

Resilient marketing of Chinese hotel enterprises based on marketing mix

Minggui Chen*, John Walsh

International College, Krirk University, Krung Thep Maha Nakhon 10220, Thailand

* Corresponding author: Minggui Chen, 140108@zjtie.edu.cn

CITATION

Chen M, Walsh J. (2024). Resilient marketing of Chinese hotel enterprises based on marketing mix. *Journal of Infrastructure, Policy and Development*. 8(7): 5090. <https://doi.org/10.24294/jipd.v8i7.5090>

ARTICLE INFO

Received: 7 March 2024

Accepted: 22 April 2024

Available online: 30 July 2024

COPYRIGHT



Copyright © 2024 by author(s).

Journal of Infrastructure, Policy and Development is published by EnPress Publisher, LLC. This work is licensed under the Creative Commons Attribution (CC BY) license. <https://creativecommons.org/licenses/by/4.0/>

Abstract: Resilient marketing in hotel enterprises is a research area that has not been systematically explored. This study is based on the 4Ps theory to conduct a systematic theoretical study of resilient marketing in hotel enterprises and promote the application of resilient marketing in hotel enterprises. Data were collected from Chinese hotel employees ($n = 501$) through an online survey. Data were analysed using SPSS and AMOS software. confirmatory factor analysis (CFA) combined with structural equation modelling (SEM) was used to explore hotel employees' perceptions of resilient marketing in hotel companies. The findings suggest that the concept of resilient marketing, constructed through the four dimensions of resilient products, resilient prices, resilient price, and resilient promotions, is better able to help hotel enterprises withstand crises. This study contributes to understanding how Chinese hotel enterprises use the concept of resilient marketing to withstand crises, such as positively adapting to market changes, collaboratively responding to market competition, and resisting and reversing crises situation. It has important theoretical value and practical significance for constructing a theory of resilient marketing for hotel enterprises, promoting the practical development of resilient marketing for hotel enterprises.

Keywords: resilient marketing; marketing mix; hotel enterprises; crisis management; recovery strategy

1. Introduction

For a long time, hotel enterprises have accounted for a large proportion of the tourism industry, but they are highly vulnerable and easily affected by crises and disasters (Mair et al., 2016). But for developing countries, there are fewer studies focusing on hotel enterprises during crises (Dahles and Susilowati, 2015). Especially in the era of COVID-19, research on hotel enterprises has received more and more attention (BadocBadoc-Gonzales et al., 2022). This is because the resilience of hospitality organisations often adapts, survives, and innovates in crises (Dahles and Susilowati, 2015).

The application of the concept of resilience in the business world has centred on employee management, psychological capital (Luthans et al., 2007), and the application of business models and on the design of supply chains (Klibi et al., 2010; Ponomarov and Holcomb, 2009; Rice and Caniato, 2003; Sheffi, 2005). Less attention has been paid to resilience research in the hotel industry (Brown et al., 2017; Ritchie and Jiang, 2021), mainly focusing on organisational and business aspects of resilience research, with a bias towards business management (Hall et al., 2022). Therefore, from the existing literature, there is a lack of empirical examples of resilient marketing impact mechanisms in hospitality enterprises. The limited research is confined to resilience in destinations, communities, and the hotel industry's application of internal management (Brown et al., 2017; Hall et al., 2022; Ntounis et al., 2022; Ritchie and

Jiang, 2021; Sharma et al., 2021).

Similarly, the application of resilience marketing in the hospitality sector is at the conceptual stage. It is less explored using empirical studies. Even though some scholars suggest that hotels can use multi-channel digital marketing, digital applications and implement CSR strategies to cope with crisis occurrence. However, these studies only consider the aftermath of a tourism crisis. Especially the development of crisis management and resilience system after the new crown epidemic, there is no empirical research to prove the feasibility of resilience marketing for hotel companies (Colmekcioglu et al., 2022; Choirisa and Situmorang, 2021; Gu et al., 2023; Giousmpasoglou et al., 2021d; Marco-Marco-Lajara et al., 2022).

In summary, there is no research that adopts resilient marketing in hotel enterprises in developing countries, especially in China. While extensive studies have explored the 4Ps model in various contexts, its application in resilient marketing during crises, particularly in the Chinese hotel sector, remains underexplored. While the 4Ps model is a cornerstone of marketing strategies, its application in the Chinese hotel industry during crises such as the COVID-19 pandemic is not thoroughly explored. This study seeks to fill this gap by specifically examining how traditional marketing mix elements can be adapted to enhance resilience and ensure sustainability in turbulent times. The paper begins by exploring existing research and then explains the research methodology. It then describes the statistical analysis of the data collected, and finally discusses the findings and implications of the study.

2. Literature review

2.1. 4Ps theory

The marketing mix has been defined as “a mixture of elements that contribute to the pursuit of a certain market response” (van Waterschoot and Van den Bulte, 1992). The concept of the marketing mix was developed by McCarthy (1960), which includes the 4Ps (product, price, place and promotion). Since the 1960s, there have been several modifications to the 4Ps concept; Judd (1987) proposed to add another person power variable; Kotler et al. (1985) suggested adding two more variables (political power and public opinion); and Magrath (1986) suggested adding three more P’s (people, physical facilities, and process management); Goldsmith (1999) suggests adding four more P’s (participants, physical evidence, processes and personalisation); Vignali and Davies (1994) suggest adding an S variable (services) to the existing marketing mix. Of all the suggestions, Booms and Bitner’s (1981) 7Ps framework was the most influential and accepted. Rafiq and Ahmed (1995) found that the use of 7Ps had greater advantages and fewer disadvantages than 4Ps. The main advantages of 7Ps include, but are not limited to, greater comprehensiveness and detail. Booms and Bitner (1981) extended the 4Ps to 7Ps by adding three additional variables: people, process, and physical evidence, which form the basis of today’s service marketing concepts (Lovelock and Patterson, 2015).

Although it is often easier for hoteliers to understand and implement the 4Ps strategy as these four elements are closely related to their day-to-day business management (Kotler et al., 2010). In contrast, the 7P strategy may require more management and resource inputs, resulting in increased complexity of implementation

(Lubowiecki-Vikuk et al., 2023). The use of the 4Ps strategy helps researchers to focus their attention on these elements and thus better explore and analyse in depth the subsequent impact of each element on market performance (Gu et al., 2023; Zheng et al., 2021). Although the 4Ps model of marketing has been widely adopted and modified, the existing literature tends to under-explore how this theoretical framework can be effectively applied to enhance the market resilience of hotels in crisis situations. This study aims to fill this gap by exploring how China's hotel industry can adapt its marketing strategies to enhance its competitiveness and customer satisfaction during crises such as COVID-19 by integrating modern marketing theory and practice.

Product elements include core products that fulfil the main needs of customers and complementary service elements such as provision of information and exception handling (Loo and Leung, 2018), especially after COVID-19. Existing research suggests that people are afraid of travelling due to hygiene, sanitation and cleanliness issues associated with COVID-19 (Zheng et al., 2021). Therefore, in this paper, "product" can be defined as the amenities and intangible services provided in a hotel.

The price element not only affects demand, but is also a key factor influencing tourists' comparisons of a destination with other destinations (Kotler et al., 2010). During the epidemic, many hoteliers drastically reduced their prices to attract tourists (Jiang and Wen, 2020). However, tourists usually consider their travel costs and budget when making travel decisions, especially if it is their first trip to the destination. Therefore, the price element in this paper can be defined as the high or low price, i.e., pricing strategy.

