

Impact of Crisis Management Strategies On the Development of Marketing Tasks

Shafiz Shahrani¹, Radzali Hassan², Louis Adaikalam³

¹Dr., International Institute of Applied Science of Swiss School of Management, Switzerland

²Dr., International Institute of Applied Science of Swiss School of Management, Switzerland

³Dr., International Institute of Applied Science of Swiss School of Management, Switzerland

Abstract :

Strategic planning is gaining everyone's attention at the present time, after it has proven its benefits and recommended to companies that planning is better than no planning, as today's world has become full of crises for reasons related to many changes that have occurred in the political, economic, demographic and environmental fields, and institutions and companies seek to overcome and manage these crises, in order to bring about basic developments, all of which require strategic planning represented in the means of crisis management. At the same time, marketing does not stop but rather adapts to emergency conditions and developments, hence the importance of the topic of "marketing in a time of crisis", especially since the whole world is affected by the Covid-19 epidemic, forcing marketers to develop new ways and develop those old methods that they were marketing, because of the desire to continue in business and the ability to reach customers. The aim of this research is to study the impact of modern crisis management strategies on the marketing performance of companies. The secondary data collection method was used to study and compare the research available online. The research also showed some results and recommendations, such as that the most important of which is the necessity of educating employees and involving them in developing the strategic plan and taking their views therein. Organizations should adopt strategic planning as a means and not as an end, as it increases the role of workers in crisis management. And the need for institutions to adopt strategic planning in their work, especially in the long term, and to make maximum use of available resources. Organizations, especially decision-makers, should refer the development of the strategic plan to highly qualified and experienced personnel. Strategic plans include clear programs, systems, and policies for crisis management, provided that this planning is done in advance and not when crises are discovered in the organization.

Keywords: Crisis Management, Management Strategies, Marketing strategies, Covid-19, Companies Planning.

INTRODUCTION :

In an era of continuous challenges and rapid changes that contributed to the development in the fields of communications technology and information and the policies of globalization and openness is spreading rapidly and expanding their influence. Different organizations face several rapid and sudden environmental changes for different reasons, which may cause the occurrence of many types of crises. Which requires the management of organizations to search for new management patterns and methods to reduce the negative effects of these crises and work to find ways to deal with them before they occur, so organizations in the modern era have an urgent need to find the most appropriate ways and methods to deal with contemporary crises and the ability to deal with crises that They are going through in the midst of these volatile environmental conditions, so companies must have well-defined strategies that help them to successfully manage various crises and modern crisis management [1].

Strategies are relatively recent management methods that have arisen in the field of public administration, used by the state and institutions to cope with sudden public circumstances and disasters. And private companies took it as a management method in the face of unexpected and successive events and variables to accomplish urgent tasks [2].

Impact of Crisis Management Strategies On the Development of Marketing Tasks

Since crises affect the efficiency and effectiveness of the institutional performance of organizations in general and their performance marketing in particular, hence the need for modern strategies to manage these crises commensurate with the requirements of the internal and external environment of these companies [3].

Therefore, the current study seeks to focus on the topic of the impact of modern strategies for crisis management on the marketing performance of companies, especially that international companies operate within the private sector system, which is an important part in achieving the ambitions of the development plan of those countries under whose system these companies operate [4].

Therefore, confronting and managing crises is necessary to avoid further material and moral losses, and therefore it represents one of the relatively modern branches in the field of management, and dealing with it is a great challenge through which one can identify the efficiency and knowledge of management, knowing that crises have an impact on all the activities of the company and are not related to a specific activity [5], as the company is considered a single entity, so if any administration is affected, then the company as a whole is affected.

Marketing and sales come at the top of the activities that different institutions need to manage crises, anticipate potential crises and plan to deal with them, and get out of them with the least possible losses [6]. Hence the need for strategic planning to deal with crises by providing companies with a better performance appraisal system, which helps companies to compete and overcome crises. This is because strategic planning mainly focuses on studying the variables and taking the necessary measures to confront crises. It is a comprehensive concept that helps organizations achieve their long-term goals under various internal and external conditions.

