

Article

Strategic Crisis Management Across Pre-, During-, and Post-Crisis Phases: Strategic Insights from Jakarta's Five-Star Hotels

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Abstract

Crisis management has become a critical strategic concern in hospitality, particularly following the COVID-19 pandemic, which exposed limitations in conventional approaches to preparedness, response, and recovery. Although existing hospitality crisis management research has generated valuable insights into individual crisis phases, a limited understanding exists regarding how preparedness, crisis response, and organizational learning interact as an integrated strategic process across the crisis lifecycle. Addressing this gap, this study examines strategic crisis management within Jakarta's five-star hotel sector and develops an integrated understanding of crisis management across pre-crisis, during-crisis, and post-crisis phases. A constructivist grounded theory approach was employed based on in-depth semi-structured interviews with 25 senior hospitality leaders, including hotel executives, owners, and industry association representatives. The findings suggest that crisis management is best understood as an integrated strategic capability rather than a series of discrete emergency responses. Three interrelated theoretical dimensions emerged: Continuous Strategic Preparedness, characterized by adaptive readiness, environmental sensemaking, decision readiness, and financial preparedness; Coordinated Strategic Crisis Response, encompassing liquidity discipline, operational adaptation, workforce adaptability, leadership coordination, and cross-functional alignment; and Strategic Renewal Through Organizational Learning, involving the retention of effective crisis practices, capability strengthening, and strategic reorientation toward ongoing uncertainty. The study proposes an Integrated Strategic Crisis Management Framework for Hospitality Organizations that explains the mechanisms linking preparedness, response, and organizational learning as a cyclical capability-building process. By reconceptualizing crisis management as an integrated strategic capability rather than a phase-based operational response, the study contributes to hospitality crisis management scholarship and provides practical insights for hospitality organizations operating in increasingly uncertain environments.



Academic Editor: Elisa Zentveld

Received: 22 May 2026

Revised: 18 June 2026

Accepted: 25 June 2026

Published: 29 June 2026

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Keywords: crisis management; hospitality management; luxury hotels; constructivist grounded theory; strategic preparedness; organizational learning; leadership coordination; COVID-19; hotel resilience; tourism crisis management

1. Introduction

The global hotel industry has experienced a prolonged and uneven recovery following the COVID-19 pandemic. Although international travel demand has gradually improved,

hotel revenues in 2022 remained approximately USD 83 billion below 2019 levels, highlighting the scale and persistence of the disruption (Pitrelli, 2023). Key performance indicators similarly suggest a slow recovery trajectory. In the United States, occupancy rates remained around 63%, while Average Daily Rate (ADR) growth was modest at approximately 5% in 2023 (Clough, 2023). Across Europe, improvements in Revenue per Available Room (RevPAR) have been constrained by rising operating costs and higher interest rates, while hotel demand and ADR growth in Asia have continued to face pressure from economic uncertainty and inflationary conditions (Human & Perrett, 2023). Consequently, many hospitality organizations have focused on adapting operations, implementing new service standards, and responding to evolving guest expectations rather than returning immediately to pre-pandemic performance levels (Promnil & Polnyotee, 2023; Gareeb et al., 2024). Overall, the global hotel sector has demonstrated gradual improvement in key performance indicators, with full recovery projected to extend into the mid-2020s (Human & Perrett, 2023; Pitrelli, 2023).

This prolonged recovery reflects the broader structural vulnerability of the hospitality industry to recurring and interconnected disruptions. Beyond public health crises, hospitality organizations remain exposed to economic volatility, geopolitical instability, environmental disruptions, workforce shortages, and changing consumer preferences, all of which generate substantial operational, financial, and market risks (Sugiarto, 2023; Suyasa et al., 2024). Recent geopolitical tensions, including the US–Israel–Iran conflict, further demonstrate how external shocks can disrupt tourism flows by affecting air connectivity, increasing travel costs, and altering destination preferences. Organizational scholarship increasingly suggests that uncertainty, disruption, and turbulence have become enduring managerial realities rather than exceptional events (Bapuji et al., 2020; Williams et al., 2017). Under such conditions, crisis management can no longer be viewed primarily as a reactive emergency response but must increasingly be understood as an ongoing organizational capability that supports preparedness, adaptation, and long-term resilience.

Against this backdrop, the experience of Jakarta's five-star hotel sector raises an important empirical and theoretical puzzle. While the global hotel industry continues to experience a gradual and uneven recovery, luxury hotels in Jakarta have demonstrated a comparatively rapid rebound. Occupancy rates recovered to approximately 70% by 2023, Average Daily Rates returned to pre-pandemic levels, and room rates were projected to increase by 10–15% in 2024 (Colliers International, as cited in Muzakir, 2023). Hotel investment has also increased substantially, particularly within the luxury segment, with Jakarta emerging as a major destination for hospitality investment (Grahadyarini, 2023; Naouri, as cited in Grahadyarini, 2023). Recent studies similarly suggest that recovery trajectories vary significantly across hospitality segments, with luxury hotels often outperforming lower-tier segments due to stronger pricing power, brand positioning, and access to capital resources (Gössling et al., 2021; Duarte Alonso et al., 2026). Despite growing recognition of these differences, little is known regarding how luxury hotels develop and enact crisis management capabilities that enable accelerated recovery under conditions of prolonged uncertainty.

This is particularly relevant because existing hospitality crisis management research remains conceptually fragmented. Existing crisis management frameworks have advanced understanding of preparedness, response, and recovery processes (Faulkner, 2001; Ritchie, 2004), while more recent studies have examined crisis management across multiple phases of disruption (Ghaharian et al., 2021; Prayag et al., 2023). However, hospitality crisis research continues to emphasize specific dimensions of crisis-related organizational behavior, such as resilience, innovation, digital transformation, operational adaptation, and recovery, rather than examining how preparedness, response, and organizational learning interact as

an integrated strategic process (Leta & Chan, 2021; Wut et al., 2021; Sigala, 2024; Sharma et al., 2024; Duarte Alonso et al., 2026). Consequently, the mechanisms through which preparedness influences crisis response and how crisis experiences are translated into organizational learning remain insufficiently understood. As a result, crisis management remains insufficiently understood as an integrated strategic capability operating across the crisis lifecycle.

A second gap is contextual. Although hospitality crisis management has been examined across a variety of international settings, comparatively limited research has explored strategic crisis management within luxury hotel organizations operating in emerging-market environments (Prayag et al., 2023). This limitation is important because crisis experiences, institutional constraints, managerial decision-making, and recovery pathways may vary substantially across economic, regulatory, and cultural contexts. Despite Jakarta's position as Indonesia's primary commercial, economic, and hospitality hub, empirical research examining strategic crisis management within its five-star hotel sector remains limited. Moreover, the relatively rapid recovery observed among Jakarta's luxury hotels contrasts with broader global recovery patterns, suggesting the presence of organizational capabilities and strategic practices that remain insufficiently understood (Grahadyarini, 2023). This divergence suggests that the organizational and strategic conditions underlying crisis recovery may not be fully captured by existing hospitality crisis management research.

Jakarta also represents a theoretically relevant setting because hospitality organizations operate within a destination characterized by recurring disruptions, including seasonal flooding, transportation congestion, regulatory uncertainty, and periodic public health and political disruptions. Although these events do not always directly affect hotel assets, they influence destination accessibility, visitor perceptions, travel demand, and operational continuity, requiring organizations to develop crisis management capabilities beyond pandemic-specific responses.

A third gap is methodological. Much of the existing crisis management literature relies on surveys, secondary data, literature reviews, or performance-based analyses (Ghaharian et al., 2021; Leta & Chan, 2021; Le & Phi, 2021; Lai & Wong, 2020; Sharma et al., 2024). While these approaches provide valuable insights into crisis outcomes and organizational performance, they offer less understanding of how hospitality leaders interpret, construct, and enact crisis management strategies across different crisis phases. Crisis management is not solely an operational or procedural phenomenon; it is also socially constructed through leadership interpretation, organizational meaning-making, stakeholder interaction, and adaptive decision-making. Consequently, qualitative research is needed to generate deeper theoretical insight into the strategic and interpretive dimensions of crisis management.

In this study, strategic crisis management is defined as an organizational capability through which hospitality organizations anticipate, interpret, respond to, and learn from disruptive events across pre-crisis, during-crisis, and post-crisis phases. Unlike operational crisis management, which primarily focuses on immediate response activities, strategic crisis management encompasses long-term preparedness, cross-functional coordination, adaptive decision-making, and institutional learning that collectively enhance organizational resilience and continuity.

This study addresses these theoretical, contextual, and methodological gaps by examining strategic crisis management across pre-crisis, during-crisis, and post-crisis phases within Jakarta's five-star hotel sector. Rather than conceptualizing crisis management as a discrete emergency response function, this study approaches it as an integrated strategic capability shaped by leadership interpretation, organizational adaptation, and institutional learning across the crisis lifecycle. A constructivist grounded theory approach was adopted because crisis management in hospitality is not merely a technical or procedural phe-

nomenon, but also an interpretive organizational process through which actors construct meaning from uncertainty, lived experience, and organizational action. Constructivist grounded theory is particularly appropriate when theoretical understanding remains underdeveloped and where insight must emerge inductively from participant interpretation rather than prior theoretical imposition. By engaging senior hotel leaders and relevant industry stakeholders, this study seeks to generate contextually grounded insight into how strategic crisis management is understood, enacted, and institutionalized within luxury hospitality organizations.

Accordingly, this study addresses the following research question: “How do leaders in Jakarta’s five-star hotel sector construct and enact strategic crisis management across pre-crisis, during-crisis, and post-crisis phases?”

This study contributes to hospitality scholarship in three important ways. First, it reconceptualizes crisis management in hospitality as an integrated strategic capability that continuously links preparedness, adaptive response, and organizational learning rather than treating these dimensions as discrete organizational activities. Second, it extends hospitality crisis scholarship within the underrepresented context of Jakarta’s five-star hotel sector, thereby contributing empirical insight from an emerging-market luxury hospitality environment. Third, it provides practically relevant strategic insights for hospitality leaders operating under conditions of recurrent uncertainty and disruption. The findings suggest that effective crisis management in luxury hospitality depends not only on operational responsiveness, but also on sustained strategic capability encompassing preparedness, adaptive leadership, organizational coordination, and post-crisis learning.

2. Materials and Methods

2.1. Conceptual Background

2.1.1. Strategic Crisis Management in Hospitality

Crisis management has long been recognized as an essential organizational function for addressing unexpected and disruptive events that threaten organizational stability, operations, and reputation (Bundy et al., 2017; Crandall et al., 2014). Within the hospitality and tourism literature, crisis management frameworks have traditionally been organized around temporal stages that guide organizational actions before, during, and after a crisis.