Place elements are distribution channel techniques used by service companies. In tourism, the place element is a source of information used by tourists to better understand destination travel needs (Tay et al., 2023). Salman et al. (2017) suggests that access to service operations and supporting materials (e.g., web pages) through virtual leisure media (e.g., Ctrip search engine) is increasing and becoming more accessible. Therefore, place elements can be considered as online travel agents as well as official hotel website during the crisis.

Promotional elements are a type of marketing communication that includes sales, advertising, public relations, digital marketing and people selling (Dolnicar and Ring, 2014). Due to COVID-19 travel restrictions, tourists prefer robotic services to interacting with staff, which highlights the importance of digital promotion and advertising (Liu et al., 2022).

With the far-reaching impact of global crises such as COVID-19 on the hospitality industry, the traditional 4Ps marketing theory needs to be reconsidered to encompass elements of resilience and crisis management in order to better adapt and respond to market uncertainties and challenges. The application of resilience theory in this framework emphasises the ability of firms to maintain core functions and recover quickly in the face of perturbations (Martin and Isozaki, 2013). Particularly in marketing strategy, each P-element should be seen as dynamic and adaptive, able to respond to external pressures and changes. In terms of product strategy, resilience theory emphasises the adaptive design of products and services to meet the changing needs of consumers in a crisis. For example, during COVID-19, hotels may need to increase hygiene and safety measures in response to increased consumer concerns about cleanliness and sanitation (Gu et al., 2023). Pricing strategies play a key role in

crisis management, and flexible pricing mechanisms can help hotels remain competitive during fluctuations in demand while protecting revenue streams (Peng and Boonyanmethaporn, 2021). In terms of distribution channels (place), resilience theory and crisis management theory motivate hotels to optimise their channel strategies to ensure that they are able to reach and serve their customers effectively in all market conditions, for example by enhancing the capacity and reliability of online booking systems (Liu et al., 2021). Finally, in terms of promotional strategies, resilience theory suggests adopting a more proactive communication strategy during a crisis to maintain customer trust and loyalty, as well as utilising digital marketing tools to reach a wider customer base (Liu et al., 2017).

2.2. Concept of resilience

Resilience is derived from the Latin word for resilience and responds to the level of elasticity. The concept has its origins in ecology and engineering. The concept has its origins in ecology and engineering. Holling (1973) was the first to introduce the concept of resilience to describe the ability of a system to react and reply after receiving a disturbance. Berbés-Blázquez and Scott (2017) also considered resilience as the speed at which a system returns to its normal state after a disturbance.

Staw et al. (1981) as well as Meyer (1982) pioneered the application of resilience concepts in business and management. The application of the concept of resilience in business has focused on employee management, psychological capital (Luthans et al., 2007), the application of business models as well as on the design of supply chains (Klibi et al., 2010; Ponomarov and Holcomb, 2009; Rice and Caniato, 2003; Sheffi, 2005). Resilience research in the hotel industry has mainly researched in the context of tourism (Brown et al., 2021). However, Ritchie and Jiang (2021) argue that the hotel industry should be different from the tourism industry. The hotel industry and tourism have different elements of influence. This is because the hospitality industry is not only for tourists, i.e., hotels can receive a large proportion of non-tourist customers (Ritchie and Jiang, 2021). Furthermore, when the hospitality industry is viewed as a business, little research has recognised the differences between operations, size, and capacity. Different firms have different capacities and responses to crises (Ngin et al., 2020). In this respect how hotel enterprises perceive the market and respond will have an impact on the organisational resilience of the company (Baird et al., 2018).

In service industries such as the hospitality industry, resilience is not only reflected in the rapid recovery after natural disasters or economic crises, but also in its ability to adapt to market changes and the implementation of innovative strategies. The business application of resilience emphasises the two-way development of preventive measures and recovery strategies, aiming to ensure business continuity and customer satisfaction by improving the adaptability and resilience of systems (McCartney et al., 2021). In addition, research has shown that applying the resilience framework to hotel marketing and management strategies can significantly improve their market performance during global crises such as the COVID-19 pandemic (Gu et al., 2023).

2.3. Hotel resilience research during COVID-19

The COVID-19 also had a huge impact on the hotel industry, severely affecting face-to-face services (Kim et al., 2022; Lopes et al., 2021). Some scholars suggested that hotel adaptability, leadership and other competencies should be developed to help build resilience in the hotel industry (Altshuler and Schmidt, 2021). Furthermore, Martin and Isozaki (2013) in their study analysed the market strategies of the hospitality industry during turbulent times, highlighting the role of path analysis of strategic decisions in enhancing organisational resilience. Meanwhile, firm size also affects the level of resilience of hotel enterprises due to the higher level of preparedness and handling of international hotel chains (Bhaskara and Filimonau, 2021; Giousmpasoglou et al., 2021). Similarly, Song et al. (2021) argue that larger and more internationalised hotels are more resilient, mainly due to the availability of company resources. McCartney et al. (2021) further revealed the application of adaptive strategies and resilience frameworks in practice through their study of urban resilience and COVID-19 recovery in Macau. Gu et al.'s (2023) study also demonstrated that in China's hospitality industry, through the implementation of effective resilience strategies, hotels are not only able to survive their darkest moments, but also achieve organisational resilience in the aftermath of a crisis. Therefore, in many studies, hotel enterprises resilience is often associated with firm survival, with larger firms having access to more financial resources to help them survive from crises (Hall and Williams, 2008).

In the business environment, Brown et al. (2021) argue that hotel resilience depends on economic, social, human, physical, natural and cultural capital; Colmekcioglu (2022) argues that organisations should cultivate human resources, marketing and consumers over time to build hotel resilience, he also states that organisations should be ethically responsible for the safety of their employees and visitors. Similarly, Schwaiger et al. (2021) suggested that human resource management and financial planning are important for hotel business resilience. Brown et al. (2019) suggests that management for crisis and disaster can start with basic strategies such as staff training.

Filimonau et al. (2020) suggest that CSR and safety commitments can stabilise staff turnover during epidemics and play an important role in employee loyalty. Giousmpasoglou et al. (2021) suggest that hotel managers need to innovate as role models and use the various crises for personal and professional development as a way to increase organisational resilience. In the case of small and micro hospitality firms, the establishment and maintenance of social networks play an important role in the resilience of the hospitality firm. While its resilience is beyond the individual manager or the immediate organisation (Giousmpasoglou et al., 2021; Pham et al., 2021).

2.4. Resilient marketing for hotels

The application of resilient marketing in the hospitality sector is currently at the conceptual stage. It is less explored using empirical studies. Gu et al. (2023) suggests that hotels need to establish multi-channel digital marketing, digital applications, and the implementation of CSR in order to cope with the outbreak of crisis. It also provides long-term recommendations for coping with crisis. It is worth noting that CSR

strategies for implementation can build hotel resilience and positively impact hotel performance (Colmekcioglu et al., 2022; Marco- Marco-Lajara et al., 2022).

Choirisa and Situmorang (2021) and Giousmpasoglou et al. (2021) have both proposed stage models for responding to an epidemic, which involve the use of promotional and CSR strategies at different stages. Peco-Torres et al. (2021) conducted an empirical study on how customers resume hotel spending from a consumer perspective, using psychological resilience theory. In addition, technological innovations and analytical capabilities such as big data are key for hotels to be able to perform well (Colmekcioglu et al., 2022; Jiang and Wen, 2020; Khalil et al., 2023).