In light of what was indicated by many reports and research about what companies suffer from the absence of a long-term future strategic vision, the absence of strategic planning methodologies, and the lack of efficiency in decision-making in light of the advanced developments of the era, in addition to the urgent need for the flexibility of systems and keeping pace with rapid development and technological progress, as the companies' regulations are not compatible with the common regulations in some countries of the world [7].

PLANNING AND STRATEGIC PLANNING :

First: Planning:

The planning process is an ancient process, as it arose since man began to organize into groups, and these primitive groups practiced the process of planning in a random, irregular way that is not based on a scientific method. and implement these practices for future operations; There are those who referred to or mentioned planning in his writings, such as Plato and Ibn Khaldun, but that was nothing more than perceptions and ideas contained in those writings and did not apply to them in a practical and organized application [8].

Some studies indicated the need for the state to adopt accurate and scientific planning to make progress in various fields, and this means that planning is modern science that did not appear effectively until after the outbreak of the industrial revolution. The profound transformations brought about by the Industrial Revolution required several preparations and procedures to direct and control the course of matters and the required developments in the future, which led to the transfer of planning thought to the focus of attention as an urgent economic and social requirement for the upcoming civilized renaissance [9].

The use of the term "planning" dates back to 1910 when Austrian economist Christian Schwinger used it. But this term did not gain great popularity until after the Soviet Union adopted the comprehensive planning approach in 1928, and thus planning remained an idea that did not acquire its scientific character until the emergence of comprehensive planning. In the scientific sense in the Soviet Union as a new method of economic and social management associated with the application of socialism, its foundations were laid and its features were formed, and its effectiveness was confirmed by the emergence of plans that dealt with the economy [10].

Second: Strategic Planning:

Strategic planning went through several stages before it became an independent discipline in the ABCs as follows:

The first stage: the ancient historical roots of strategic planning:

Impact of Crisis Management Strategies On the Development of Marketing Tasks

Strategic planning has been referred to in the past in human thought, “The word strategy is derived from the Greek word strategy, which means the science of the general. And the general is a person who acts decisively as the job description of his role is to choose the most appropriate and promising method of achieving competitive advantage of a particular kind, who acts knowing that other forces influence and is affected in decision-making and has a deep sense of time [11].

The second stage: the concept of strategic planning:

The concept of strategic planning emerged “beginning in the fifties of the twentieth century by businessmen and management scholars, under the name of “administrative strategy”, and in the period between 1961 - 1965 AD, the strategic planning system was used in the US Department of Defense, and that was a great success, as it was The application of the strategic system in all federal agencies of the US government under the name “Planning, Programs, and Budgeting System”, and after that, most business schools introduced the strategic planning curriculum within their decisions under the name “administrative policies”, and so on until it was replaced by the concept of strategic planning before the end of the sixties, and then skipped The concept of the strategic planning the borders of the United States of America at the end of the sixties for both Europe and developing countries [12].

The third stage: the post-sixties stage :

In 1976, a comprehensive model for the concept of strategic planning, defining objectives, and formulating a strategy that should be carried out from the point of view of customers, goods, and added value, and not from a standpoint of overcoming competitors, was reached. The essence of competence was emphasized to focus the continuity of growth and development within the new global environment, in 1991 AD, see Figure 1 [13].