Two of the most influential frameworks in hospitality crisis management are those proposed by Faulkner (2001) and Ritchie (2004). Faulkner’s (2001) disaster management framework presents a six-phase model consisting of pre-event, prodromal, emergency, intermediate, long-term recovery, and resolution stages. The framework was developed primarily to address catastrophic and event-based disruptions, such as natural disasters, and focuses on managing the progression of a crisis from preparation to recovery. In contrast, Ritchie (2004) proposes a broader three-stage framework comprising pre-crisis, crisis response, and post-crisis recovery. Unlike Faulkner’s event-driven approach, Ritchie emphasizes preparedness, strategic coordination, resilience, and organizational learning across the crisis lifecycle.

More recent hospitality studies have largely adopted variations of this three-stage structure. For example, Ghaharian et al. (2021) examined hospitality responses to COVID-19 through pre-crisis, during-crisis, and post-crisis phases, highlighting the importance of preparedness, operational adaptation, and future-oriented learning. Similarly, Prayag et al. (2023) demonstrated how tourism organizations activated dynamic capabilities across crisis stages to support adaptation and recovery. Leta and Chan (2021) further observed that hospitality crisis management research is commonly organized around pre-crisis planning, crisis response, and post-crisis recovery, yet relatively few studies examine these stages as an integrated process.

Collectively, these studies suggest that the three-stage crisis framework remains a useful organizing structure for understanding crisis management in hospitality. However, much of the existing literature focuses on identifying practices within individual phases rather than explaining how capabilities developed in one phase influence actions and outcomes in subsequent phases. Consequently, while crisis phases provide a temporal structure for understanding organizational responses, they do not fully explain the strategic capabilities that connect preparedness, response, and learning across the crisis lifecycle.

2.1.2. Organizational Resilience and Organizational Learning

To better understand these connecting mechanisms, this study draws upon the literature on organizational resilience and organizational learning. While crisis management describes what organizations do before, during, and after crises, resilience and learning help explain how organizations develop the capabilities required to navigate disruption over time.

Organizational resilience refers to an organization's capacity to anticipate, absorb, adapt to, and recover from disruptive events while maintaining essential functions (Duchek, 2020; Southwick et al., 2014). Duchek's (2020) process model conceptualizes resilience through anticipation, coping, and adaptation, which closely align with pre-crisis, during-crisis, and post-crisis stages. Importantly, resilience extends beyond recovery by emphasizing renewal, transformation, and the development of future capabilities.

Within tourism and hospitality research, resilience has increasingly been conceptualized as a dynamic and adaptive capability rather than merely the ability to recover following disruption. Prayag (2018) argues that resilience and crisis management are closely related but conceptually distinct constructs, with crisis management focusing on actions undertaken before, during, and after disruption, while resilience reflects the capacity of organizations and destinations to adapt, recover, and potentially transform in response to adversity. Extending this perspective, Hall et al. (2017) emphasize that resilience operates across multiple levels, including individuals, organizations, and destinations, highlighting the importance of adaptive capacity, learning, stakeholder coordination, and resource mobilization in responding to crises. More recently, Prayag et al. (2023) demonstrate that tourism organizations develop resilience through dynamic capabilities that evolve across different stages of a crisis, particularly through resource reconfiguration, organizational learning, and adaptive decision-making. Collectively, these studies suggest that resilience is not merely an outcome of effective crisis management but is continuously developed through preparedness, coordinated response, and post-crisis learning processes. This perspective aligns closely with the present study's focus on strategic crisis management as an ongoing organizational capability that evolves through experience and adaptation over time.

Organizational learning provides a complementary perspective by explaining how crisis experiences are converted into knowledge, routines, and strategic improvements (Argote, 2013; Crossan et al., 1999). Crises often stimulate both single-loop learning, which improves existing practices, and double-loop learning, which challenges underlying assumptions and strategic orientations (Argyris & Schön, 1978). Through learning processes, organizations can institutionalize successful practices, strengthen future preparedness, and enhance long-term resilience.

Taken together, resilience and organizational learning suggest that crisis management should not be viewed solely as a sequence of crisis phases. Rather, crisis management can be understood as an ongoing strategic capability through which organizations prepare for uncertainty, coordinate responses during disruption, and transform crisis experiences into future preparedness.

2.1.3. Study Positioning

The literature reviewed above serves as a conceptual foundation for interpreting participants' experiences and understanding how strategic crisis management is constructed and enacted within hospitality organizations.

Building on Ritchie's (2004) three-stage crisis framework and subsequent hospitality studies (Ghaharian et al., 2021; Prayag et al., 2023), this study adopts the pre-crisis, during-crisis, and post-crisis structure as an organizing framework. However, the study moves beyond a phase-based perspective by examining the strategic capabilities that link these stages. In particular, resilience and organizational learning are used as sensitizing concepts that help illuminate how preparedness influences crisis response, how crisis response generates organizational learning, and how learning subsequently shapes future preparedness.

Using a constructivist grounded theory approach, the objective is not to confirm pre-existing theoretical relationships but to develop an empirically grounded understanding of strategic crisis management within Jakarta's five-star hotel sector. This approach allows new insights and theoretical relationships to emerge from participants' interpretations while remaining informed by existing hospitality crisis management scholarship.

2.2. Research Design

This study adopted a constructivist grounded theory methodology to explore how leaders in Jakarta's five-star hotel sector construct and enact strategic crisis management across pre-crisis, during-crisis, and post-crisis phases. Constructivist grounded theory is particularly appropriate for investigating complex organizational phenomena in which meanings, interpretations, and strategic actions emerge through participants' lived experiences rather than existing as fixed objective realities (Charmaz, 2006; Charmaz & Bryant, 2008; Charmaz & Thornberg, 2021). Given the study's aim of understanding how hospitality leaders interpret crisis experiences and translate them into organizational strategies, an interpretive qualitative approach was considered most suitable.

Crisis management in hospitality is not solely an operational or procedural activity but also a socially constructed process shaped by leadership sensemaking, organizational interpretation, institutional constraints, and evolving environmental conditions. Unlike positivist approaches that seek predetermined causal explanations, constructivist grounded theory recognizes knowledge as co-constructed through interaction between researcher and participants and seeks to generate theoretically meaningful insights grounded in participants' experiences and interpretations (Charmaz, 2006; Charmaz & Thornberg, 2021).

This methodological orientation enabled the study to move beyond descriptive accounts of crisis response toward a deeper understanding of how hospitality leaders interpret disruption, navigate uncertainty, and develop strategic responses across different crisis phases. The empirical setting was Jakarta's five-star hotel sector. Luxury hotels were selected because they operate as highly complex service organizations characterized by substantial capital commitments, continuous operational demands, labor-intensive service delivery, and heightened sensitivity to external disruption. These characteristics make them an appropriate context for examining strategic crisis management across different crisis phases.

Consistent with constructivist grounded theory, data collection and analysis were conducted iteratively, allowing emerging concepts to inform subsequent data collection, sampling decisions, and theoretical development throughout the research process (Charmaz, 2006). The objective was not to test an existing crisis management model but to generate an empirically grounded understanding of strategic crisis management from the perspectives of hospitality leaders and industry stakeholders.

Ethical approval for this study was obtained from the Research Ethics Committee of the Faculty of Economics and Business, Universitas Pelita Harapan (Approval No. 336/REC-FEB/2024). All participants provided informed consent prior to participation, and confidentiality and anonymity were maintained throughout the study.

2.3. Participants and Sampling

Participant selection followed purposive and theoretical sampling strategies, consistent with constructivist grounded theory methodology (Charmaz, 2006; Charmaz & Thornberg, 2021). Initial purposive sampling was used to identify individuals with direct strategic or operational involvement in crisis-related decision-making within Jakarta's hospitality sector. Inclusion criteria required participants to hold leadership, executive, ownership, or industry governance roles relevant to crisis preparedness, crisis response, organizational adaptation, or post-crisis recovery within five-star hotel operations or related hospitality governance structures.

Five-star hotels represent a theoretically relevant context because their organizational characteristics differ substantially from those of lower-tier properties. Luxury hotels typically operate with greater capital intensity, larger employee bases, more extensive service offerings, and stronger brand and reputation requirements. These characteristics increase organizational complexity and heighten exposure to operational, financial, and reputational risks during periods of disruption. As a result, strategic crisis management within five-star hotels often requires a broader range of capabilities and coordination mechanisms than may be necessary in smaller or less resource-intensive hospitality operations.

The initial participants consisted primarily of senior hotel executives and industry representatives with substantial experience managing organizational responses during the COVID-19 pandemic. As data analysis progressed, theoretical sampling was employed to elaborate emerging conceptual categories, explore underdeveloped themes, and examine relationships between categories. Early interviews highlighted the importance of financial preparedness, leadership coordination, and organizational adaptation, prompting the inclusion of participants occupying ownership, corporate, and executive leadership positions to provide additional perspectives on these emerging themes. This iterative approach allowed participant selection to remain analytically responsive, with subsequent recruitment decisions guided by conceptual development rather than predetermined sampling targets.

A total of 25 participants were included in the study. Participants represented multiple organizational and governance perspectives, including shareholders, chief operating officers, vice presidents, corporate general managers, hotel managers, directors, senior departmental leaders, and representatives from the Indonesian Hotel and Restaurant Association (PHRI). This diversity enabled exploration of crisis management across ownership, executive leadership, operational management, and broader industry governance perspectives. To provide contextual information while maintaining participant confidentiality, Table 1 summarizes participants' organizational roles, organization types, industry experience, and interview language.

Data collection and analysis proceeded concurrently until theoretical saturation was achieved. Saturation was assessed continuously throughout the research process by examining whether new interviews generated substantively new conceptual categories or altered emerging theoretical relationships. In the later stages of data collection, additional interviews largely reinforced existing categories and emerging conceptual relationships while contributing greater depth and refinement rather than generating substantively new insights.

Table 1. Sampling Profile.

Participant	Position and Organization Type	Industry Experience	Interview Language
N1	Chairman, Indonesian Hotel and Restaurant Association (PHRI)	25–30 years	Indonesian
N2	Secretary General, Indonesian Hotel and Restaurant Association (PHRI)	25–30 years	Indonesian
N3	Head of Membership Division, Indonesian Hotel and Restaurant Association (PHRI)	10–15 years	Indonesian
N4	Chief Operating Officer, Corporate Hotel Management	25–30 years	English
N5	Director of Human Resources, Corporate Hotel Management	20–25 years	English
N6	Executive Assistant Manager, Hotel Property	20–25 years	English
N7	Assistant Human Resources Director, Corporate Hotel Management	25–30 years	English
N8	Director of Human Resources, Hotel Property	20–25 years	English
N9	Chief Operating Officer, Corporate Hotel Management	25–30 years	English
N10	Vice President, Corporate Hotel Management	25–30 years	English
N11	Hotel Manager, Hotel Property	15–20 years	English
N12	Director of Sales, Hotel Property	25–30 years	English
N13	Director of Human Resources, Corporate Hotel Management	25–30 years	English
N14	Director of Sales, Hotel Property	15–20 years	English
N15	Event Executive Manager, Hotel Property	10–15 years	English
N16	Director of Rooms, Hotel Property	15–20 years	English
N17	Director of Rooms, Hotel Property	20–25 years	English
N18	Director of Sales, Hotel Property	15–20 years	English
N19	Shareholder, Hotel Owner	25–30 years	English
N20	Shareholder, Hotel Owner	30+ years	English
N21	Human Resources Corporate Executive, Corporate Hotel Management	15–20 years	English
N22	Director of Human Resources, Hotel Property	20–25 years	English
N23	Marketing Executive Manager, Hotel Property	10–15 years	English
N24	Senior Food and Beverage Manager, Hotel Property	10–15 years	English
N25	Corporate General Manager, Corporate Hotel Management	20–25 years	English

Conceptual repetition became evident from approximately Participant 21 onward. Interviews P21–P25 contributed additional depth, variation, and refinement to existing categories rather than generating substantively new conceptual categories or altering emerging theoretical relationships. At this point, theoretical saturation was considered to have been achieved.