Through literature research, this study extracts the keywords about resilient marketing. Meanwhile, this study is based on the 4Ps theory that resilience marketing is divided into four dimensions: resilient product, resilient price, resilient place, and resilient promotion. Through the inductive method, by collecting a large amount of information to understand the situation of a hotel enterprise facing a major crisis (such as COVID-19), the issue of managing the hotel through resilience marketing has become evident, as seen in **Table 1** and **Figure 1**.

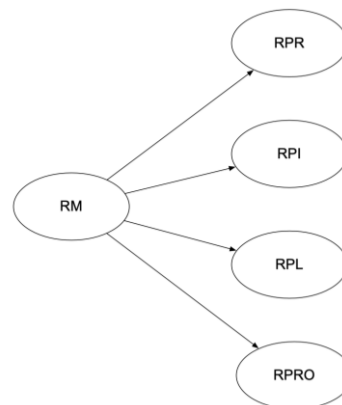


Figure 1. Conceptual model.

Based on the above literature review, this study aims to explore the resilient marketing strategies of Chinese hotel firms in crisis using marketing mix (4Ps) theory. The specific research hypotheses are as follows:

H1: Elastic product strategy significantly improves the market adaptability of hotel firms.

H2: Elastic pricing strategy has a positive effect on the competitiveness of hotel firms in crisis.

H3: Flexible promotion strategy can effectively improve customer engagement and satisfaction of hotel firms.

H4: Flexible location strategy enhances market responsiveness of hotel firms by improving information access.

Table 1. Keywords of resilient marketing dimensions based on 4Ps theory.

Key dimensions	Keyword	Reference source
Resilient products	Quality of hotel facilities	Gu et al., 2023; Hao et al., 2020; Kim and Lennon, 2010; Loo and Leung, 2018; Lubowiecki-Vikuk et al., 2023; Salman et al., 2017; Shi et al., 2021; Zheng et.al., 2021
	Appearance of hotel equipment	
	Hotel reputation	
	Hotel security	
	Attitude of hotel staff	
	Professionalism of hotel staff	
	Appearance of hotel staff	
	Hotel offers new themed rooms	
	Hotel offers new catering model	
	Hotel offers convenient technical support	
Hotels offer digital intelligence applications		
Resilient price	Hotel extended membership	Anckar et al., 2002; Gu et al., 2023; Nikbin et al., 2022; Sieber, 2000
	Hotel adds member benefits	
	Hotels offer a wide range of alternatives for hospitality services	
Resilient place	Relatively low price	Gu et al., 2023; Salman et al., 2017; Shi et al., 2021; Tay et al., 2023
	Discount	
	Control costs	
	Free order cancellation service on the hotel’s official website	
	HotelsOnline Travel AgentsOTA Free Cancellation	
	The hotel’s official website makes it easier to access information about the hotel and the crisis.	
	HotelsOnline Travel AgentsOTA’s have access to more information on hotels and crises	
Social media for more hotel and crisis information		
Live sales channel for more hotel and crisis information		
Pre-sale channels for more information on hotels and crises		
Resilient promotion	Advertisement	Dolnicar and Ring, 2014; Gu et al., 2023; Liu et al., 2022; Nikbin et al., 2022; Shi et al., 2021
	Public relations	
	Employee friend-to-friend marketing	
	Netflix promotional information	
	Free trial stay for customers	
	Issuance of coupons	
	Corporate social responsibility strategy	
Digital marketing strategy		
Social media promotions		

3. Methodology

3.1. Questionnaire design

As indicated in **Table 1** of the paper, the items were derived from established scales in prior research, adapted to fit the specific context of resilient marketing within the Chinese hotel industry. Each construct in the model—resilient products, resilient price, resilient place, and resilient promotion—was operationalized using items that have been validated in previous studies, ensuring construct validity. This study used quantitative research methodology and the first formal survey data was collected on 2024 January. It was conducted through a professional questionnaire platform (<https://www.wenjuan.com/list/>). After the questionnaire was developed, 8 experts (2 professors, 5 PhD students, 1 hotel management) were invited to test the content and structural validity of the questionnaire. Six experts considered the questionnaire reasonable, and two experts considered it basically reasonable. Thus, the questionnaire

has high structural validity. To test the reliability of the questionnaire, the article first sent the questionnaire to 100 hotel employees for pre-survey. Its Cronbach alpha coefficient is 0.946, which indicates that the reliability of the questionnaire is high. It meets the requirements of the study.

The formal questionnaire excludes invalid questionnaires such as ineligible respondents, same answers to all questions, etc. Total of 501 valid questionnaires were recovered. Hair Jr. et al. (2019) argued that online questionnaires are an effective tool to reach a wide range of participants. The target sample was the staff of the hotel including junior staff in various departments, middle managers, and senior managers. The questionnaire was created through the questionnaire platform and distributed through WeChat and other social media.

3.2. Sampling

In order to ensure the reliability and validity of the data collected, quantitative research requires a fairly large sample size. Lo et al. (2020) confirmed this view while demonstrating the benefits of large sample size studies in reducing the rate of sampling error. Saunders et al. (2019) encourages a sample size of 50 or more. In addition, this paper tries to use a variety of contact methods such as email, SMS, phone calls, and WeChat to reduce the non-response bias, increasing the response rate of the respondents.

A stratified random sampling technique was used in this study to ensure a representative sample. Given the diversity of China's hotel industry, including differences in hotel sizes and geographic locations, stratified sampling allowed us to randomly select respondents within each predefined stratum (e.g., five-star hotels, four-star hotels, and hotels in different provinces). This choice of methodology was based on the research objective of exploring the perceptions of different types of hotel employees towards resilience marketing strategies, thus ensuring broad applicability of the findings and in-depth analyses of the specific needs of different market segments.

In terms of implementation, different hotel categories and regions were firstly classified based on the data provided by the China Tourist Hotel Industry Association. Subsequently, hotels were randomly selected from each stratum and employees were randomly selected from the selected hotels for the survey. This sampling strategy not only helps to improve the statistical validity of the data, but also facilitates us to understand and interpret the possible effects of region and hotel type on the perception of elasticity marketing strategy more precisely.

The target sample size for this study was 450 responses. A total of 506 responses were received and checked for invalid or missing data; 501 valid responses were used for data analysis. The sample size for this study ($n = 501$) was consistent with the Hair Jr. et al. (2019) requirement that the minimum sample size for structural equation modelling (SEM) techniques and maximum likelihood estimation methods should be between 100 and 200 (Sigala and Christou, 2014). The demographic characteristics of the participants varied in terms of age, gender, income, and occupation.

3.3. Data analysis

The data were analysed in two parts, descriptive and inferential statistics, using SPSS and AMOS software respectively. SPSS is widely used in social science research and is suitable for processing survey data, performing descriptive statistical analysis, reliability analysis and exploratory factor analysis. AMOS software has advantages in performing complex statistical modelling, especially structural equation modelling (SEM), which is effective in evaluating relationships and path dependencies between variables, which is crucial for this study in exploring the multidimensional influences of marketing strategies. critical. The use of SEM enabled the study to delve deeper into how the four dimensions of product, price, place, and promotion work together to contribute to a hotel's crisis management capabilities. Descriptive analyses are believed to produce numerical interpretations and comparisons of items and constructs (Saunders et al., 2019). In this study, the demographic profile section was illustrated using frequency tables.