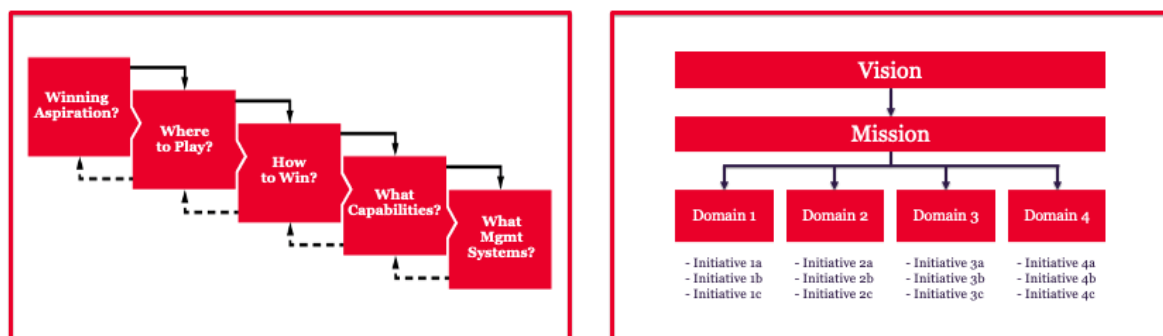


Figure 1: Strategic Planning Vs Planning

The difference between traditional planning and strategic planning can be summarized in some points as follows:

- i. Planning in its ordinary sense works to predict the future, while strategic planning seeks to shape the future.
- ii. Planning in its ordinary sense often keeps pace with reality and strategic planning deals with reality and predicts the future and comes up with alternative solutions for expected crises.
- iii. Ordinary planning often seeks to crystallize specific goals that do not require a long period of time to achieve, while strategic planning seeks to achieve major goals and ambitions that cannot be achieved in a short period of time.
- iv. Ordinary planning is often associated with the local (internal) environment, while the strategic planning objectives extend to include the international environment.

THE IMPORTANCE OF STRATEGIC PLANNING IN CRISIS MANAGEMENT :

The importance of strategic planning as it achieves the following benefits [14]:

- i. Clarifying it for the future, predicting crises, and preparing for them, helps the organization to take the necessary measures to confront them.

Impact of Crisis Management Strategies On the Development of Marketing Tasks

- ii. It helps the organization to use the rational method in determining its options at work and taking the best way to achieve its goals in the natural time or in the occurrence of pandemics or crises.
- iii. It enables the company to make optimal use of its financial and economic capabilities and achieve better results from employing these capabilities in the future.
- iv. It enhances teamwork and gains experience for all members of the organization, as all of them participate in building the strategy and setting its goals.
- v. It helps to improve the performance of the organization by revealing the main issues of its activities, the difficulties, and crises it faces and dealing efficiently with circumstances and changes quickly.
- vi. It pushes towards improving the decision-making process, because it emphasizes the main activities of the organization, how to achieve them, and effective decisions to achieve them.
- vii. It works to expand the organization for its knowledge and studies, and to build information bases for the various aspects of its internal environment and the surrounding external environment to improve the sales and marketing process.
- viii. Strategic planning helps in the integration and consistency of administrative and executive activities in the company as a whole by creating coordinated and interactive work systems that are far from overlap and conflict.
- ix. Strategic planning defines and directs the strategic paths of organizations.
- x. Through strategic planning, the organization's mission and objectives are formulated and developed.
- xi. It identifies the basic issues that constitute the core of the work and affects the decision-making that is commensurate with the issues raised.
- xii. It focuses on the importance of participation and cooperation between employees, workers, and the local community to achieve sales and marketing goals.
- xiii. It works to identify strengths and weaknesses through the processes of measurement, evaluation, and continuous follow-up of performance.

CRISIS AND CRISIS MANAGEMENT REQUIREMENTS :

It should be recognized that today's world is a world of crises for reasons related to the many changes that have occurred in the areas of political, economic, demographic, and environmental life, which have affected human life within the social and organizational entity. It has become known that the great challenge facing individuals, organizations, and states is determined by a series of crises that differ in their nature and size, they lead to creating difficulties and problems and causing collapses in values, beliefs, and property. Therefore, facing crises and being aware of them through strategic planning for all actions is necessary to avoid further material and moral losses [15].

Hence, management thought in the mid-sixties tended to clarify the concept of crises, their characteristics, types, causes of their emergence, accompanying feelings, effects, and how to manage them, in an attempt to reach theories and ideas that contribute to dealing with situations that imposed by the circumstances and changes of the times.