2.4. Data Collection

Primary data were collected through 25 semi-structured face-to-face interviews conducted between January and December 2025. Semi-structured interviewing was selected because it provided sufficient consistency across participants while allowing flexibility to explore individual experiences, interpretations, and emergent strategic insights in depth (Charmaz, 2006). An interview protocol was developed to examine participants' experiences across multiple crisis phases, including pre-crisis preparedness, strategic decision-making during disruption, financial and operational responses, workforce management, organizational coordination, stakeholder communication, and post-crisis learning.

Examples of interview questions included: "How did your organization prepare for potential disruptions prior to the COVID-19 pandemic?", "What were the most important strategic decisions made during the crisis?", "How did the organization balance operational continuity with financial sustainability?", and "What lessons from the crisis have been retained and incorporated into future preparedness efforts?". These questions were used flexibly, allowing probes and follow-up questions to explore participants' experiences in greater depth. This temporal structure supported exploration of crisis management as an interconnected strategic process rather than a single disruptive event.

Each interview lasted approximately 60 min. Interviews were audio-recorded with participant consent and transcribed verbatim. Participants were interviewed in either English or Indonesian, depending on individual preference, to facilitate natural communication and richer contextual expression. Interviews conducted in Indonesian were translated into English by the researcher, who is proficient in both languages. Translation prioritized conceptual equivalence and preservation of contextual meaning rather than literal word-for-word conversion. To enhance accuracy, translated excerpts were reviewed against the original transcripts during analysis to ensure consistency of meaning and interpretation.

Consistent with constructivist grounded theory, data collection and analysis occurred iteratively rather than sequentially (Charmaz, 2006; Charmaz & Thornberg, 2021). Insights emerging from earlier interviews informed refinement of subsequent questioning and theoretical sampling decisions as conceptual understanding evolved. To enhance interpretive sensitivity, interview data were supplemented with reflexive field notes, observational insights, and ongoing memo-writing throughout the research process.

2.5. Data Analysis

Data analysis followed the iterative principles of constructivist grounded theory, with coding conducted concurrently alongside data collection (Charmaz, 2006; Charmaz & Thornberg, 2021). This concurrent analytical process allowed emerging insights to inform subsequent interviews, theoretical sampling decisions, and ongoing conceptual refinement. Figure 1 presents the coding development process, illustrating how raw interview data were analyzed through initial coding, focused coding, and theoretical coding to generate the emergent theoretical explanation of strategic crisis management across pre-crisis, during-crisis, and post-crisis phases.

The analysis proceeded through three coding stages. First, initial coding involved line-by-line examination of interview transcripts to identify actions, meanings, interpretations, and strategic responses expressed by participants. This stage remained closely grounded in participants' language and experiences, allowing conceptual sensitivity to emerge inductively without imposing predefined categories. Second, focused coding was undertaken to synthesize recurring patterns and analytically significant concepts into higher-order categories. This phase facilitated movement from fragmented observations toward more coherent conceptual organization. Third, theoretical coding was used to examine relationships among focused categories and integrate them into an emergent

theoretical explanation of strategic crisis management across crisis phases. This stage supported conceptual linkage between preparedness, coordinated crisis response, and post-crisis organizational learning.

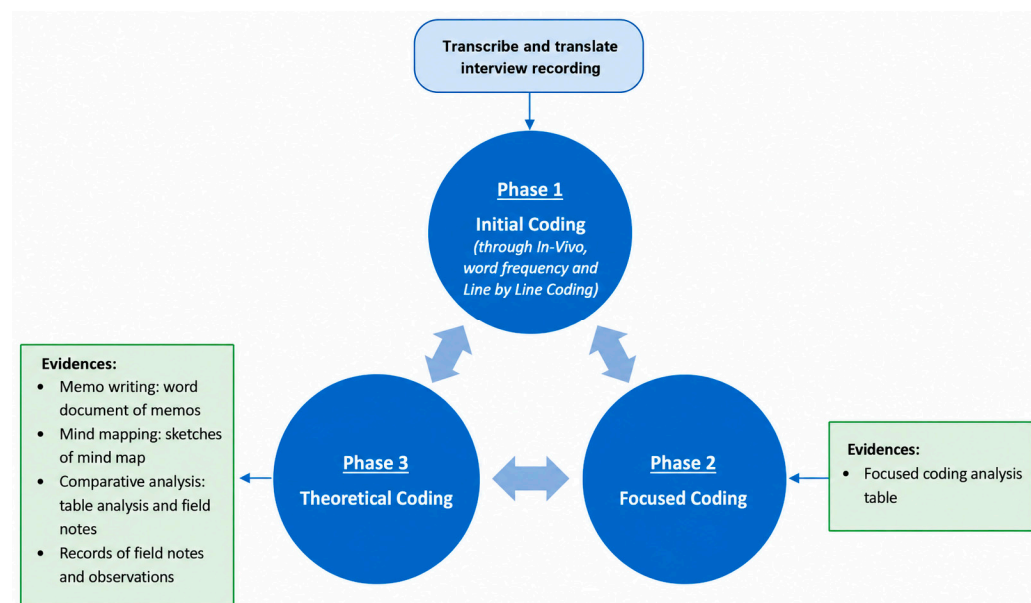


Figure 1. Coding Development Process from Raw Data to Theoretical Dimensions. (Adapted with permission from Tan (2024). Copyright © 2024 Jacob D. Tan.).

Throughout the analytical process, the constant comparative method was applied to examine similarities and differences across participant accounts, organizational roles, and crisis experiences (Charmaz, 2006). Analytical memo-writing was maintained throughout data analysis to document conceptual development, challenge interpretive assumptions, and support theoretical refinement. Coding decisions, category development, theoretical insights, and emerging interpretations were systematically documented as part of an audit trail that recorded the progression from initial codes to focused categories and ultimately to the emergent theoretical framework.

Data coding and analysis were conducted manually by the researcher to facilitate close engagement with the data and enable continuous interaction between coding, memo-writing, theoretical sampling, and conceptual development.

2.6. Research Rigour and Trustworthiness

To strengthen methodological rigor, this study applied the qualitative trustworthiness criteria of credibility, dependability, confirmability, and transferability (Lincoln & Guba, 1985).

Credibility was enhanced through prolonged engagement with the dataset, iterative comparison across interviews, theoretical sampling, and triangulation across interview transcripts, field notes, observational insights, and analytical memos. The inclusion of participants from multiple organizational levels and governance perspectives further strengthened interpretive depth through cross-perspective comparison. Credibility was also supported through member-checking, whereby selected participants were invited to review and comment on preliminary interpretations and thematic summaries to ensure that the findings accurately reflected their experiences and perspectives.

Dependability was supported through systematic documentation of methodological decisions, interview procedures, coding development, sampling evolution, analytical memos, and theoretical refinement. These records formed an audit trail that enhanced procedural transparency and allowed the progression of the analysis to be traced throughout the research process.

Confirmability was addressed through ongoing reflexive practice, whereby the researcher continuously examined interpretive assumptions, analytical positioning, and potential sources of bias throughout the study. Reflexive memos were maintained to document analytical decisions and support critical self-reflection during theory development. In addition, emerging interpretations and category development were periodically discussed with academic supervisors through peer debriefing, providing opportunities for critical reflection, alternative interpretations, and analytical refinement.

Transferability was supported through rich contextual description of the research setting, participant roles, organizational characteristics, and industry context, enabling readers to assess the applicability of the findings to comparable hospitality and service-sector environments.

Collectively, these procedures enhanced the methodological rigor and interpretive trustworthiness of the study.

3. Results

The results revealed three interrelated temporal dimensions of strategic crisis management within Jakarta's five-star hotel sector: pre-crisis strategic preparedness, during-crisis coordinated strategic response, and post-crisis strategic renewal through organizational learning. Participants consistently described crisis management not as a discrete emergency function, but as an evolving strategic organizational process shaped by prior assumptions, adaptive responses, and subsequent organizational learning. These dimensions emerged through participants' reflections on how crisis experiences reshaped strategic thinking before, during, and after prolonged disruption.

3.1. Pre-Crisis Strategic Insights: Strengthening Strategic Preparedness

3.1.1. From Static Preparedness to Adaptive Readiness

Participant narratives suggested that some form of crisis preparedness existed prior to the COVID-19 pandemic; however, these arrangements were generally designed for familiar operational disruptions rather than prolonged systemic crises. Existing contingency measures were commonly oriented toward localized emergencies, short-term occupancy decline, operational incidents, or episodic business interruption. Although such arrangements created a perception of preparedness, participants described them as insufficient for a crisis of the scale and duration experienced during the pandemic. One participant explained:

"Before COVID, we thought we were prepared because we already had procedures for emergencies, operational disruptions, or temporary market downturns. But COVID was different. It was not something that lasted for a few days or weeks—it completely changed the business environment." (N11, Hotel Manager)

Across interviews, participants described pre-pandemic planning as being shaped by prior experience rather than anticipation of unfamiliar disruption. As one participant reflected:

"Most companies prepare based on what they already know. If you have experienced a crisis before, you prepare for something similar. But when something entirely different happens, you realize those plans are no longer enough." (N25, Corporate General Manager)

While participants broadly agreed that pre-pandemic preparedness was insufficient for a prolonged systemic crisis, differences emerged in how this limitation was interpreted. Operational leaders, such as hotel managers and departmental executives, tended to emphasize the inadequacy of existing contingency procedures when confronted with unprecedented operational disruption. In contrast, corporate and senior executive participants more fre-

quently reflected on the limitations of experience-based planning assumptions, highlighting how preparedness was often anchored in past crises rather than future uncertainty.

These accounts suggest that the primary challenge was not the absence of preparedness itself, but the nature of preparedness being pursued. Existing approaches were largely static, relying on predefined plans and familiar crisis scenarios, whereas the pandemic exposed the need for a more adaptive form of readiness capable of responding to unfamiliar and evolving conditions. Participants therefore described a shift from viewing preparedness as the development of crisis-specific plans toward understanding preparedness as the organizational capacity to respond effectively to uncertainty that cannot be fully anticipated in advance.

Across participant accounts, preparedness prior to the pandemic was ultimately described as relatively narrow in scope, with greater emphasis on familiar operational contingencies than on broader strategic uncertainty. The pandemic experience prompted participants to reconsider preparedness as a dynamic and adaptive capability rather than as a collection of predefined crisis procedures.