Subsequently, inferential analyses are carried out; inferential analyses are described as statistical methods for dealing with quantitative data in order to draw conclusions about random sample populations (Tomkins, 1997). Confirmatory factor analysis (CFA) was conducted to assess the composite reliability of each factor as well as the convergent and discriminant validity of the measurement model (Hair, 2009). Then, structural equation modelling (SEM) was conducted to assess the relationships between conceptual variables, including resilient marketing, resilient product, resilient price, resilient place, and resilient promotion. SEM techniques are known for their ability to test interconnections and causal relationships between latent variables (Tarka, 2018). Prior to the hypothesis testing step, the overall fit of the structural model was examined (Byrne, 2011), which in turn led to a comprehensive discussion from the results.

4. Finding and analysis

4.1. Demographic profile

Tables 2 and 3 shows that there are slightly more males in the sample, accounting for 50.50%. In contrast, the gender ratio of Chinese hotel employees is 51.8% male and 48.2% female, which are relatively close. It shows that the sample can better reflect the whole industry in terms of gender; In terms of age, the proportion of "20–40 years old" in the sample is as high as 42.92%. This is consistent with the industry data that the age of employees is mainly concentrated between 20 and 40 years old; The sample shows that 33.13% of employees have a high school degree. Industry data shows that people with high school, college and undergraduate degrees account for 65.1% of the total. This may indicate that the proportion of low-educated people in the sample is higher (TravelDaily, 2023). In terms of average monthly income, employees in the "2501–5000 yuan" income range accounted for the highest proportion (45.11%) in the sample. Compared with the industry data from Yang and Peng (2016) that the basic salary of hotel employees is concentrated between 3000 RMB and 4000 RMB. It shows that more employees in the sample are in lower income categories; As for brands, Huazhu Group ranks first in the sample with a share of 26.95%, which is

consistent with its approximately 9300 hotels in the Chinese hotel industry. Overall, the sample in this study is consistent with the characteristics of the entire Chinese hotel industry in terms of demographic characteristics. However, there are differences in income levels. These findings help to further understand the characteristics of hotel resilient marketing.

Table 2. Demographic factors of the study sample.

Types	Options	Frequency	Percentage (%)
Gender	Male	253	50.50
	Female	248	49.50
Age	Under 20 years old	36	7.19
	20–29 years old	86	17.17
	30–39 years old	129	25.75
	40–49 years old	137	27.35
	50 and over	113	22.55
Marital status	Married	383	76.45
	Unmarried	118	23.55
Academic qualifications	Junior high school and below	60	11.98
	High school	166	33.13
	College	144	28.74
	Undergraduate	104	20.76
	Master’s degree or above	27	5.39
Hotel department	Front office	26	5.19
	Housekeeping	68	13.57
	Food and beverage	75	14.97
	Sales and marketing	46	9.18
	Finance department	46	9.18
	Human resources	62	12.38
	Engineering/maintenance	15	2.99
	Security	57	11.38
	Banquet and conference services	3	0.60
	Reservation department	22	4.39
	Executive office	45	8.98
	Public relations	26	5.19
	Information technology	9	1.80
	Other	1	0.20
Average monthly income	2501–5000 RMB	226	45.11
	5001–10,000 RMB	166	33.13
	10,001–20,000 RMB	95	18.96
	≥20,001 RMB	14	2.79

Table 2. (Continued).

Types	Options	Frequency	Percentage (%)
Hotel group or hotel name	Marriott international	24	4.79
	Hilton hotels and resorts	15	2.99
	InterContinental Hotels Group, IHG	20	3.99
	AccorHotels	25	4.99
	Shangri-La hotels and resorts	19	3.79
	Four seasons hotels and resorts	111	22.16
	Huazhu Hotels Group	135	26.95
	Jinjiang Inn	14	2.79
	GreenTree Inns	25	4.99
	7-Days Inn	112	22.36
	Other	1	0.20
Total		501	100.0

Table 3. Descriptive statistics.

	N	Mean	SD	Min	Max
RPR1	501	3.32	1.137	1	5
RPR2	501	3.28	1.149	1	5
RPR3	501	3.30	1.170	1	5
RPR4	501	3.36	1.171	1	5
PRR5	501	3.37	1.162	1	5
RPR6	501	3.35	1.165	1	5
PRR7	501	3.33	1.131	1	5
RPR8	501	3.31	1.170	1	5
RPR9	501	3.33	1.145	1	5
RPR10	501	3.28	1.154	1	5
RPR11	501	3.30	1.165	1	5
RPR12	501	3.30	1.136	1	5
RPR13	501	3.33	1.143	1	5
RPR14	501	3.27	1.171	1	5
RPI1	501	3.32	1.161	1	5
RPI2	501	3.33	1.176	1	5
RPI3	501	3.32	1.163	1	5
RPL1	501	3.31	1.141	1	5
RPL2	501	3.39	1.125	1	5
PRL3	501	3.37	1.185	1	5
RPL4	501	3.39	1.153	1	5
RPL5	501	3.43	1.179	1	5
RPL6	501	3.39	1.161	1	5
RPL7	501	3.41	1.167	1	5
RPRO1	501	3.34	1.156	1	5
RPRO2	501	3.34	1.156	1	5

Table 3. (Continued).

	<i>N</i>	Mean	SD	Min	Max
RPRO3	501	3.30	1.178	1	5
RPRO4	501	3.38	1.171	1	5
RPRO5	501	3.30	1.146	1	5
RPRO6	501	3.36	1.160	1	5
RPRO7	501	3.32	1.163	1	5
RPRO8	501	3.32	1.175	1	5
RPRO9	501	3.38	1.173	1	5

4.2. Validated factor analysis (CFA)

The model was evaluated for its reliability, convergent validity and discriminant validity. The results of the calculations are presented in **Tables 4** and **5**. Firstly, in terms of reliability and convergent validity, the combined reliability (CR) of all the factors was higher than 0.70, and the average variance extracted (AVE) was higher than the Hair Jr. et al. (2019) the recommended level of 0.50. In addition, all measures loaded above 0.7, which is above the minimum critical value of 0.50 for high significance. In addition, the Cronbach’s alpha value of 0.951 used to assess the internal consistency of all constructs exceeded the recommended level of 0.70. Therefore, the measurement model is considered reliable, and its convergent validity is assured.

Next, to assess the discriminant validity of the model, the square root of the AVE values was compared to the correlation coefficients between the constructs in this study. As shown in **Table 5**, the square root of all AVE values was greater than the correlation coefficient between any two constructs. In addition, the results of AVE values exceeding the maximum shared variance (MSV) support the discriminant validity of the measurement model in this study.

Table 4. Measurement model reliability and validity indicators.

Factor (latent variable)	Measurement term (explicit variable)	Standardised load factor (St. Estimate)	CR	AVE	MSV	Cronbach’s α
Resilient product	RPR1	0.770	0.954	0.596	0.237	0.951
	RPR10	0.783				
	RPR11	0.777				
	RPR12	0.762				
	RPR13	0.759				
	RPR14	0.786				
	RPR2	0.765				
	RPR3	0.770				
	RPR4	0.789				
	PRR5	0.771				
	RPR6	0.769				
	PRR7	0.773				
	RPR8	0.766				
	RPR9	0.763				

Table 4. (Continued).