And administrative thought has not yet reached a fixed theory, especially in crisis management, but it is just attempts, different approaches, and frameworks to guide it in dealing with critical situations. The subject of the study of crises began to grow in all fields more than ever before. The 1961 crisis, the Soviet missile crisis in Cuba, marked the beginning of the era of studying crises as a science and art, due to the new concepts it had brought to light that were not clear before. The success of solving this crisis emphasized the paramount importance of the role of communications in crisis management and the need to open channels for direct and immediate communication to resolve crises. As well as what the countries of the whole world witnessed in 2019 from the Covid-19 pandemic that swept the countries of the world and how countries came together to overcome this crisis using communication and information exchange, and the whole world had become a small village [16].

4.1 types of crises:

The types of crises in terms of the source are as follows [17]:

- i. Natural crises: They are crises resulting from natural disasters, and they are the most common and most dangerous crises for humans because they are beyond his control and are characterized by suddenness, depth, and severity, such as the Covid-19 pandemic.
- ii. Industrial crises: such as radiation accidents or chemical leakage, which are characterized by their strong physical and moral effects, the difficulty of controlling them, and their wide scope.

Impact of Crisis Management Strategies On the Development of Marketing Tasks

4.2 Causes of crises:

There are many causes of crises, due to the different viewpoints of researchers, as crises may occur as a result of administrative, economic, financial, social, or other reasons. However, the researchers unanimously agreed that there are almost common reasons, including [18]:

- i. Postponing, departing, or ignoring problems: Postponing or ignoring a problem tends to accumulate it to an extent that is difficult to control, and it turns into a real crisis due to silence, delay, and ignoring.
- ii. The absence of a mechanism to detect crises before they occur: The real test is the method of dealing with these crises before they occur, by adopting early warning systems or providing clear instructions to those concerned, as well as providing an assessment of the various actual and potential outcomes, and helping to ensure the continuity of business operations management during and after the crisis. Directly.
- iii. Preparations: The presence of advance preparations and scenarios capable of facing crises when they occur is one of the most important elements of dealing with crises, early preparation in the form of providing devices and equipment such as firefighting equipment and others, as well as allocating and allocating the funds necessary for emergencies, training workers to face risks, and collecting information. Confidence in the ability to overcome the crisis, and transparency in dealing with the crisis.
- iv. Weak material, technical and human capabilities: where some institutions suffer from a lack of financial and technical capabilities that prevent them from including in their strategic plans programs to provide equipment, devices, and modern methods to confront crises that may afflict the institution, and as a result of their lack of resources, they prefer spending on other items that the institution's management deems more important than crises.
- v. Planning inadequacy in envisioning the future and preparing for it: Good planning and preparation to confront potential crises that threaten society. In the practical planning program, a number of factors are taken into consideration, including identifying the person responsible for leading the crisis management team, and determining the necessary human, material, and technical resources to implement the crisis response plan. Determine ways to provide and communicate information and data, ensure an effective system for communicating with internal and external stakeholders, develop the necessary scenarios, and train on the plan to make the necessary adjustments.
- vi. Random management: There is no doubt that the presence of a scientific administration capable of making the right decision at the right time and according to accurate, modern and realistic information will be a protective shield for the psychiatrist to protect it from falling into crises or reduce the dangers of these crises if they occur.
- vii. Internal conflicts: Sometimes conflicts erupt within the institution, especially at the senior management level, as a result of several reasons, the most important of which is the heterogeneity of the management personnel due to the lack of regulations that regulate and define the levels and specifications for assuming these jobs. Turn into crises threatening its existence.
- viii. Human mistakes: Human mistakes constitute one of the biggest causes of crises within companies, especially of a technical nature, where errors committed by workers or technicians during the production, installation, operation, or maintenance cause problems and crises that may sometimes reach disasters, due to the neglect of many companies in training its employees to carry out this work.
- ix. Misunderstanding or lack of understanding of information: Many crises occur as a result of an error in the interpretation of instructions or decisions, resulting from the existence of communication obstacles within the institution, which leads to a misunderstanding and lack of understanding of information and behavior in violation of what is required, which leads to falling into the crisis.

4.3 Stages of crisis development:

The crisis arises and develops through several stages as follows [19]:

- i. The stage of development.
- ii. The escalation phase.
- iii. The stage of completion.
- iv. The phase of demise.