3.1.2. Environmental Sensemaking as Strategic Preparedness

A prominent pre-crisis insight concerned the importance of stronger environmental awareness and earlier recognition of emerging disruption. Participants described preparedness not simply as maintaining contingency procedures, but as developing organizational sensitivity to external signals such as regulatory changes, economic shifts, public health developments, geopolitical uncertainty, and market disruption. A chief operating officer described this perspective:

“The approach begins with heightened awareness of situational changes, focusing on what is essential, making data-driven decisions, maintaining sufficient cash reserves, and continuously evaluating whether strategies need to be adjusted.”
(N4, Chief Operating Officer)

Participants increasingly framed preparedness as an active strategic process rather than reliance on static crisis plans. A senior executive emphasized the importance of broader external awareness:

“Management cannot only focus internally. You need to monitor what is happening outside the business—regulations, economic conditions, travel restrictions, even things happening globally—because those can affect hotel operations very quickly.” (N10, Vice President)

Although participants consistently emphasized the importance of environmental awareness, differences emerged regarding its primary purpose. Senior executives and corporate leaders tended to view environmental monitoring as a strategic mechanism for anticipating emerging threats and informing long-term decision-making. In contrast, operational leaders more frequently emphasized its role in supporting rapid adaptation to changing market conditions, regulatory requirements, and customer behavior. These perspectives suggest that environmental awareness functioned simultaneously as both a strategic and an operational capability.

More importantly, participants did not describe environmental scanning as a separate activity conducted alongside preparedness. Rather, they viewed the ability to interpret external developments and recognize early signals of disruption as an integral component of preparedness itself. In this sense, preparedness extended beyond the existence of contingency plans and resources to encompass ongoing sensemaking processes that enabled organizations to detect change, evaluate its potential implications, and adjust strategic priorities accordingly.

These accounts indicate a shift from viewing preparedness as a static condition to understanding it as a continuous process of environmental sensemaking. For participants, the ability to monitor, interpret, and respond to evolving external conditions emerged as a critical capability for managing uncertainty in an increasingly volatile hospitality environment.

3.1.3. Crisis Preparedness as a Continuous Strategic Capability

Beyond strengthening environmental awareness, participants described a fundamental shift in how crisis preparedness was conceptualized. Rather than viewing preparedness as a periodic planning exercise activated only during times of disruption, participants increasingly regarded it as an ongoing strategic capability embedded within everyday leadership practices and organizational decision-making. As one executive observed:

“What COVID taught us is that crisis management cannot be something you only discuss when a crisis happens. It has to become part of how management thinks continuously because disruption can happen at any time.” (N9, Chief Operating Officer)

Adaptability emerged as a central characteristic of this broader understanding of preparedness. Participants emphasized that preparedness was not defined solely by the existence of formal crisis plans but by an organization’s ability to adjust effectively to changing circumstances. One participant explained:

“Preparedness means being ready to adapt, not just having a written plan.” (N16, Director of Rooms)

Another important dimension concerned decision readiness. Participants reflected that organizational responses during the pandemic were occasionally slowed by uncertainty surrounding decision authority, escalation procedures, and strategic priorities. Consequently, many emphasized the importance of establishing clear governance structures and decision-making mechanisms before crises occur. As one participant noted:

“During a crisis, you cannot spend too much time debating what to do. Organizations need clearer structures for faster decisions before disruption happens.” (N25, Corporate General Manager)

Financial preparedness was also consistently identified as a critical element of crisis readiness. Participants highlighted the importance of maintaining financial reserves and resource flexibility before disruption occurs, viewing these resources as essential buffers that enable organizations to absorb shocks and sustain operations under adverse conditions. As one participant explained:

“After the pandemic, we always think about liquidity. If something unexpected happens again, we must have reserves that allow us to survive.” (N13, Director of Human Resources)

Although participants emphasized different dimensions of preparedness, a shared pattern emerged across organizational roles. Corporate executives tended to focus on strategic governance, decision-making structures, and long-term resilience, whereas operational leaders more frequently emphasized adaptability and implementation readiness. Collectively, these perspectives suggest that preparedness was no longer viewed as a discrete planning activity but as a multidimensional organizational capability encompassing environmental awareness, adaptability, decision readiness, and financial preparedness.

Taken together, these accounts reveal a broader reconceptualization of preparedness following the pandemic experience. Rather than being activated only in response to disruption, preparedness was increasingly understood as a continuous strategic capability that

enables organizations to anticipate uncertainty, mobilize resources, and respond effectively to emerging challenges.

3.2. *During-Crisis Strategic Insights: Coordinated Strategic Response*

While pre-crisis insights emphasized anticipatory preparedness, participants described crisis-period management as requiring coordinated strategic responses under acute uncertainty. During the pandemic, leadership teams were required to respond rapidly to severe revenue disruption, evolving operational constraints, workforce pressures, and changing guest expectations. Participants consistently described crisis response not as an isolated emergency action, but as an integrated process requiring alignment across financial, operational, and human dimensions.

3.2.1. Liquidity Discipline and Financial Survival

Participant narratives highlighted financial management as one of the most critical priorities during the acute crisis period. The abrupt collapse in occupancy, business travel, meetings, and events created immediate revenue shocks, while many fixed obligations remained unchanged. Participants emphasized that hotel organizations are particularly vulnerable during severe disruption because asset-intensive operations continue to generate maintenance, infrastructure, and financing obligations even when demand declines sharply. One participant explained:

“People often forget that hotels are essentially property businesses. Operational margins are relatively small compared to the value of the asset. Revenue must be sufficient to support maintenance, financing costs, and other obligations.” (N9, Chief Operating Officer)

These accounts suggest that the financial challenges confronting hotels extended beyond short-term revenue decline. Participants described how the asset-intensive nature of luxury hospitality constrained managerial flexibility during the crisis, requiring organizations to balance immediate cash preservation against the long-term protection of physical assets and operational capabilities.

This structural exposure became particularly visible during prolonged disruption. Participants noted that even when demand collapsed, maintaining limited operations was sometimes strategically preferable to full closure because prolonged inactivity could create additional operational and asset deterioration costs. An industry association leader explained:

“When COVID-19 hit, everyone was affected. An empty hotel is actually riskier from a maintenance perspective. A large building that is not occupied deteriorates more quickly. Water systems, electricity, and central air conditioning still require maintenance. If they are shut down for too long, the cost of revitalizing them later becomes much higher.” (N1, Chairman, Indonesian Hotel and Restaurant Association)

Although liquidity preservation emerged as a recurring theme, differences emerged in how financial survival was approached. Corporate executives and owners tended to focus on cash preservation, capital protection, and long-term organizational endurance. In contrast, operational leaders more frequently emphasized balancing cost reductions with the need to sustain minimum service levels and operational continuity. These differing perspectives reflected the tension between immediate financial survival and maintaining organizational readiness for eventual recovery.

Participants described a range of financial response measures, including expenditure reduction, delayed capital spending, supplier renegotiation, intensified cash-flow monitoring, and more cautious investment decisions. Rather than viewing these actions solely

as cost-cutting measures, participants framed them as strategic efforts to preserve organizational continuity under prolonged uncertainty. Liquidity discipline therefore emerged not simply as a financial control mechanism, but as a critical capability that enabled organizations to maintain flexibility, absorb shocks, and sustain operations throughout the crisis period.

3.2.2. Operational Adaptation and Service Continuity

Participants also highlighted the importance of rapid operational adaptation in response to changing regulations, fluctuating demand, and evolving guest expectations. Crisis response required continuous adjustment rather than a one-time operational intervention. Participants described modifications across multiple service areas, including staffing arrangements, food and beverage operations, hygiene protocols, guest interaction procedures, and service workflows. A hotel manager explained:

At the beginning, everything changed very quickly. Regulations changed, guest expectations changed, operational rules changed. Management had to keep adjusting because what worked one month might no longer work the next." (N11, Hotel Manager)

These accounts suggest that operational adaptation was not viewed as a temporary response to disruption but as an ongoing process of organizational adjustment. Participants described operating in an environment where external conditions evolved rapidly, requiring frequent reassessment of procedures, priorities, and resource allocation. As a result, flexibility became increasingly important for maintaining service continuity under uncertain conditions.

Maintaining guest confidence emerged as another important operational priority. Participants emphasized that visible health and safety practices were necessary not only for regulatory compliance, but also for preserving trust and encouraging continued patronage. One participant stated:

"Guests needed to feel safe. It was not enough to say that the hotel was operating safely—we had to demonstrate it through actual operational practices that people could see and experience." (N16, Director of Rooms)

Although participants broadly agreed on the importance of guest confidence, differences emerged regarding how it was achieved. Operational leaders tended to emphasize frontline service delivery, hygiene protocols, and guest-facing procedures, whereas senior executives more frequently viewed guest confidence as a strategic prerequisite for demand recovery and long-term business sustainability. This distinction suggests that operational adaptation functioned simultaneously as a service management requirement and a broader recovery strategy.

Operational efficiency also became subject to greater scrutiny during crisis conditions. Participants described intensified attention to purchasing discipline, staffing allocation, energy consumption, and workflow efficiency, reflecting the close relationship between operational decisions and financial performance. A participant explained:

"The crisis forced us to become much more disciplined operationally. We reviewed everything—staff scheduling, purchasing, utilities, service workflows—because every operational decision had financial consequences." (N24, Senior Food & Beverage Manager)

Rather than viewing operational adaptation and financial survival as separate challenges, participants frequently described them as closely interconnected. Operational decisions were evaluated not only in terms of service quality and regulatory compliance but also in terms of their financial implications. This required organizations to balance

multiple objectives simultaneously, including maintaining service standards, preserving guest confidence, complying with changing regulations, and controlling costs.

Overall, these accounts indicate that operational adaptation during the crisis extended beyond procedural adjustment. Participants described it as a continuous balancing process through which organizations sought to maintain service continuity while responding to evolving external conditions, protecting guest trust, and preserving financial viability.

3.2.3. Workforce Adaptability and Leadership Coordination

Across interviews, participants emphasized that hospitality operations remain fundamentally dependent on people, making workforce flexibility, communication, and leadership responsiveness central to organizational continuity during the crisis. While technology supported operational adjustments, participants stressed that service delivery in luxury hospitality remained highly reliant on human interaction and employee engagement. One participant explained:

“Hotels operate around the clock and rely heavily on people. Technology can support operations, but it cannot replace the human element in hotels.” (N6, Executive Assistant Manager)

These accounts suggest that the pandemic challenged organizations not only operationally but also in their ability to mobilize and coordinate human resources under conditions of uncertainty. Participants frequently described workforce adaptability as a critical capability that enabled organizations to sustain service operations despite significant staffing constraints and rapidly changing circumstances.