Factor (latent variable)	Measurement term (explicit variable)	Standardised load factor (St. Estimate)	CR	AVE	MSV	Cronbach's α
Resilient price	RPI1	0.744	0.820	0.603	0.237	
	RPI2	0.798				
	RPI3	0.786				
	RPL1	0.748				
Resilient place	RPL2	0.776	0.917	0.611	0.232	
	RPL3	0.808				
	RPL4	0.776				
	RPL5	0.811				
	RPL6	0.761				
	RPL7	0.789				
Resilient promotion	RPRO1	0.792	0.934	0.611	0.232	
	RPRO2	0.783				
	RPRO3	0.812				
	RPRO4	0.765				
	RPRO5	0.756				
	RPRO6	0.787				
	RPRO7	0.771				
	RPRO8	0.794				
	RPRO9	0.775				

Table 5. Pearson correlation and AVE square root values.

	Resilient product	Resilient price	Resilient place	Resilient promotion
Resilient product	0.772			
Resilient price	0.433	0.776		
Resilient place	0.414	0.397	0.782	
Resilient promotion	0.397	0.406	0.446	0.782

Remarks: Diagonal blue numbers are AVE square root values, $p < 0.01$.

4.3. Structural equation modelling (SEM)

To test the assumptions of the conceptual model, structural equation modelling (SEM) was used in this study. The fit of the model was first assessed. This study concludes that the structural model exhibits an acceptable degree of fit and the results are in full compliance with the recommended thresholds (Hair, 2009): $\chi^2/df = 0.997$, GFI = 0.946, CFI = 1.000, and RMSEA = 0.000. In evaluating the fit of our structural model to the data, various goodness-of-fit indices were utilized. These include the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). The criteria for an acceptable fit are as follows: CFI and TLI values should exceed 0.90, RMSEA should be less than 0.10, and SRMR should be below 0.05. These thresholds help ascertain the model's adequacy, ensuring robust and reliable results, as seen in **Table 6**.

Table 6. Indicators of model fit.

Indicators	χ^2	df	p	χ^2/df	GFI	RMSEA	RMR	CFI	NFI	NNFI
Criteria	-	-	>0.05	<3	>0.9	<0.10	<0.05	>0.9	>0.9	>0.9
Value	485.581	487	0.510	0.997	0.946	0.000	0.032	1.000	0.957	1.000

Default model: $\chi^2(528) = 11,212.742, p = 1.000.$

Resilience product (RPR): Items RPR1 to RPR14 have loadings ranging from 0.76 to 0.79, indicating a moderate to strong relationship with the resilience product construct. Resilience price (RPI): Items RPI1 through RPI3 have loadings of 0.74, 0.79, and 0.80, respectively, indicating a strong relationship with the Resilience Price construct; resilience place (RPL): Items RPL1 through RPL7 have loadings ranging from 0.75 to 0.81, indicating a strong to very strong relationship with the resilience place construct; resilience promotion (RPRO): Items RPRO1 through RPRO14 have loadings ranging from 0.76 to 0.79, indicating a moderate to strong relationship with the resilience product construct. RPRO1 to RPRO9 showed loadings ranging between 0.76 and 0.81, indicating a moderate to strong relationship with the resilience promotion construct. The potential construct of hotel resilient marketing (RM) was significantly correlated with RPR (0.66), RPI (0.70), RPL (0.68), and RPRO (0.67), suggesting that all four dimensions are significant contributors to the hotel resilient marketing construct. According to **Figure 2**, the measurement model is in good agreement with the data based on the factor loading pattern. Each observed variable appears to load significantly on its respective construct, and each construct contributes to the overall latent variable of resilience marketing.

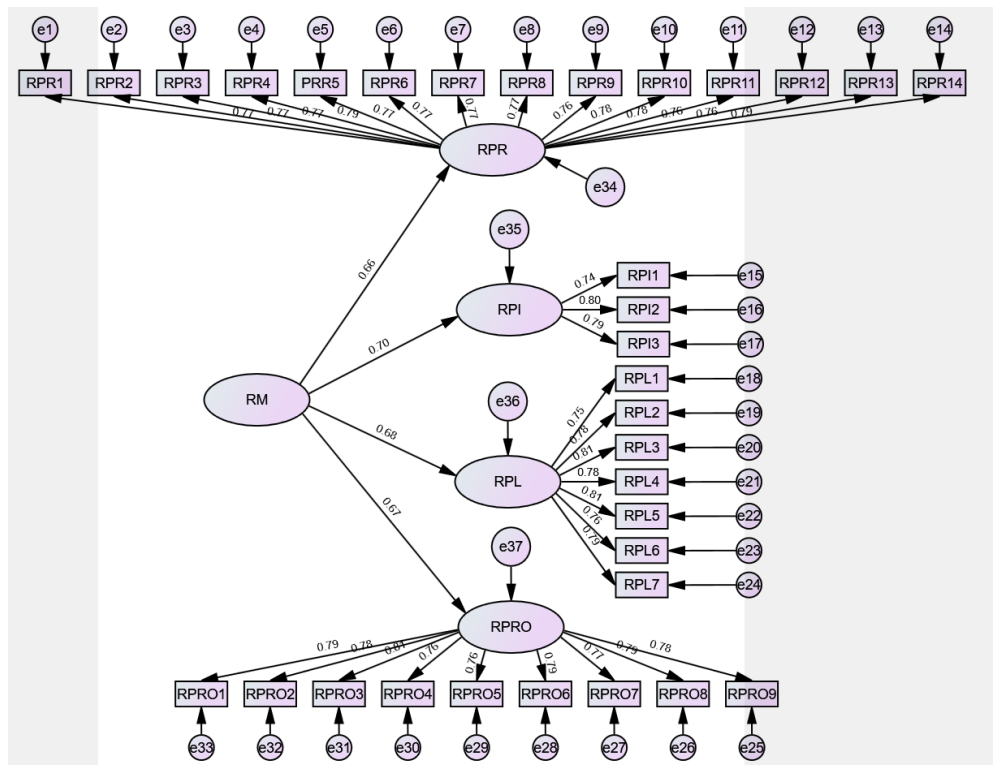


Figure 2. Structure of the model.

5. Discussion

This study demonstrates that Chinese hotel enterprises effectively navigate market fluctuations during crises such as COVID-19 through resilience marketing strategies. It highlights the significant enhancement of market adaptability and customer satisfaction through adaptive product strategies, flexible pricing, multi-channel distribution, and dynamic promotional activities.

Resilient product strategies involve adjusting products and services to meet crisis-driven consumer needs, such as improved hygiene measures and flexible cancellation policies, thus maintaining competitiveness and boosting customer trust (Kim et al., 2022). Flexible pricing strategies help stabilize revenue despite fluctuating demand, supported by findings that link effective pricing strategies to customer value creation in volatile markets (Anckar et al., 2002). The resilience of distribution strategies is evident as hotels leverage digital platforms to improve service accessibility, aligning with observations of enhanced virtual service access during crises (Salman et al., 2017). Moreover, the study indicates that diverse promotional strategies bolster market response in crisis situations, highlighting the necessity of integrating promotional and corporate social responsibility strategies effectively (Choirisa and Situmorang, 2021). These integrated strategies not only enhance hotel adaptability during crises but also equip them for future challenges. This research fills a gap in literature on resilience marketing in the Chinese hotel industry and offers practical insights for hotel managers to develop robust strategies for crisis management.

In summary, the survey shows that hotel resilient marketing can verify how hotels implement corresponding strategies and resume production when encountering a crisis from the four dimensions of resilient products, resilient prices, resilient place, and resilient promotions.