With regard to crisis management, crisis management has been defined as preserving the company's assets and properties and its ability to generate revenues, as well as preserving individuals and its employees against various

Impact of Crisis Management Strategies On the Development of Marketing Tasks

risks. The task of managers responsible for this activity includes searching for potential risks and trying to avoid them or mitigate them. Its impact on the company in the event that they are not able to avoid it completely.

It was also described as how to overcome crises with various scientific and administrative tools, avoid their negatives and take advantage of their positives. The science of crisis management is the science of managing balances and adapting to different variables and researching their effects in all areas and administrations. And the science of crisis management is also the process of preparing and evaluating the orderly and regular internal and external problems that seriously threaten the reputation of the company or its products and its survival in the market. Crisis management is also the continuous administrative process that is concerned with potential crises and preparing resources to deal with crises efficiently and effectively, and studying the causes of the crisis to draw conclusions to prevent its occurrence or improve ways to deal with it in the future [20].

Crisis management is one of the relatively recent topics in the field of behavioral and administrative sciences, and this concept has several names, including crisis psychology, crisis management, and crisis intervention. Therefore, crisis management is the art of managing control by raising the efficiency and capacity of the decision-making system, whether at the collective or individual level; to overcome the elements of the heavy bureaucratic mechanism that may be unable to face the successive and sudden events and changes, and to bring the organizations out of the state of weakness, routine and relaxation they are in.

By reviewing the different concepts of crisis management, the researcher can summarize that it is what involves the process of identifying and predicting potential risks, then preparing plans to confront these risks, to confront them and reduce their losses as much as possible, and then evaluate the decisions and solutions developed.

4.4 Crisis management requirements:

Researchers in crisis management listed several requirements, including, see Figure 2 [21]:



Figure 2: Crisis Management Requirements

- i. Crisis directory: there must be a crisis directory in which organizations document all situations that they consider crises that threaten the entity of companies and serve as a memory for the company.
- ii. Crisis team: the formation of a crisis management team is a representation of the highest authority because the crisis requires unconventional reactions that are restricted by time constraints and the pressures of the situation. Different areas, as it requires not to leave things to chance.” On the Japanese concept of dealing with the crisis, it is based on the basis that the people closest to the crisis are the ablest to solve it or provide an appropriate solution to it. Always using meetings as a means of solving crises, as this type of meeting is called Japanese quality circles, which in turn is considered one of the tasks used in identifying crises and how to analyze them.
- iii. Scientific means of dealing such as simulation and scenario: the use of scientific means in dealing with crises such as simulation and scenario, which represents a set of assumptions related to the situation in a

Impact of Crisis Management Strategies On the Development of Marketing Tasks

specific field in which the system analyzes and studies it, which helps to develop scenarios for the crisis and find many alternatives for solutions. Through the foregoing, the importance of the scenario becomes clear, such as training employees to imagine the worst situations, which is known as the worst scenario. As for simulation, it is an imitation of a phenomenon with the aim of explaining and predicting its behavior, or it is a quantitative method that aims to describe the real system through the development of the model that shows how the factors affecting the problem overlap.

- iv. Internal and external communication system: the existence of an effective internal and external communication system helps in the availability of information and early warnings. It is worth mentioning that the technology of geographic information systems has spread widely and rapidly at the global level, especially in the developed countries during the past few years. As one of the important means used to support decision-making in various fields, for example, all these efforts and capabilities can be used in building an integrated information system for early warning and risk prediction.
- v. Preventive forecasting: adopting preventive forecasting as a basic requirement in the process of crisis management through management that relies on predictive warning thought to avoid an early crisis by formulating an acceptable preventive system that depends on initiative and innovation and training its workers. The nature and levels of readiness in organizations towards crises have been described as being directly proportional to the reality of preventive or curative trends among workers in those organizations, and that success in the crisis management process requires several factors, including [22]:
 - a. Finding and developing a competent administrative system that enables the organization to identify and analyze problems in coordination with the competent competencies.
 - b. Working to make crisis planning an important part of strategic planning.
 - c. The necessity of holding training programs and workshops for employees in the field of crisis management.
 - d. The necessity of periodic evaluation and review of crisis management plans and testing them under conditions similar to crisis situations, and thus individuals learn to work under pressure.
 - e. Emphasize the importance of an effective early warning system.