Participants described multiple workforce-related responses, including role flexibility, cross-functional task redistribution, adjusted staffing models, communication initiatives, and efforts to sustain morale under uncertainty. Cross-functional adaptability emerged as particularly important when organizations were required to continue operating with reduced resources. A participant reflected:

“People had to become much more flexible. During the crisis, employees often handled responsibilities outside their normal roles because operations had to continue with fewer resources.” (N22, Human Resources Director)

Although participants recognized the importance of workforce adaptability, differences emerged in how it was perceived across organizational roles. Human resource leaders tended to emphasize employee flexibility, capability development, and workforce resilience, whereas operational managers focused more on maintaining service continuity despite reduced staffing levels. These perspectives suggest that workforce adaptability functioned both as a human resource capability and as an operational necessity during the crisis.

Leadership communication was also consistently identified as a critical component of crisis response. Participants emphasized that uncertainty heightened the need for visible and transparent communication to reduce anxiety, maintain trust, and support organizational alignment. One participant noted:

“When people are uncertain, silence creates fear. Leadership had to communicate clearly, even when we did not have all the answers.” (N8, Director of Human Resources)

Beyond information sharing, participants described leadership communication as an important mechanism for sustaining employee confidence and organizational cohesion during prolonged disruption. Several participants suggested that effective leadership was characterized less by having complete answers and more by maintaining visibility, transparency, and consistency throughout periods of uncertainty.

Workforce well-being was similarly viewed as closely connected to service continuity and business recovery. Participants emphasized that employee welfare, motivation, and engagement directly influenced guest experiences and organizational performance. As one shareholder summarized:

“Leaders take care of employees, employees take care of guests, and guests take care of business.” (N19, Shareholder)

Viewed collectively, these accounts highlight the central role of human adaptability and leadership coordination in sustaining organizational performance during the crisis. Rather than viewing employees solely as operational resources, participants increasingly described workforce capability, leadership communication, and employee well-being as interconnected elements of organizational resilience and service continuity.

3.2.4. Cross-Functional Strategic Alignment

Beyond individual response measures, participants revealed that effective crisis response required coordinated alignment across organizational functions rather than fragmented departmental action. Participants described how financial decisions affected operational continuity, how workforce management influenced service delivery, and how leadership communication shaped organizational responsiveness. As one participant explained:

“Crisis management cannot be handled by one department. Finance, operations, HR, leadership—everything has to move together, otherwise the response becomes fragmented.” (N25, Corporate General Manager)

These accounts suggest that crisis response was not experienced as a series of independent functional activities but as an interconnected organizational process. Participants frequently noted that decisions made within one area of the organization often generated consequences for other functions, requiring continuous coordination and shared situational awareness across leadership teams.

Another participant emphasized the importance of maintaining common priorities across organizational levels and departments:

“The biggest challenge was not just making decisions, but making sure everyone understood the priorities and moved in the same direction.” (N10, Vice President)

While participants emphasized the importance of organizational alignment, differences emerged regarding where coordination challenges were most visible. Senior executives and corporate leaders tended to emphasize strategic prioritization and organizational coherence, whereas operational managers focused more on translating strategic decisions into coordinated frontline action. These perspectives indicate that cross-functional alignment requires both strategic integration at the leadership level and operational integration throughout the organization.

Participants further revealed that the effectiveness of financial controls, operational adaptations, and workforce initiatives often depended on the degree of coordination between functions. Cost-reduction measures, for example, could affect staffing capacity and service quality, while operational changes frequently require corresponding adjustments in workforce deployment and communication practices. As a result, crisis response was described as a balancing process in which decisions could not be evaluated solely from the perspective of a single department or organizational objective.

These findings indicate that cross-functional alignment served as an integrating mechanism that connected financial management, operational adaptation, and workforce coordination during the crisis. Rather than viewing these dimensions as separate response activities, participants described them as mutually dependent elements of a coordinated

strategic response. This alignment enabled organizations to respond more rapidly, prioritize resources more effectively, and maintain organizational coherence under conditions of prolonged uncertainty.

3.3. Post-Crisis Strategic Insights: Strategic Renewal Through Organizational Learning

Participants consistently revealed that the conclusion of the acute crisis period did not result in a simple return to pre-pandemic operating practices. Instead, post-crisis reflections revealed a broader process of strategic reassessment, in which organizations evaluated which crisis-era practices should be retained, strengthened internal capabilities, and reoriented managerial thinking toward future uncertainty. Participants described post-crisis management not merely as operational recovery, but as a process of organizational learning and strategic renewal.

3.3.1. Retention of Effective Crisis Practices

Participants reported that not all crisis-period practices were viewed as temporary emergency responses. Instead, organizations selectively retained practices that had improved operational discipline, decision-making responsiveness, and financial awareness during the pandemic. One participant explained:

“Not everything we did during the crisis should disappear afterward. Some of the practices actually made us stronger and more disciplined, so those should remain.” (N11, Hotel Manager)

These accounts suggest that post-crisis recovery was not characterized by a simple return to pre-pandemic operating routines. Rather, participants described a process of evaluating which crisis-period practices continued to provide value under more stable conditions. In this sense, recovery involved selective retention rather than wholesale restoration of previous organizational practices.

Financial discipline emerged as one of the most frequently retained lessons. Participants described a lasting shift in managerial attitudes toward expenditure management, liquidity awareness, and financial risk sensitivity. A participant reflected:

“Before COVID, we might have been more comfortable taking financial risks because business conditions felt stable. After the crisis, financial discipline became a much stronger management priority.” (N25, Corporate General Manager)

Participants also suggested maintaining more rigorous evaluation of investments, expenditures, and resource allocation decisions. As one executive noted:

“The crisis forced management to question spending decisions much more carefully. That discipline should not disappear simply because conditions improve.” (N10, Vice President)

While participants generally agreed on the importance of preserving effective practices developed during the crisis, they differed in their views on which practices were most valuable. Senior executives and owners primarily emphasized financial discipline, strategic decision-making, and risk management, whereas operational leaders more often highlighted gains in responsiveness, coordination, and operational efficiency. These differences indicate that organizational learning occurred at multiple levels, with each group retaining lessons that reflected its specific roles and experiences during the crisis. Although most participants supported maintaining stronger financial discipline, several cautioned that overly stringent cost-control measures could limit innovation and undermine service quality.

More broadly, participants described retention as a deliberate learning process through which successful crisis responses became embedded within routine managerial practice. Rather than viewing these practices as temporary adaptations, organizations increasingly

incorporated them into everyday decision-making, thereby strengthening their preparedness for future uncertainty.

Taken together, these accounts indicate that post-crisis learning extended beyond documenting lessons learned. Participants described a process of institutionalizing effective crisis-era practices, transforming short-term responses into enduring organizational capabilities. In doing so, crisis experience became a source of future preparedness rather than merely an event to be recovered from.

3.3.2. Strengthening Internal Organizational Capability

Participants also described efforts to strengthen internal organizational capabilities following the crisis. The pandemic exposed limitations in preparedness, communication, decision-making, responsiveness, and operational flexibility, prompting organizations to reassess and refine internal systems to better navigate future uncertainty. One participant explained:

“COVID exposed many organizational blind spots. Afterward, management became much more focused on building stronger systems so we would not be caught unprepared in the same way again.” (N25, Corporate General Manager)

These accounts suggest that post-crisis learning extended beyond identifying shortcomings. Participants described a deliberate effort to convert crisis experiences into organizational improvements, reflecting a shift from short-term recovery toward longer-term capability development. Rather than restoring pre-pandemic routines, organizations sought to strengthen internal structures that would improve their ability to anticipate, coordinate, and respond to future disruptions.

Participants described increased attention to clearer escalation processes, faster decision pathways, stronger communication practices, and more structured approaches to uncertainty management. A hotel manager stated:

“Previously, some decisions were made reactively because no one expected something of that scale. Afterward, there was more emphasis on having clearer frameworks for escalation, faster approvals, and stronger coordination.” (N11, Hotel Manager)

Although participants broadly agreed on the need to improve organizational systems, differences emerged regarding the areas requiring the greatest attention. Senior executives tended to emphasize governance structures, decision-making frameworks, and organizational coordination, whereas operational managers more frequently focused on improving responsiveness and reducing procedural bottlenecks. These perspectives suggest that capability development occurred across both strategic and operational levels of the organization.

Workforce capability also emerged as a significant area of post-crisis strengthening. Participants reflected that staffing challenges during the pandemic highlighted the importance of employee flexibility, cross-functional competence, and broader skill development. One participant explained:

“The crisis showed us that rigid role boundaries can become a problem. Teams need broader capability so the organization can remain flexible when conditions change.” (N22, Human Resources Director)

Communication capability was similarly identified as an enduring lesson from the crisis experience. Participants described stronger internal communication structures and greater leadership visibility as important mechanisms for maintaining alignment during periods of uncertainty. As one participant noted:

“One lesson was communication discipline. During uncertainty, employees need clarity, even when the future is uncertain. Better communication structures became a priority afterward.” (N8, Director of Human Resources)

These findings indicate that post-crisis adaptation involved more than operational recovery. Participants described a process of strengthening organizational capabilities by embedding lessons learned into decision-making structures, communication systems, and workforce development practices. In doing so, crisis experiences were transformed into organizational resources that enhanced preparedness and adaptability for future disruptions.

3.3.3. Strategic Reorientation Toward Future Uncertainty

Participants also described a broader shift in managerial thinking following the pandemic. Rather than viewing crises as rare and isolated events, many came to regard uncertainty as a persistent feature of the hospitality environment. This experience prompted a reassessment of strategic assumptions and encouraged a more proactive orientation toward future disruption. One participant reflected:

“Before COVID, many organizations assumed that business conditions would eventually return to normal. After the pandemic, we realized that uncertainty itself has become the new reality.” (N10, Vice President)

These accounts suggest that post-crisis learning extended beyond operational and organizational adjustments to encompass a broader strategic reorientation. Participants described moving away from assumptions of stability and predictability toward a greater acceptance of uncertainty as an ongoing managerial condition. As a result, preparedness was increasingly viewed as a continuous organizational responsibility rather than a periodic planning activity.

Several participants emphasized that future strategy should be developed with greater flexibility and responsiveness. Rather than relying on fixed long-term plans, organizations sought to create structures and processes that could adapt more effectively to changing conditions. One participant explained:

“The lesson is not that we need better predictions. The lesson is that we need to be able to adapt quickly when conditions change.” (N4, Chief Operating Officer)

Although participants broadly agreed on the need for greater strategic adaptability, differences emerged regarding how this objective should be pursued. Corporate executives and owners tended to emphasize long-term resilience, financial sustainability, and strategic flexibility, whereas operational leaders more frequently focused on organizational agility, workforce adaptability, and service continuity. These differing perspectives indicate that strategic reorientation extended across multiple organizational levels, shaping both long-term strategic priorities and day-to-day operational practices.

Participants also described a growing awareness of a wider range of potential disruptions. While the COVID-19 pandemic served as the immediate catalyst for reflection, many participants highlighted additional sources of uncertainty, including economic volatility, geopolitical tensions, technological developments, regulatory change, and future public health crises. This broader understanding of risk reinforced the importance of continuous environmental scanning and adaptive decision-making as enduring managerial priorities.

