7(4), 107–121.
- Mazilu, M., Marinescu, R., Bălă, D., & Dragomir, L. (2019). Crisis management in tourism. *Quaestus Multidisciplinary Research Journal*, 14, 289–294.
- Möller, C., Wang, J., & Nguyen, H. T. (2018). #Strongerthanwinston: Tourism and crisis communication through Facebook following tropical cyclones in Fiji. *Tourism Management*, 69, 272–284.
- Ndone, J. (2023). Internal crisis communication: The effects of negative employee-organization relationships on internal reputation and employees' unsupportive behavior. *Public Relations Review*, 49(4), 102357.
- Nicola, M., Alsafi, Z., Sohrabi, C., Kerwan, A., Al-Jabir, A., Iosifidis, C., Agha, M., & Agha, R. (2020). The socio-economic implications of the coronavirus pandemic (COVID-19): A review. *International Journal of Surgery*, 78(3), 185–193.
- Obembe, D., Kolade, O., Obembe, F., Owoseni, A., & Mafimisebi, O. (2021). Covid-19 and the tourism industry: An early stage sentiment analysis of the impact of social media and stakeholder communication. *International Journal of Information Management Data Insights*, 1(2), 100040.
- Ritchie, B. W. (2004). Chaos, crises and disasters: A strategic approach to crisis management in the tourism industry. *Tourism Management*, 25(6), 669–683.
- Ruck, K., & Men, L. R. (2021). Guest editorial: Internal communication during the COVID-19 pandemic. *Journal of Communication Management*, 25(3), 185–195.
- Schoofs, L., Claeyes, A.-S., De Waele, A., & Cauberghe, V. (2019). The role of empathy in crisis communication: Providing a deeper understanding of how organizational crises and crisis communication affect reputation. *Public Relations Review*, 45(5), 101851.
- Song, H. J., Yeon, J., & Lee, S. (2021). Impact of the COVID-19 pandemic: Evidence from the U.S. restaurant industry. *International Journal of Hospitality Management*, 92, 102702.
- Tanács, J., & Zemplén, G. (2015). Válság, kommunikáció, érvélés: Kríziskommunikáció argumentáció-elméleti nézőpontból. *Jel-Kép*, 2. <https://doi.org/10.20520/Jel-Kep.2015.2.1>
- Triantafyllidou, A., & Yannas, P. (2020). Social media crisis communication in racially charged crises: Exploring the effects of social media and image restoration strategies. *Computers in Human Behavior*, 106(3), 106269.
- Tuan, L. T. (2021). Employer event communication and hospitality workers' resilience during the COVID-19 crisis: The role of core beliefs examination and family support. *International Journal of Contemporary Hospitality Management*, 33(5), 1593–1619.
- Utz, S., Schultz, F., & Glocka, S. (2013). Crisis communication online: How medium, crisis type and emotions affected public reactions in the Fukushima Daiichi nuclear disaster. *Public Relations Review*, 39(1), 40–46.
- Wong, I. A., Ou, J., & Wilson, A. (2021). Evolution of hoteliers' organizational crisis communication in the time of mega disruption. *Tourism Management*, 84(6), 104257.
- World Travel & Tourism Council. (2019, 16 November). *Crisis preparedness management recovery*. <https://wttc.org/Initiatives/Crisis-Preparedness-Management-Recovery>
- World Travel & Tourism Council. (2021, 19 January). *Over 100 million global travel & tourism jobs could be recovered in 2021*. <https://wttc.org/News-Article/Over-100-million-global-Travel-and-Tourism-jobs-could-be-recovered-in-2021>
- Worldometer. (2023, 7 August). *Covid-19 coronavirus pandemic*. <https://www.worldometers.info/coronavirus/>
- Yeh, S.-S. (2020). Tourism recovery strategy against COVID-19 pandemic. *Tourism Recreation Research*, 46(2), 188–194.
- Yeomans, L., & Bowman, S. (2021). Internal crisis communication and the social construction of emotion: university leaders' sensegiving discourse during the COVID-19 pandemic. *Journal of Communication Management*, 25(3), 196–213
- Zaumane, I. (2016). The internal communication crisis and its impact on an organization's performance. *Journal of Business Management*, 5(2), 24–33.
- Zhou, C., Li, K., & Lu, Y. (2021). Linguistic characteristics and the dissemination of misinformation in social media: The moderating effect of information richness. *Information Processing & Management*, 58(6), 102679.