STRATEGIC PLANNING METHODS TO OVERCOME CRISES :

A number of researches indicated the most famous methods used in building and preparing strategies, as follows:

First: The method of analyzing critical questions, which is represented by the following questions [22]:

- i. What are the purposes and objectives of the company?
- ii. What is the current position of the company?
- iii. What is the quality of the environments that the company deals with?
- iv. What can be done to achieve more goals?

Second: The method of analyzing strengths, weaknesses, opportunities, and threats (S.W.O.T):

The analysis of strengths, weaknesses, opportunities and risks is a strategic planning tool that achieves consistency between the organization's internal capabilities (by studying its strengths and weaknesses), and environmental conditions (i.e., opportunities and risks in the external environment). The basic assumption is that reviewing the strengths and weaknesses within the organization, and reviewing the (environmental) opportunities and risks helps to determine the strategic plans that achieve success for the organization, because the analysis helps to achieve consistency between the organization and the environment in which it moves [23].

Third: The method of analyzing the areas of work:

The method of analyzing business areas is concerned with defining the business fields, or fields of business, that an organization chooses. acceptable in the future, and therefore the institution maintains its position, that is, its presence and presence in those successful fields [24].

Fourth: Scenarios Method:

The scenario is an important tool of the strategy, and the scenario is built on the assumption that the ability to predict is limited, so a number of possible possibilities are assumed and the appropriate action is taken for each of them, while forecasting focuses on the outputs, the scenario focuses on understanding the forces that affect those outputs, and some These forces are the input, but building scenarios is not easy. The most difficult thing about it is to determine their number, and its increase over a certain limit is difficult to deal with, and building

Impact of Crisis Management Strategies On the Development of Marketing Tasks

scenarios is consistent with contingency planning, where the institution is ready to implement an alternative plan in the event that the scenario comes true in reality, and the scenario also means an integrated set of assumptions, giving a clear picture of The future, and this method is considered a strong entrance to the study of one of the important elements in strategic planning, which is the environment of the organization, where each scenario depends on an integrated set of assumptions about the environment of the organization and the opportunities and risks in the surrounding environment [25].

Fifth: The emergency method:

The need for situational planning is related to the state of uncertainty that prevails in the external environment of the organization, and if strategic planning depends on the application of the most appropriate scenario for the current conditions, then there are many circumstances that can change upon application and that affect the results of the institution, and contingency plans are based on the full circumstances of the variable that is, situational planning means preparing alternative plans that are suitable for facing unexpected circumstances, meaning that they are suitable for facing alternative scenarios and constantly amending them whenever the situation changes [26].

CONCLUSION AND RECOMMENDATIONS :

5.1 The results and conclusion of the study:

- i. The results showed the validity of a link with the strategy of changing the course and the marketing performance of companies. And the research indicated that the policy of changing the strategy helps companies to improve their marketing performance in times of crisis.
- ii. It also became clear that there is a significant impact of the change course strategy on performance, which means that the effect of implementing the performance change strategy works to improve marketing performance in light of crises.
- iii. The current studies have shown that the strategy of changing the course of companies is used to deal with severe crises that are difficult to contain, by creating a spirit of challenge and initiative to push workers to compensate for losses and damages and achieve better results.
- iv. The research concluded that some companies apply strategic planning in their work in a not high way in terms of number and quality and that there is long-term strategic planning in them with a medium response degree as well.
- v. The results of the research show that the application of strategic planning requires employees with high academic qualifications and long experience in the field of strategic planning and to be specialized.
- vi. The research also showed that strategic planning takes place if the crisis is discovered in the company and not before it occurs and that companies adopt strategic planning in their work to a moderate degree.
- vii. It is clear from the research that companies follow the approach of thinking and strategic planning to develop their marketing capabilities and maintain the efficiency of their performance, in light of the high level of risk in taking decisions and the huge cost resulting from wrong decisions.
- viii. The research also revealed a clear discrepancy in the capabilities and capabilities of public institutions to prepare, implement or develop strategic marketing plans, in addition to the difference in the implementation of the strategic plan at different levels in the organizational structure.
- ix. Following the strategic planning approach at the level of departments as a whole leads to the development of the organization's ability to face crises if they occur.
- x. It was also found that strategic planning does not expect change to occur and monitor it, but rather predicts it and prepares the organization as a strategy to confront it, but it is rare to find an organization that does this in an optimal manner.
- xi. It became clear by the research that there is an impact of strategic planning in managing crises in companies by a very large percentage.