Several participants further observed that Jakarta’s position as Indonesia’s primary business and governmental center influenced both crisis response and recovery patterns. Unlike destinations that rely heavily on international leisure tourism, Jakarta benefited from the gradual return of domestic business activity, government-related travel, and corporate demand. Participants suggested that these characteristics contributed to a relatively

stronger recovery trajectory and shaped organizational priorities throughout both the crisis and post-crisis periods.

Taken together, these accounts suggest that the most significant post-crisis outcome was not simply organizational recovery, but a broader reorientation of managerial thinking toward future uncertainty. Participants increasingly viewed crisis management as an ongoing strategic capability through which organizations continuously anticipate change, adapt to disruption, and strengthen preparedness for future challenges. This strategic reorientation created a critical link between organizational learning and future preparedness, illustrating how crisis experiences informed subsequent readiness, response, and adaptation.

The coding process followed the constructivist grounded theory approach outlined in the Methods section, progressing iteratively from initial line-by-line coding of participant narratives to focused conceptual categorization and higher-level theoretical abstraction. Through constant comparison, theoretical sampling, and ongoing memo-writing, participant-derived insights were progressively synthesized into broader strategic interpretations of crisis management across the pre-crisis, during-crisis, and post-crisis phases.

Table 2 illustrates the analytical progression from participants' accounts to the emergent theoretical framework. Initial codes remained closely grounded in participants' descriptions of crisis experiences, managerial actions, and organizational responses. Through focused coding, these observations were consolidated into conceptual categories representing distinct dimensions of strategic crisis management. Subsequently, related categories were integrated into broader strategic insights corresponding to the pre-crisis, during-crisis, and post-crisis phases. Finally, theoretical coding identified the higher-order relationships connecting these phases, resulting in three overarching theoretical dimensions: Continuous Strategic Preparedness, Integrated Strategic Crisis Response, and Strategic Renewal Through Organizational Learning.

Table 2. Constructivist grounded theory coding progression of strategic crisis management insights in Jakarta's five-star hotel sector.

Step 1: Initial Coding (Participant-Derived)	Step 2: Focused Conceptual Categories	Step 3: Higher-Order Categories	Step 4: Emergent Theoretical Dimensions
Prepared for short-term emergencies; existing SOPs for familiar disruptions; assumptions of business continuity; crisis planning based on prior experience; unprepared for prolonged systemic disruption	From Static Preparedness to Adaptive Readiness	Strategic Preparedness	Continuous Strategic Preparedness
Heightened awareness of situational changes; monitoring regulations and market developments; responding to external uncertainty; data-driven awareness; anticipating environmental shifts	Environmental Sensemaking as Strategic Preparedness	Strategic Preparedness	Continuous Strategic Preparedness
Crisis management as continuous strategic thinking; rapid decision readiness; preparedness requiring adaptation; liquidity preparedness; ongoing monitoring and reassessment	Crisis Preparedness as a Continuous Strategic Capability	Strategic Preparedness	Continuous Strategic Preparedness

Table 2. *Cont.*

Step 1: Initial Coding (Participant-Derived)	Step 2: Focused Conceptual Categories	Step 3: Higher-Order Categories	Step 4: Emergent Theoretical Dimensions
Cost control; liquidity preservation; maintaining cash reserves; protecting hotel assets; cautious investment decisions; financial survival planning; managing fixed obligations	Liquidity, Discipline and Financial Survival	Strategic Response	Coordinated Strategic Crisis Response
Continuous operational adjustment; changing service delivery models; hygiene protocol implementation; operational restructuring; maintaining guest confidence; resource efficiency	Operational Adaptation and Service Continuity	Strategic Response	Coordinated Strategic Crisis Response
Workforce flexibility; multitasking roles; employee communication; leadership visibility; employee support; morale maintenance; leadership responsiveness	Workforce Adaptability and Leadership Coordination	Strategic Response	Coordinated Strategic Crisis Response
Finance–operations alignment; cross-department coordination; shared organizational priorities; integrated crisis decision-making; coordinated leadership response	Cross-Functional Strategic Alignment	Strategic Response	Coordinated Strategic Crisis Response
Retaining useful crisis practices; maintaining financial discipline; preserving faster decision-making; continuing adaptive routines; sustaining operational efficiency	Retention of Effective Crisis Practices	Strategic Renewal	Strategic Renewal Through Organizational Learning
Strengthening internal systems; stronger communication practices; clearer escalation pathways; stronger workforce capability; structured organizational learning	Strengthening Internal Organizational Capability	Strategic Renewal	Strategic Renewal Through Organizational Learning
Future crises may differ; uncertainty as an ongoing business condition; preparedness beyond crisis manuals; strategic adaptability; continuous readiness mindsets	Strategic Reorientation Toward Future Uncertainty	Strategic Renewal	Strategic Renewal Through Organizational Learning

As shown in Table 2, the analytical progression moved beyond the identification of discrete crisis management practices toward a more integrated understanding of how hospitality organizations prepare for, respond to, and learn from disruption. The findings suggest that strategic crisis management is not experienced as a series of isolated crisis phases but rather as a continuous and interconnected organizational capability. Specifically, preparedness extended beyond formal planning to encompass adaptive readiness and environmental sensemaking; crisis response was characterized by the coordination of financial, operational, and workforce capabilities through cross-functional alignment; and post-crisis learning contributed to organizational renewal by strengthening internal capabilities and reshaping future preparedness.

Importantly, the theoretical coding revealed dynamic relationships among these dimensions rather than a simple chronological sequence. Participant accounts indicated

that preparedness influenced the effectiveness of crisis response, while crisis experiences generated learning that subsequently informed future preparedness efforts. This cyclical relationship formed the foundation of the emergent theoretical framework presented and discussed in the following section.

4. Discussion

4.1. Reframing Crisis Preparedness as Continuous Strategic Preparedness

The findings suggest that crisis preparedness in hospitality is more appropriately understood as continuous strategic preparedness rather than a discrete pre-crisis planning activity. Participants consistently reported that some form of preparedness existed prior to the COVID-19 pandemic; however, these preparations were largely designed around familiar disruptions, such as operational incidents, temporary market downturns, or localized emergencies. While these arrangements created a perception of readiness, they proved insufficient for addressing the prolonged uncertainty and systemic disruption associated with the pandemic. This finding suggests that preparedness cannot be understood solely through the existence of contingency plans, but must also encompass the organizational capacity to respond effectively to unforeseen and evolving conditions.

This finding both supports and extends existing hospitality crisis management frameworks. Faulkner's (2001) disaster management model and Ritchie's (2004) crisis management framework emphasize the importance of preparedness prior to crisis occurrence, while more recent hospitality studies continue to organize crisis management around pre-crisis, during-crisis, and post-crisis phases (Ghaharian et al., 2021; Prayag et al., 2023). However, participants' experiences suggest that preparedness should not be viewed merely as the first stage of a crisis process. Rather, preparedness emerged as an ongoing organizational capability that continuously shapes how organizations anticipate, interpret, and respond to uncertainty. This finding reinforces the argument that crisis management extends beyond phase-based planning toward a broader strategic capability perspective.

A central component of this capability was environmental sensemaking. Participants emphasized the importance of continuously monitoring regulatory developments, market conditions, economic trends, public health developments, and broader geopolitical uncertainty. This finding aligns with research highlighting the importance of environmental scanning and strategic vigilance in managing uncertainty (Paraskevas & Altinay, 2013; Williams et al., 2017). However, the present study extends this literature by suggesting that environmental sensemaking should not be viewed as a supporting activity undertaken alongside preparedness. Instead, participants viewed the ability to recognize, interpret, and respond to emerging signals as an integral component of preparedness itself.

The findings also resonate with the dynamic capability perspective advanced by Prayag et al. (2023), who argued that organizations activate different capabilities across crisis stages to facilitate adaptation and recovery. Participants in the present study similarly emphasized adaptability as a defining feature of preparedness. However, whereas previous studies have primarily examined capabilities within specific crisis stages, the participants suggest that adaptability should be embedded continuously within organizational decision-making rather than activated only when disruption occurs. This interpretation moves preparedness beyond static planning and toward a more adaptive understanding of organizational readiness.

Decision readiness and financial preparedness emerged as additional dimensions of continuous strategic preparedness. Participants reflected that organizational responses during the pandemic were often constrained by unclear decision authority, delayed escalation processes, and limited resource flexibility. Consequently, preparedness was viewed not only as the ability to anticipate external threats but also as the ability to mobilize decisions

and resources rapidly when disruption occurs. These findings align with Duchek's (2020) conceptualization of organizational resilience, particularly the anticipation phase, which emphasizes the development of capabilities that enable organizations to recognize potential threats and prepare appropriate responses before crises escalate.

Taken together, the findings support the emergent theoretical dimension of Continuous Strategic Preparedness. Rather than representing a phase-specific activity undertaken before disruption occurs, preparedness emerged as a multidimensional organizational capability encompassing adaptive readiness, environmental sensemaking, decision readiness, and financial preparedness. These dimensions function as mutually reinforcing capabilities that enable organizations to anticipate uncertainty, interpret emerging risks, and respond effectively to disruption. In doing so, the findings extend hospitality crisis management scholarship by reconceptualizing preparedness as a continuous strategic capability embedded within organizational decision-making rather than a periodic operational exercise activated only when crises arise.

4.2. Coordinated Strategic Response in Asset-Intensive Luxury Hospitality

The results indicate that effective crisis response within luxury hospitality is best understood as a process of coordinated strategic response rather than a collection of isolated managerial actions. During the COVID-19 crisis, participants described financial management, operational adaptation, workforce coordination, and leadership decision-making as highly interconnected dimensions of organizational response. Rather than functioning independently, these capabilities influenced and reinforced one another throughout the crisis period. This finding suggests that the effectiveness of crisis response depended not solely on the quality of individual interventions, but on the organization's ability to coordinate multiple strategic capabilities under conditions of uncertainty.

A prominent aspect of this coordinated response concerned liquidity discipline and financial survival. Consistent with previous hospitality research, participants emphasized the importance of cash preservation, expenditure control, and financial flexibility during periods of severe disruption (Hao et al., 2020; Jiang & Wen, 2020). However, the findings extend this literature by highlighting the distinctive challenges associated with asset-intensive luxury hospitality operations. Unlike many service businesses, five-star hotels must continue to maintain physical assets, infrastructure systems, and service capabilities even during periods of sharply reduced demand. As a result, financial survival was not simply a matter of reducing costs but involved balancing immediate liquidity preservation against the long-term protection of organizational assets and operational readiness.

The findings also reinforce prior studies emphasizing operational adaptation as a critical response to crisis conditions (Sigala, 2020; Wut et al., 2021). Participants described continuous adjustments to service delivery processes, hygiene practices, staffing arrangements, and operational procedures in response to evolving regulations and changing guest expectations. However, rather than viewing these adaptations as isolated operational responses, participants consistently linked them to broader organizational objectives, including financial sustainability, customer confidence, and long-term business continuity. This suggests that operational adaptation functioned as part of a broader strategic response rather than a purely operational adjustment.