6. Conclusion

The results of this study are consistent with the findings of the existing literature in resilient marketing. It reveals that Chinese hotel enterprises have positive perceptions of the use of resilient marketing strategies. In other words, employees of Chinese hotel enterprises believe that the implementation of resilient marketing strategies by hotel enterprises can help their hotels to survive from the crisis successfully. The four dimensions of resilient product, resilient price, resilient place and resilient promotion can all have a significant impact on the concept of resilient marketing.

This study contributes to the application of the resilient marketing concept in the hotel industry. The study delves into how hotel employees are risk averse to the resilience marketing concept, which is the first in the Chinese hotel industry. Resilient products are highly competitive in this industry. Hotels can adjust to market changes, for example, hotels are able to combine accommodation, food and beverage, facilities, membership, and other product elements to respond to the market. At the same time, they can adjust their products according to the crisis and recover the market quickly.

Resilient pricing gives hotels a market advantage. Hotels can flexibly adjust their pricing system to expand their guest market. The hotel has different price levels to

cope with different sources of customers. Meanwhile, it reduces non-essential staff to control costs, the hotel's resilient price can be quickly adjusted according to the crisis.

Resilient places allow hotels to have strong sales capabilities in their own sales channels. Hotels can quickly interface with new types of sales channels, such as live streaming and social media. It also adopts diversified and reliable sales channels to improve marketing effectiveness and respond to market changes.

Resilient promotions allow hotels to strengthen their promotional capabilities. The hotel's promotional tools can flexibly adapt to market changes. The hotel can adopt a variety of promotional methods to increase sales such as internet celebrity promotions and advertising. The hotel can collaborate with multiple departments to carry out promotional activities this is because the hotel is expert in growing promotions in crisis scenarios.

The limited sample size is the main limitation of this study due to time and resource constraints. Future research should adopt a wide method (i.e., mixed methods) applied to the hotel industry in different countries. In addition, comparative studies between different countries can also help us to understand the differences in the concept of resilient marketing in hotels in different socio-cultural contexts.

Author contributions: Conceptualization, MC and JW; methodology, MC; formal analysis, MC; writing—original draft preparation, MC and JW; writing—review and editing, MC and JW. All authors have read and agreed to the published version of the manuscript.

Acknowledgments: The authors would like to thank all participants of this study in China.

Conflict of interest: The authors declare no conflict of interest.

References

- Adams, K. M., Choe, J., Mostafanezhad, M., et al. (2021). (Post-) pandemic tourism resiliency: Southeast Asian lives and livelihoods in limbo. *Tourism Geographies*, 23(4), 915–936. <https://doi.org/10.1080/14616688.2021.1916584>
- Altshuler, A., & Schmidt, J. (2021). Why does resilience matter? Global implications for the tourism industry in the context of COVID-19. *Worldwide Hospitality and Tourism Themes*, 13(3), 431–436. <https://doi.org/10.1108/whatt-01-2021-0015>
- Anckar, B., Walden, P., & Jelassi, T. (2002). Creating customer value in online grocery shopping. *International Journal of Retail & Distribution Management*, 30(4), 211–220. <https://doi.org/10.1108/09590550210423681>
- Badoc-Gonzales, B. P., Mandigma, Ma. B. S., & Tan, J. J. (2022). SME resilience as a catalyst for tourism destinations: a literature review. *Journal of Global Entrepreneurship Research*, 12(1), 23–44. <https://doi.org/10.1007/s40497-022-00309-1>
- Baird, T., Hall, C., & Castka, P. (2018). New Zealand Winegrowers Attitudes and Behaviours towards Wine Tourism and Sustainable Winegrowing. *Sustainability*, 10(3), 797. <https://doi.org/10.3390/su10030797>
- Berbés-Blázquez, & Scott. (2017). *Tourism and resilience*. CABI Books.
- Bhaskara, G. I., & Filimonau, V. (2021). The COVID-19 pandemic and organisational learning for disaster planning and management: A perspective of tourism businesses from a destination prone to consecutive disasters. *Journal of Hospitality and Tourism Management*, 46, 364–375. <https://doi.org/10.1016/j.jhtm.2021.01.011>
- Biggs, D., Hall, C. M., & Stoeckl, N. (2012). The resilience of formal and informal tourism enterprises to disasters: reef tourism in Phuket, Thailand. *Journal of Sustainable Tourism*, 20(5), 645–665. <https://doi.org/10.1080/09669582.2011.630080>
- Booms, & Bitner. (1981). *Marketing Strategies and Organizational Structures for Service Firms*. Marketing of Services.
- Brown, N. A., Feldmann-Jensen, S., Rovins, J. E., et al. (2021). Exploring disaster resilience within the hotel sector: A case study of Wellington and Hawke's Bay New Zealand. *International Journal of Disaster Risk Reduction*, 55, 102080.

- <https://doi.org/10.1016/j.ijdr.2021.102080>
- Brown, N. A., Rovins, J. E., Feldmann-Jensen, S., et al. (2017). Exploring disaster resilience within the hotel sector: A systematic review of literature. *International Journal of Disaster Risk Reduction*, 22, 362–370.
<https://doi.org/10.1016/j.ijdr.2017.02.005>
- Brown, N. A., Rovins, J. E., Feldmann-Jensen, S., et al. (2019). Measuring disaster resilience within the hotel sector: An exploratory survey of Wellington and Hawke’s Bay, New Zealand hotel staff and managers. *International Journal of Disaster Risk Reduction*, 33, 108–121. <https://doi.org/10.1016/j.ijdr.2018.09.014>
- Byrne, B. M. (2011). *Structural Equation Modeling with Mplus: Basic Concepts, Applications, and Programming*. Taylor & Francis Group.
- Choirisa, S. F., & Situmorang, R. (2021). Hotel crisis management framework: marketing strategy in response to COVID-19. *Business Excellence and Management*, 11(S.I.2), 208–220. <https://doi.org/10.24818/beman/2021.S.I.2-16>
- Colmekcioglu, N., Dineva, D., & Lu, X. (2022). “Building back better”: The impact of the COVID-19 pandemic on the resilience of the hospitality and tourism industries. *International Journal of Contemporary Hospitality Management*, 34(11), 4103–4122. <https://doi.org/10.1108/IJCHM-12-2021-1509>
- Dahles, H., & Susilowati, T. P. (2015). Business resilience in times of growth and crisis. *Annals of Tourism Research*, 51, 34–50. <https://doi.org/10.1016/j.annals.2015.01.002>
- Dolnicar, S., & Ring, A. (2014). Tourism marketing research: Past, present and future. *Annals of Tourism Research*, 47, 31–47. <https://doi.org/10.1016/j.annals.2014.03.008>
- Estiri, M., Dahooie, J. H., & Skare, M. (2022). COVID-19 crisis and resilience of tourism SME’s: A focus on policy responses. *Ekonomika Istrazivanja: Znanstveno-Strucni Casopis*, 35(1), 5556–5580. <https://doi.org/10.1080/1331677X.2022.2032245>
- Filimonau, V., Derqui, B., & Matute, J. (2020). The COVID-19 pandemic and organisational commitment of senior hotel managers. *International Journal of Hospitality Management*, 91, 102659. <https://doi.org/10.1016/j.ijhm.2020.102659>
- Giousmpasoglou, C., Marinakou, E., & Zopiatis, A. (2021). Hospitality managers in turbulent times: The COVID-19 crisis. *International Journal of Contemporary Hospitality Management*, 33(4), 1297–1318. <https://doi.org/10.1108/IJCHM-07-2020-0741>
- Gittell, J. H., Cameron, K., Lim, S., & Rivas, V. (2006). Relationships, Layoffs, and Organizational Resilience: Airline Industry Responses to September 11. *The Journal of Applied Behavioral Science*, 42(3), 300–329. <https://doi.org/10.1177/0021886306286466>
- Goldsmith, R. E. (1999). The personalised marketplace: Beyond the 4Ps. *Marketing Intelligence & Planning*, 17(4), 178–185. <https://doi.org/10.1108/02634509910275917>
- Gu, H., Li, B., Ryan, C., et al. (2023). From Darkest to Finest Hour: Recovery Strategies and Organizational Resilience in China’s Hotel Industry During the COVID-19 Pandemic. *Journal of China Tourism Research*, 19(1), 7–30. <https://doi.org/10.1080/19388160.2022.2164100>
- Hair, J. (2009). *Multivariate Data Analysis*. Faculty and Research Publications.
- Hair J. F. Jr, Page, M., & Brunsveld, N. (2019). *Essentials of Business Research Methods*. Taylor & Francis Group.
- Hall, C. M., Safonov, A., & Naderi Koupaei, S. (2022). Resilience in hospitality and tourism: Issues, synthesis and agenda. *International Journal of Contemporary Hospitality Management*, 35(1), 347–368. <https://doi.org/10.1108/IJCHM-11-2021-1428>
- Hall, C. M., & Williams, A. M. (2008). *Tourism and Innovation*. Routledge. <https://doi.org/10.4324/9780203938430>
- Hamel, G., & Välikangas, L. (2003). The Quest for Resilience. (Cover story). *Harvard Business Review*, 81(9), 52–63.
- Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China’s Hotel Industry: Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. *International Journal of Hospitality Management*, 90, 102636. <https://doi.org/10.1016/j.ijhm.2020.102636>
- Holling, C. S. (1973). Resilience and Stability of Ecological Systems. *Annual Review of Ecology and Systematics*, 4(1), 1–23. <https://doi.org/10.1146/annurev.es.04.110173.000245>
- Jiang, Y., & Wen, J. (2020). Effects of COVID-19 on hotel marketing and management: A perspective article. *International Journal of Contemporary Hospitality Management*, 32(8), 2563–2573. <https://doi.org/10.1108/IJCHM-03-2020-0237>
- Judd, V. C. (1987). Differentiate with the 5th P: People. *Industrial Marketing Management*, 16(4), 241–247. [https://doi.org/10.1016/0019-8501\(87\)90032-0](https://doi.org/10.1016/0019-8501(87)90032-0)
- Khalil, M. L., Aziz, N. A., Long, F., et al. (2023). What factors affect firm performance in the hotel industry post-COVID-19