The research also showed that there are factors that help mitigate the effects of crises, including the participation of employees in developing and clarifying the plan, clarity of the future vision of employees about the strategic plan, optimal use of available resources, effectiveness and efficiency of management, availability of information about future strategic plans, and finding alternatives to solve problems.

5.2 Recommendations:

Impact of Crisis Management Strategies On the Development of Marketing Tasks

- i. The necessity of informing employees and involving them in developing the strategic plan, and taking their views on it, because strategic planning contributes to alleviating crises, and identifies strengths and weaknesses in the company.
- ii. One of the objectives of strategic planning is to provide sufficient information that is useful in making decisions and resolving expected crises. Therefore, it was necessary to adopt strategic planning as a means, not an end, because it increases the visibility of workers in crisis management.
- iii. The need for companies to adopt strategic planning in their work, especially in the long term, and to make maximum use of the available resources.
- iv. Since strategic planning requires employees with high academic qualifications and long experience, companies, especially decision-makers, must refer the development of the strategic plan to qualified, highly experienced, and specialized personnel.
- v. One of the objectives of strategic planning in institutions is to discover crises before they occur. Therefore, strategic plans should include clear crisis management programs, systems, and policies. This planning is done in advance and not when crises are discovered in the company.
- vi. The necessity of strategic planning in companies to include alternatives to solve the expected crises if they occur, and to provide training courses for workers in the field of strategic planning.
- vii. The need for the middle and executive departments to participate in the process of preparing strategic plans in the company, not just the marketing department.

References :

- [1] Le, D., & Phi, G. (2021). Strategic responses of the hotel sector to COVID-19: Toward a refined pandemic crisis management framework. *International Journal of Hospitality Management*, 94, 102808.
- [2] Kang, J., Diao, Z., & Zanini, M. T. (2020). Business-to-business marketing responses to COVID-19 crisis: a business process perspective. *Marketing Intelligence & Planning*.
- [3] Lai, I. K. W., & Wong, J. W. C. (2020). Comparing crisis management practices in the hotel industry between initial and pandemic stages of COVID-19. *International Journal of Contemporary Hospitality Management*.
- [4] Evans, N., & Elphick, S. (2016). Models of crisis management: An evaluation of their value for strategic planning in the international travel industry. *International journal of tourism research*, 7(3), 135-150.
- [5] Yu, L., Stafford, G., & Armoo, A. K. (2016). A study of crisis management strategies of hotel managers in the Washington, DC metro area. *Journal of Travel & Tourism Marketing*, 19(2-3), 91-105.
- [6] Wooten, L. P., & James, E. H. (2018). Linking crisis management and leadership competencies: The role of human resource development. *Advances in developing human resources*, 10(3), 352-379.
- [7] Priporas, C. V., & Poimenidis, I. (2018). Services managers' awareness of crisis management: attitudes and preparation. *Innovative Marketing*, 4(3), 37-45.
- [8] Huang, Y. C., Tseng, Y. P., & Petrick, J. F. (2018). Crisis management planning to restore tourism after disasters: A case study from Taiwan. *Journal of Travel & Tourism Marketing*, 23(2-4), 203-221.
- [9] Barutçu, E., Serinkan, C., & Barutçu, S. (2019, July). Global Economic Crisis Management From Strategic Management And Marketing Perspectives: The Case Of Textile Industry. In *The Proceedings Of 5 Th International Strategic Management Conference* (P. 15).
- [10] Paraskevas, A. (2016). Crisis management or crisis response system? A complexity science approach to organizational crises. *Management Decision*.
- [11] Vassilikopoulou, A., Lepetos, A., Siomkos, G., & Chatzipanagiotou, K. (2019). The importance of factors influencing product-harm crisis management across different crisis extent levels: A conjoint analysis. *Journal of Targeting, Measurement and Analysis for Marketing*, 17(1), 65-74.
- [12] Gao, H., Xie, J., Wang, Q., & Wilbur, K. C. (2017). Should ad spending increase or decrease before a recall announcement? The marketing–finance interface in product-harm crisis management. *Journal of Marketing*, 79(5), 80-99.
- [13] Rayburn, S. W., Anderson, S., & Sierra, J. J. (2020). Future thinking continuity of learning in marketing: A student perspective on crisis management in higher education. *Marketing Education Review*, 1-15.
- [14] Ki, E. J., & Nekmat, E. (2019). Situational crisis communication and interactivity: Usage and effectiveness of Facebook for crisis management by Fortune 500 companies. *Computers in Human Behavior*, 35, 140-147.