Workforce adaptability and leadership coordination emerged as equally important components of crisis response. The existing hospitality literature has highlighted the significant workforce challenges generated by the pandemic, including staffing disruptions, employee uncertainty, and changing service requirements (Hao et al., 2020; Sharma et al., 2021). Consistent with these studies, participants emphasized the importance of workforce flexibility, cross-functional collaboration, transparent communication, and leadership

visibility. However, the findings further suggest that workforce adaptability should not be viewed solely as a human resource concern. Instead, participants described employee capability and leadership coordination as strategic resources that enabled organizations to sustain service continuity and maintain organizational cohesion throughout the crisis.

Perhaps most importantly, participants consistently emphasized the role of cross-functional alignment in integrating these various response dimensions. Financial decisions affected operational continuity, operational adjustments influenced workforce requirements, and leadership communication shaped organizational responsiveness. This finding aligns with broader crisis management scholarship emphasizing organizational coordination and systemic integration during periods of disruption (Bundy et al., 2017; Williams et al., 2017). However, the present study extends this literature by demonstrating how coordination operates within service-intensive luxury hospitality organizations, where organizational performance depends upon the simultaneous management of financial, operational, human, and service-related considerations.

These findings collectively support the emergent theoretical dimension of Coordinated Strategic Crisis Response. Rather than conceptualizing crisis response as a series of independent actions undertaken during disruption, participant accounts indicate that effective response emerges from the coordination of multiple organizational capabilities. Financial discipline, operational adaptation, workforce flexibility, leadership coordination, and cross-functional alignment functioned as mutually reinforcing dimensions of response, enabling organizations to maintain continuity, preserve strategic flexibility, and navigate prolonged uncertainty. In doing so, the findings extend hospitality crisis management scholarship beyond operational response models toward a more integrated and capability-oriented understanding of crisis response.

4.3. Strategic Renewal Through Organizational Learning

The analysis demonstrates that post-crisis management in hospitality is more appropriately understood as a process of strategic renewal through organizational learning rather than a simple return to pre-crisis operating conditions. Participants consistently indicated that the end of the acute crisis period did not result in the abandonment of crisis-era practices. Instead, organizations selectively retained effective practices, strengthened internal capabilities, and reassessed managerial assumptions regarding uncertainty and disruption. These findings suggest that recovery involved a process of organizational transformation through which crisis experiences became a source of future capability development.

This interpretation extends existing hospitality crisis management research. While hospitality scholarship has frequently examined recovery, resilience, and post-crisis adaptation (Sharma et al., 2021; Farmaki, 2022; Prayag et al., 2023), recovery is often conceptualized as a process of restoring organizational stability and performance following disruption. Participants in the present study described a broader process in which organizations not only recovered from crisis but also reassessed established routines, decision-making approaches, and strategic priorities. Consequently, post-crisis management emerged as a developmental process through which organizations sought to improve future preparedness rather than simply restore previous operating conditions.

A key aspect of this process involved the retention of effective crisis practices. Participants described maintaining greater financial discipline, preserving more responsive decision-making structures, and continuing operational practices that had proven valuable during the pandemic. This finding aligns with organizational learning theory, which suggests that organizations retain and institutionalize successful practices through experience (Argyris & Schön, 1978; Argote, 2013). Rather than viewing crisis responses as temporary

adjustments, participants described a process through which selected crisis-era practices became embedded within routine organizational operations.

The findings further suggest that organizational learning contributed to the strengthening of internal capabilities. Participants reported efforts to improve communication systems, clarify escalation pathways, strengthen workforce flexibility, and enhance organizational coordination. These improvements reflect what [Crossan et al. \(1999\)](#) describe as the institutionalization of learning, whereby individual and collective experiences become incorporated into organizational structures, processes, and routines. From this perspective, post-crisis learning extends beyond reflection and becomes a mechanism for building future organizational capability.

These findings suggest that post-crisis recovery extends beyond operational restoration and involves a deeper process of organizational learning and renewal. Through the selective retention of effective practices, organizations strengthen internal capabilities and reshape managerial assumptions regarding future uncertainty.

The findings also resonate with broader resilience research beyond the hospitality sector. Drawing on evidence from the Christchurch earthquakes, [Hall et al. \(2017\)](#) argue that organizational resilience emerges through adaptive capacity, stakeholder collaboration, learning, and resource reconfiguration rather than through formal planning alone. The present findings extend these observations to luxury hospitality organizations by demonstrating how preparedness, coordinated response, and organizational learning become integrated into a continuous strategic capability rather than remaining discrete crisis management activities.

Collectively, these findings indicate that post-crisis learning functions as a mechanism through which hospitality organizations transform crisis experience into future preparedness, reinforcing the cyclical nature of strategic crisis management.

A particularly significant finding concerns the strategic reorientation of managerial thinking toward future uncertainty. Participants no longer viewed crises as isolated or exceptional events but increasingly regarded uncertainty as a persistent characteristic of the hospitality environment. This shift encouraged greater emphasis on adaptability, continuous environmental monitoring, and proactive preparedness. The finding aligns with [Duchek's \(2020\)](#) resilience framework, which emphasizes adaptation as an essential component of organizational resilience. However, the present study extends this perspective by demonstrating how adaptation is shaped through organizational learning and strategic reinterpretation following crisis experience.

Importantly, the findings also contribute to the distinction between organizational resilience and strategic crisis management. While resilience scholarship focuses on an organization's capacity to anticipate, absorb, adapt to, and recover from disruption ([Duchek, 2020](#); [Southwick et al., 2014](#)), participants described a broader process through which crisis experiences were actively translated into new organizational practices, capabilities, and strategic orientations. In this sense, resilience represents an organizational capability, whereas strategic renewal through organizational learning represents one of the mechanisms through which that capability is strengthened and sustained over time.

Taken together, these findings support the emergent theoretical dimension of Strategic Renewal Through Organizational Learning. Rather than conceptualizing post-crisis recovery as the final stage of a crisis lifecycle, the findings suggest that organizational learning creates a feedback mechanism through which crisis experiences reshape future preparedness. Retained practices, strengthened capabilities, and revised managerial assumptions collectively contribute to future readiness, thereby linking post-crisis learning to subsequent preparedness efforts. This cyclical relationship highlights how strategic crisis

management evolves through continuous learning, adaptation, and renewal rather than through a linear sequence of discrete crisis phases.

4.4. Theoretical Contributions

This study contributes to hospitality crisis management scholarship by proposing an Integrated Strategic Crisis Management Framework for Hospitality Organizations derived from participants' lived experiences and managerial interpretations across pre-crisis, during-crisis, and post-crisis phases. While previous hospitality research has generated important insights into preparedness, crisis response, resilience, adaptation, and recovery (Ritchie, 2004; Leta & Chan, 2021; Ghaharian et al., 2021; Prayag et al., 2023), these dimensions have frequently been examined as relatively discrete areas of inquiry. Consequently, the mechanisms linking preparedness, crisis response, and organizational learning remain insufficiently explained within existing hospitality crisis management scholarship.

Figure 2 presents the emergent framework developed through this study. The framework comprises three interrelated theoretical dimensions: Continuous Strategic Preparedness, Coordinated Strategic Crisis Response, and Strategic Renewal Through Organizational Learning. Together, these dimensions provide an integrated explanation of how hospitality organizations anticipate, respond to, and learn from disruption over time. Unlike existing phase-based frameworks, the proposed model explicitly specifies the mechanisms through which preparedness influences response and through which organizational learning subsequently reshapes future preparedness.

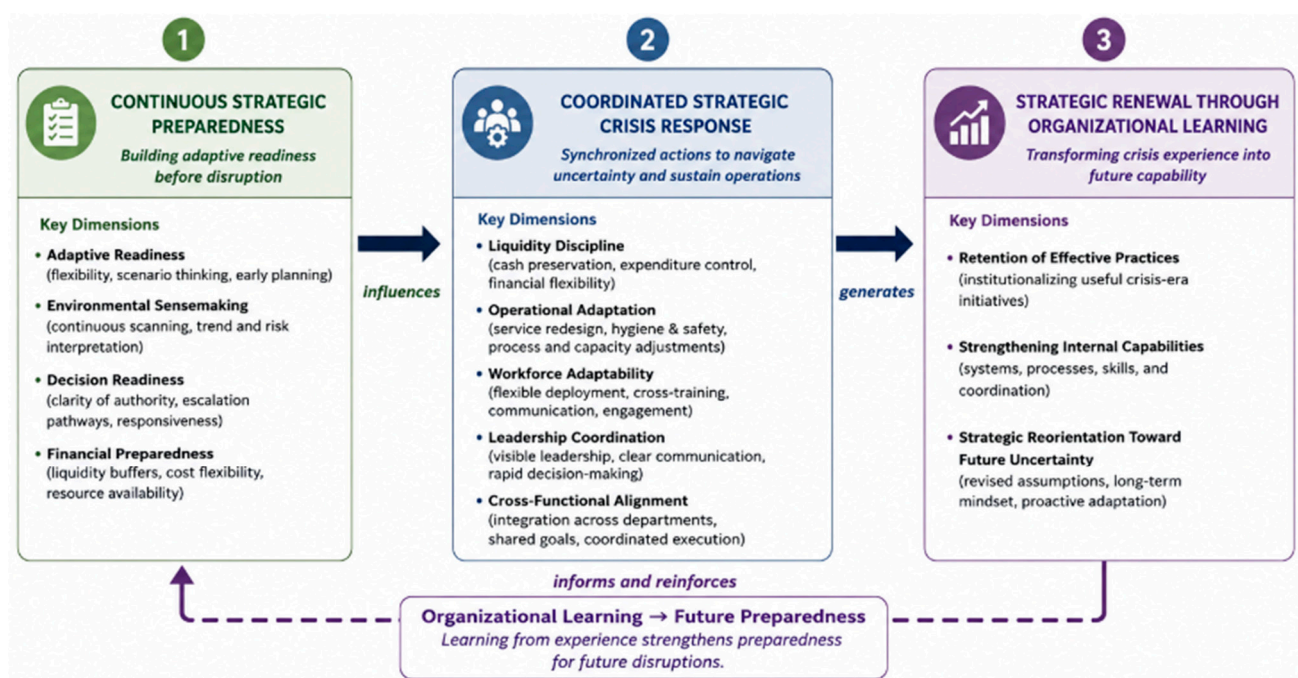


Figure 2. Integrated Strategic Crisis Management Framework: A Cyclical Capability Model for Hospitality Organizations.

The primary theoretical contribution of this study is the reconceptualization of crisis management as an integrated strategic capability rather than a phase-based operational process. Existing hospitality crisis management frameworks have typically organized crisis management around temporal stages such as pre-crisis, crisis response, and post-crisis recovery (Faulkner, 2001; Ritchie, 2004; Ghaharian et al., 2021). While these frameworks provide valuable guidance regarding the sequence of organizational activities, they offer less explanation regarding the strategic mechanisms that connect these stages. The present

study suggests that preparedness, response, and learning should not be viewed as independent phases but as interconnected strategic capabilities that continuously influence one another. In doing so, the framework extends existing hospitality crisis management scholarship from a predominantly temporal perspective toward a capability-based understanding of crisis management.