- pandemic? Examining the impacts of big data analytics capability, organizational agility and innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 100081. <https://doi.org/10.1016/j.joitmc.2023.100081>
- Kim, H., & Lennon, S. J. (2010). E-atmosphere, emotional, cognitive, and behavioral responses. *Journal of Fashion Marketing and Management: An International Journal*, 14(3), 412–428. <https://doi.org/10.1108/13612021011061861>
- Kim, M. J., Bonn, M., & Hall, C. M. (2022). What influences COVID-19 biosecurity behaviour for tourism? *Current Issues in Tourism*, 25(1), 21–27. <https://doi.org/10.1080/13683500.2021.1883558>
- Klein, R. J. T., Nicholls, R. J., & Thomalla, F. (2003). Resilience to natural hazards: How useful is this concept? *Global Environmental Change Part B: Environmental Hazards*, 5(1), 35–45. <https://doi.org/10.1016/j.hazards.2004.02.001>
- Klibi, W., Martel, A., & Guitouni, A. (2010). The design of robust value-creating supply chain networks: A critical review. *European Journal of Operational Research*, 203(2), 283–293. <https://doi.org/10.1016/j.ejor.2009.06.011>
- Kotler, P., Brady, M., Goodman, M., et al. (2010). *Marketing Management*. Pearson Education UK.
- Kotler, P., Fahey, L., & Jatusripitak, S. (1985). *The New Competition: What Theory Z Didn't Tell You About Marketing*. Prentice Hall.
- Liu, M. T., Wang, S., McCartney, G., et al. (2021). Taking a break is for accomplishing a longer journey: hospitality industry in Macao under the COVID-19 pandemic. *International Journal of Contemporary Hospitality Management*, 33(4), 1249–1275. <https://doi.org/10.1108/ijchm-07-2020-0678>
- Liu, X., Wan, L. C., & Yi, X. (2022). Humanoid versus non-humanoid robots: How mortality salience shapes preference for robot services under the COVID-19 pandemic? *Annals of Tourism Research*, 94, 103383. <https://doi.org/10.1016/j.annals.2022.103383>
- Lo, F. Y., Rey-Martí, A., & Botella-Carrubi, D. (2020). Research methods in business: Quantitative and qualitative comparative analysis. *Journal of Business Research*, 115, 221–224. <https://doi.org/10.1016/j.jbusres.2020.05.003>
- Loo, P. T., & Leung, R. (2018). A service failure framework of hotels in Taiwan: Adaptation of 7Ps marketing mix elements. *Journal of Vacation Marketing*, 24(1), 79–100. <https://doi.org/10.1177/1356766716682555>
- Lopes, A. S., Sargento, A., & Carreira, P. (2021). Vulnerability to COVID-19 unemployment in the Portuguese tourism and hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(5), 1850–1869. <https://doi.org/10.1108/IJCHM-11-2020-1345>
- Lovelock, C., & Patterson, P. (2015). *Services Marketing*. Pearson Australia.
- Lubowiecki-Vikuk, A., Budzanowska-Drzewiecka, M., Borzyszkowski, J., et al. (2023). Critical reflection on VUCA in tourism and hospitality marketing activities. *International Journal of Contemporary Hospitality Management*, 35(8), 2983–3005. <https://doi.org/10.1108/IJCHM-04-2022-0479>
- Luthans, F., Avolio, B. J., Avey, J. B., et al. (2007). Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction. *Personnel Psychology*, 60(3), 541–572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
- Magrath, A. J. (1986). When marketing services, 4 Ps are not enough. *Business Horizons*, 29(3), 44–50. [https://doi.org/10.1016/0007-6813\(86\)90007-8](https://doi.org/10.1016/0007-6813(86)90007-8)
- Mair, J., Ritchie, B. W., & Walters, G. (2016). Towards a research agenda for post-disaster and post-crisis recovery strategies for tourist destinations: A narrative review. *Current Issues in Tourism*, 19(1), 1–26. <https://doi.org/10.1080/13683500.2014.932758>
- Marco-Lajara, B., Úbeda-García, M., Ruiz-Fernández, L., et al. (2022). Rural hotel resilience during COVID-19: The crucial role of CSR. *Current Issues in Tourism*, 25(7), 1121–1135. <https://doi.org/10.1080/13683500.2021.2005551>
- Martin, D., & Isozaki, M. (2013). Hotel marketing strategies in turbulent times: Path analysis of strategic decisions. *Journal of Business Research*, 66(9), 1544–1549. <https://doi.org/10.1016/j.jbusres.2012.09.017>
- McCarthy, E. J. (1960). *Basic marketing, a managerial approach*. R.D. Irwin.
- McCartney, G., Pinto, J., & Liu, M. (2021). City resilience and recovery from COVID-19: The case of Macao. *Cities*, 112, 103130. <https://doi.org/10.1016/j.cities.2021.103130>
- Meyer, A. D. (1982). Adapting to Environmental Jolts. *Administrative Science Quarterly*, 27(4), 515–537. <https://doi.org/10.2307/2392528>
- Ngin, C., Chhom, C., & Neef, A. (2020). Climate change impacts and disaster resilience among micro businesses in the tourism and hospitality sector: The case of Kratie, Cambodia. *Environmental Research*, 186, 109557. <https://doi.org/10.1016/j.envres.2020.109557>
- Nikbin, D., Iranmanesh, M., Ghobakhloo, M., et al. (2022). Marketing mix strategies during and after COVID-19 pandemic and