Impact of Crisis Management Strategies On the Development of Marketing Tasks

- [15] Direction, S. (2020). Protecting cash flows during a major crisis: Effective marketing strategies for B2B SMEs.
- [16] Alves, J. C., Lok, T. C., Luo, Y., & Hao, W. (2020). Crisis management for small business during the COVID-19 outbreak: Survival, resilience and renewal strategies of firms in Macau.
- [17] Yin, M. S., & Walsh, J. (2020). Restoring The Image of A Tourism Destination in Crisis: The Tourism Authority of Thailand's (TAT) Strategic Crisis Management Strategies and Destination Marketing Approaches in Responding to Political Crises 2019-2020. *NIDA Development Journal*, 51(2), 157-187.
- [18] Fall, L. T. (2018). The increasing role of public relations as a crisis management function: An empirical examination of communication re-strategising efforts among destination organisation managers in the wake of 11th September, 2001. *Journal of Vacation Marketing*, 10(3), 238-252.
- [19] Mikulić, J., Sprčić, D. M., Holiček, H., & Prebežac, D. (2018). Strategic crisis management in tourism: An application of integrated risk management principles to the Croatian tourism industry. *Journal of destination marketing & management*, 7, 36-38.
- [20] Almutairi, F. A. (2021). From Marketing to Crisis Management: How Key Messages Changed During Corona Pandemic in Saudi Food Industry.
- [21] Ritchie, B. W., & Jiang, Y. (2019). A review of research on tourism risk, crisis and disaster management: Launching the annals of tourism research curated collection on tourism risk, crisis and disaster management. *Annals of Tourism Research*, 79, 102812.
- [22] Chari, S., Katsikeas, C. S., Balabanis, G., & Robson, M. J. (2019). Emergent marketing strategies and performance: The effects of market uncertainty and strategic feedback systems. *British Journal of Management*, 25(2), 145-165.
- [23] Cakar, K. (2018). Critical success factors for tourist destination governance in times of crisis: a case study of Antalya, Turkey. *Journal of Travel & Tourism Marketing*, 35(6), 786-802.
- [24] Grewal, R., & Tansuhaj, P. (2019). Building organizational capabilities for managing economic crisis: The role of market orientation and strategic flexibility. *Journal of marketing*, 65(2), 67-80.
- [25] Leppard, J. W., & McDonald, M. H. (2019). Marketing planning and corporate culture: a conceptual framework which examines management attitudes in the context of marketing planning. *Journal of Marketing Management*, 7(3), 213-235.
- [26] Chen, Y., Ganesan, S., & Liu, Y. (2019). Does a firm's product-recall strategy affect its financial value? An examination of strategic alternatives during product-harm crises. *Journal of Marketing*, 73(6), 214-226.