A second contribution concerns the identification of the mechanisms linking preparedness, response, and learning. The results indicate that Continuous Strategic Preparedness shapes the effectiveness of crisis response by influencing organizational awareness, environmental sensemaking, decision readiness, adaptability, and resource availability. In turn, Coordinated Strategic Crisis Response affects the quality and depth of organizational learning by generating experiences, practices, and insights that can be retained, evaluated, and institutionalized after the crisis. Strategic Renewal Through Organizational Learning subsequently influences future preparedness by strengthening internal capabilities, reshaping managerial assumptions, and enhancing organizational readiness for future disruption. Rather than representing a linear sequence, the framework therefore depicts a cyclical and reinforcing process through which strategic crisis management capabilities evolve over time.

The framework also contributes to ongoing discussions surrounding organizational resilience. Within tourism and hospitality research, resilience has increasingly been conceptualized as a dynamic process through which organizations and destinations adapt, recover, and evolve in response to disruption rather than merely returning to pre-crisis conditions. Prayag (2018) argues that resilience and crisis management are closely related but conceptually distinct, with crisis management focusing on actions undertaken before, during, and after disruption, while resilience reflects the capacity to adapt, recover, and potentially transform in response to adversity. Extending this perspective, Hall et al. (2017) emphasize that resilience operates across multiple levels, including individuals, organizations, and destinations, highlighting the importance of adaptive capacity, learning, stakeholder coordination, and resource mobilization. More recently, Prayag et al. (2023) demonstrate that resilience develops through dynamic capabilities that evolve across different stages of a crisis, particularly through resource reconfiguration, organizational learning, and adaptive decision-making. Collectively, these studies suggest that resilience is not simply an outcome of effective crisis management but is continuously developed through preparedness, coordinated response, and post-crisis learning processes.

The present study extends this body of work by providing an empirically grounded explanation of how these processes become integrated into an ongoing strategic crisis management system within hospitality organizations. Although the dimensions identified in this study share similarities with resilience scholarship, they differ in their primary analytical focus. Organizational resilience is commonly defined as an organization's capacity to anticipate, absorb, adapt to, and recover from disruption (Duchek, 2020; Southwick et al., 2014). In contrast, the present framework focuses on the strategic processes through which such capacities are developed, coordinated, and renewed over time. From this perspective, resilience represents an organizational capability or outcome, whereas strategic crisis management represents the ongoing organizational process through which resilience is enacted, strengthened, and sustained.

The framework therefore complements rather than replaces existing resilience theory. Consistent with Prayag (2018) and Prayag et al. (2023), the findings suggest that resilience emerges through continuous cycles of preparedness, adaptation, learning, and renewal. However, the present study contributes additional insight by identifying the strategic mechanisms that connect these processes. Specifically, the findings demonstrate how continuous strategic preparedness shapes the quality of crisis response, how coordinated response gen-

erates organizational learning, and how post-crisis renewal subsequently strengthens future preparedness. In doing so, the framework provides a cyclical explanation of how resilience is developed and sustained within hospitality organizations facing ongoing uncertainty.

Furthermore, the framework contributes to hospitality scholarship by integrating insights from crisis management, organizational resilience, and organizational learning into a single interpretive model. Previous hospitality studies have frequently examined these concepts separately, often emphasizing preparedness, adaptation, resilience, recovery, or innovation in isolation (Leta & Chan, 2021; Sharma et al., 2021; Wut et al., 2021; Sigala, 2024). The present findings suggest that these concepts are more effectively understood as interconnected dimensions of a broader strategic capability through which organizations continuously navigate uncertainty and disruption.

Although derived from the experiences of leaders within Jakarta's five-star hotel sector, the framework offers a theoretically grounded interpretation that may hold relevance for other hospitality segments and service-intensive organizational contexts characterized by operational interdependence, customer trust dependence, and environmental uncertainty. From a constructivist grounded theory perspective, the framework does not claim universal causal generalizability. Rather, it provides a contextually grounded theoretical explanation that may inform future empirical refinement, comparison, and extension across different hospitality settings and crisis contexts.

4.5. Practical Implications

The findings offer several practical implications for hospitality organizations, industry associations, and policymakers. For hotel leaders, the results suggest that crisis management should be embedded as a continuous strategic capability rather than activated only during periods of disruption. This includes establishing systematic environmental scanning processes to monitor emerging risks, maintaining adequate liquidity reserves and financial flexibility, developing cross-functional crisis management teams to improve organizational coordination, investing in workforce cross-training to enhance operational adaptability, and conducting structured post-crisis reviews to ensure that lessons learned are retained and incorporated into future preparedness efforts.

For industry associations, such as the Indonesian Hotel and Restaurant Association (PHRI), the findings highlight the importance of facilitating knowledge-sharing among hospitality organizations, developing crisis preparedness guidelines, and coordinating industry-level learning initiatives that enable organizations to exchange experiences and effective practices during and after crises.

For policymakers, the findings emphasize the value of timely and transparent crisis communication, stronger public-private coordination mechanisms, and policies that support business continuity planning within the hospitality sector. Such initiatives may enhance organizational preparedness, strengthen sector-wide resilience, and improve the industry's capacity to respond effectively to future disruptions.

5. Conclusions

This study examined strategic crisis management across pre-crisis, during-crisis, and post-crisis phases within Jakarta's five-star hotel sector using a constructivist grounded theory approach. Drawing on the experiences and reflections of hospitality leaders and industry stakeholders, the study explored how organizations navigated disruption during the COVID-19 crisis and how those insights informed subsequent preparedness, response, and recovery efforts.

The study demonstrates that strategic crisis management in hospitality is best understood not as a sequence of isolated crisis interventions, but as an integrated and evolving

organizational capability. Across the crisis lifecycle, participants described preparedness, response, and learning as interconnected processes that continuously influenced one another. Crisis preparedness extended beyond contingency planning to encompass adaptive readiness, environmental sensemaking, decision readiness, and financial preparedness. During periods of disruption, effective crisis management depended upon coordinated strategic response through the integration of financial discipline, operational adaptation, workforce adaptability, leadership coordination, and cross-functional alignment. Following the crisis, organizations engaged in strategic renewal by retaining effective practices, strengthening internal capabilities, and reorienting managerial thinking toward future uncertainty.

Based on these findings, this study proposes an Integrated Strategic Crisis Management Framework for Hospitality Organizations comprising three interrelated theoretical dimensions: Continuous Strategic Preparedness, Coordinated Strategic Crisis Response, and Strategic Renewal Through Organizational Learning. Unlike traditional phase-based crisis management frameworks, the proposed model conceptualizes crisis management as a cyclical capability-building process in which preparedness shapes response, response generates organizational learning, and learning subsequently reinforces future preparedness. In doing so, the study extends existing hospitality crisis management scholarship by providing a more integrated explanation of how hospitality organizations anticipate, respond to, and learn from disruption over time.

The study also contributes to broader discussions of organizational resilience and organizational learning within hospitality. Consistent with resilience scholarship, resilience is commonly conceptualized as an organizational capacity or outcome. However, the findings revealed that strategic crisis management represents the ongoing process through which resilience is developed, coordinated, and strengthened. By integrating insights from crisis management, organizational resilience, and organizational learning, the study offers a theoretically grounded interpretation of how hospitality organizations build and sustain capability under conditions of uncertainty.

From a practical perspective, the findings suggest that hospitality organizations should move beyond viewing crisis management as a reactive operational function. Instead, crisis management should be embedded as a continuous strategic capability supported by environmental monitoring, adaptive leadership, financial preparedness, organizational coordination, and systematic organizational learning. Developing these capabilities may strengthen resilience and enhance preparedness for future disruptions in an increasingly uncertain business environment.

Ultimately, the findings suggest that effective crisis management in hospitality is not defined by an organization's ability to react to disruption alone, but by its capacity to continuously prepare for uncertainty, coordinate responses under pressure, and transform crisis experiences into future strategic capability.

6. Limitations and Future Research

Several limitations should be acknowledged when interpreting the findings of this study. First, the study was conducted within Jakarta's five-star hotel sector. Although this context provided a valuable setting for examining strategic crisis management within luxury hospitality organizations, the findings may not be directly transferable to other hospitality segments, such as midscale, budget, independent, or resort-based operations, which may possess different resource structures, organizational characteristics, and crisis management capabilities.

Second, the study primarily reflects the perspectives of senior leaders, executives, owners, and industry representatives. While these participants were well-positioned to provide strategic insights into crisis management, the experiences and perspectives of front-

line employees, middle managers, customers, and other stakeholders were not examined directly. Future studies may benefit from incorporating multiple stakeholder perspectives to develop a more comprehensive understanding of crisis management processes across organizational levels.

Third, the findings are based on retrospective reflections regarding the COVID-19 crisis. Although participants possessed substantial experience and involvement in crisis-related decision-making, retrospective accounts may be influenced by recall bias and post hoc interpretation. Future longitudinal research conducted during emerging crises may provide additional insight into how strategic crisis management evolves in real time.

Fourth, the study focused primarily on the COVID-19 pandemic as a major disruptive event. While many participants emphasized that the resulting lessons extend beyond pandemic-related crises, future research should examine the applicability of the proposed framework across different forms of disruption, including economic crises, geopolitical instability, cybersecurity incidents, environmental disasters, and other sources of uncertainty.

Despite these limitations, the study provides a contextually grounded theoretical explanation of strategic crisis management within hospitality organizations. Future research may further examine the applicability of the Integrated Strategic Crisis Management Framework across different hospitality segments, institutional environments, and national contexts. Comparative studies may also explore how cultural, regulatory, and organizational conditions influence the relationships among Continuous Strategic Preparedness, Coordinated Strategic Crisis Response, and Strategic Renewal Through Organizational Learning. In addition, quantitative research may test the relationships among these dimensions and assess their broader applicability across larger hospitality populations and alternative crisis settings.

Author Contributions: M.P. conceptualized the study, conducted the investigation, collected and analyzed the data, developed the methodology, and prepared the original manuscript draft. D.M.L. contributed to the conceptual development of the study, provided academic supervision, and critically reviewed and revised the manuscript. J.D.T. contributed to the research design, methodological refinement, interpretation of findings, and critical manuscript review. All authors have read and agreed to the published version of the manuscript.

Funding: This research received no external funding.

Institutional Review Board Statement: The study received ethical approval from the Research Ethics Committee of the Faculty of Economics and Business, Universitas Pelita Harapan (Approval No. 336/REC-FEB/2024; approved on 1 November 2024).

Informed Consent Statement: Informed consent was obtained from all subjects involved in the study.

Data Availability Statement: Due to the qualitative nature of this study and the confidentiality commitments made to participants, the interview data are not publicly available. Anonymized data may be made available by the corresponding author upon reasonable request, subject to ethical approval and participant confidentiality considerations.

Conflicts of Interest: The authors declare no conflicts of interest.

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