- recession: A systematic review. *Asia-Pacific Journal of Business Administration*, 14(4), 405–420.
<https://doi.org/10.1108/APJBA-06-2021-0243>
- Ntounis, N., Parker, C., Skinner, H., et al. (2022). Tourism and Hospitality industry resilience during the COVID-19 pandemic: Evidence from England. *Current Issues in Tourism*, 25(1), 46–59. <https://doi.org/10.1080/13683500.2021.1883556>
- Peco-Torres, F., Polo-Peña, A. I., & Frías-Jamilena, D. M. (2021). The effect of COVID-19 on tourists' intention to resume hotel consumption: The role of resilience. *International Journal of Hospitality Management*, 99, 103075.
<https://doi.org/10.1016/j.ijhm.2021.103075>
- Peng, Y., & Boonyanmethaporn, W. (2021). 7Ps theory of service marketing innovation: A survival strategy for hotel sector post COVID-19 in China. *Journal of Tourism, Hospitality and Culinary Arts*, 13(3), 110–127.
- Pham, L. D. Q., Coles, T., Ritchie, B. W., et al. (2021). Building business resilience to external shocks: Conceptualising the role of social networks to small tourism & hospitality businesses. *Journal of Hospitality and Tourism Management*, 48, 210–219.
<https://doi.org/10.1016/j.jhtm.2021.06.012>
- Ponomarov, S. Y., & Holcomb, M. C. (2009). Understanding the concept of supply chain resilience. *International Journal of Logistics Management*, 20(1), 124–143. <https://doi.org/10.1108/09574090910954873>
- Rafiq, M., & Ahmed, P. K. (1995). Using the 7Ps as a generic marketing mix: An exploratory survey of UK and European marketing academics. *Marketing Intelligence & Planning*, 13(9), 4–15. <https://doi.org/10.1108/02634509510097793>
- Rice, J. B., & Caniato, F. (2003). Building a secure and resilient supply network. *Supply Chain Management Review*, 7(5), 22–30.
- Ritchie, B. W., & Jiang, Y. (2021). Risk, crisis and disaster management in hospitality and tourism: A comparative review. *International Journal of Contemporary Hospitality Management*, 33(10), 3465–3493. <https://doi.org/10.1108/IJCHM-12-2020-1480>
- Salman, D., Tawfik, Y., Samy, M., et al. (2017). A new marketing mix model to rescue the hospitality industry: Evidence from Egypt after the Arab Spring. *Future Business Journal*, 3(1), 47–69. <https://doi.org/10.1016/j.fbj.2017.01.004>
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students*. Pearson Education, Limited.
- Schwaiger, K., Zehrer, A., & Braun, B. (2021). Organizational resilience in hospitality family businesses during the COVID-19 pandemic: A qualitative approach. *Tourism Review*, 77(1), 163–176. <https://doi.org/10.1108/TR-01-2021-0035>
- Sharma, G. D., Thomas, A., & Paul, J. (2021). Reviving tourism industry post-COVID-19: A resilience-based framework. *Tourism Management Perspectives*, 37, 100786. <https://doi.org/10.1016/j.tmp.2020.100786>
- Sheffi, P. Y. S., & Jrice, P. J. B. R. J. (2005). A Supply Chain View of the Resilient Enterprise. *MIT Sloan Management Review*.
- Shi, F., Shi, D., Weaver, D., et al. (2021). Adapt to not just survive but thrive: Resilience strategies of five-star hotels at difficult times. *International Journal of Contemporary Hospitality Management*, 33(9), 2886–2906. <https://doi.org/10.1108/IJCHM-10-2020-1194>
- Sieber, P. (2000). Consumers in Swiss Online Grocery Shops. *Electronic Markets*, 10(1), 11–19.
<https://doi.org/10.1080/10196780050033935>
- Sigala, M., & Christou, E. (2014). Social computing in travel, tourism and hospitality. *Computers in Human Behavior*, 30, 771–772. <https://doi.org/10.1016/j.chb.2013.11.003>
- Sitkin, S. (1992). Learning Through Failure: The Strategy of Small Losses. *Research in Organizational Behavior*, 14, 231–266.
- 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. <https://doi.org/10.1016/j.ijhm.2020.102702>
- Staw, B. M., Sandelands, L. E., & Dutton, J. E. (1981). Threat Rigidity Effects in Organizational Behavior: A Multilevel Analysis. *Administrative Science Quarterly*, 26(4), 501–524. <https://doi.org/10.2307/2392337>
- TravelDaily. (2023). China Hotel Human Resources Status Survey Report. Available online: <https://m.traveldaily.cn/article/178422> (accessed on 3 January 2024).
- Tarka, P. (2018). An overview of structural equation modeling: Its beginnings, historical development, usefulness and controversies in the social sciences. *Quality & Quantity*, 52(1), 313–354. <https://doi.org/10.1007/s11135-017-0469-8>
- Tay, K. X., Chan, J. K. L., & Mohamad, D. (2023). Do the 4Ps of marketing mix strategy assuage fears of travelling? *Journal of Vacation Marketing*. <https://doi.org/10.1177/13567667231181953>
- Tingchi Liu, M., Anthony Wong, I., Shi, G., et al. (2014). The impact of corporate social responsibility (CSR) performance and perceived brand quality on customer-based brand preference. *Journal of services marketing*, 28(3), 181–194.
<https://doi.org/10.1108/jsm-09-2012-0171>
- Tomkins, C. (1997). *Book reviews: Business Research: A Practical Guide for Undergraduate and Postgraduate Students*.

- Accounting and Business Research, 27(3), 259–260. <https://doi.org/10.1080/00014788.1997.9729549>
- van Waterschoot, W., & Van den Bulte, C. (1992). The 4P Classification of the Marketing Mix Revisited. *Journal of Marketing*, 56(4), 83–93. <https://doi.org/10.1177/002224299205600407>
- Vignali, C., & Davies, B. J. (1994). The Marketing Mix Redefined and Mapped: Introducing the MIXMAP Model. *Management Decision*, 32(8), 11–16. <https://doi.org/10.1108/00251749410069435>
- Weick, K. E., & Roberts, K. H. (1993). Collective Mind in Organizations: Heedful Interrelating on Flight Decks. *Administrative Science Quarterly*, 38(3), 357–381. <https://doi.org/10.2307/2393372>
- Yang, Y., & Peng, M. (2016). A study of the impact of gender differences in employee positions on compensation in the Chinese hotel industry. *China Human Resource Development*, 33(2), 35–42.
- Zheng, D., Luo, Q., & Ritchie, B. W. (2021). Afraid to travel after COVID-19? Self-protection, coping and resilience against pandemic ‘travel fear’. *Tourism Management*, 83, 104261. <https://doi.org/10.1016/j.tourman.2020.104261>