

UNIVERSITY OF TARTU
Faculty of Social Sciences
School of Economics and Business Administration

Daniil Esaulov

CORPORATE CRISIS MANAGEMENT UNDER EXTERNAL SHOCKS –
THE CASE OF IDA-VIRU COUNTY HOSPITALITY COMPANIES

Bachelor Thesis

Supervisor: Junior lecturer Mark Kantšukov

Tartu 2024

I have written this Bachelor Thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

Table of contents

Introduction	4
1. Crisis management in hospitality companies – theoretical foundations	6
1.1. Causes and stages of corporate crises	6
1.2. Peculiarities of crisis management in hospitality companies	12
1.3. Hospitality companies' responses to crises – overview of previous studies	18
2. Response measures to the crisis in Ida-Viru County hospitality companies – empirical analysis	22
2.1. Methodology and data.....	22
2.2. Results and discussion.....	27
Conclusion	43
References	46
Appendices	51
APPENDIX A. Interview questions to hotel representatives	51
APPENDIX B. Interview questions to the mayor of Narva-Jõesuu	53
Resümee	55

Introduction

“...Estonia’s third-largest city is an intriguing place for a (brief) visit – you’ll find no other place in Estonia quite like it.”

- Lonely Planet

This quote greets visitors of the “Visit Estonia” website when they open a page dedicated to the sights of Ida-Viru County. The city of Narva, which is discussed in the quote from the famous guidebook, is the center of this region, located in Northern Estonia. The region is famous for several reasons, but it is especially worth highlighting its recreational opportunities and the first thing that should be singled out when talking about a vacation in this region is the resort town of Narva-Jõesuu, which has several large Spa hotels. In turn, Narva is also an interesting destination that tourists should visit. The city is known for its rich history and has many interesting sights, including Narva Castle. At the same time, the population of the entire region is just over 130 thousand people (“Statistics by region,” 2023), which does not create sufficient demand to ensure high occupancy of hotels and other tourism facilities all year round. However, it is worth noting that this region is loved not only by locals. Residents from different parts of Estonia come here and there are guests from other EU countries - Latvia, Finland, Sweden, Germany and many other countries (“Visit Estonia,” 2023). Nevertheless, when talking about Ida-Viru County and such cities as Narva and Narva-Jõesuu in particular, it is difficult not to mention Russia, because these cities are located only a few kilometers away from the border with its eastern neighbor. Before the outbreak of the war between Russia and Ukraine in February 2022 these cities were quite popular among Russian citizens. Businesspeople were investing their money in the development of tourism infrastructure in these cities due to quite high demand from Russian tourists among others. However, the situation in the field of tourism in the region has changed a lot after February 2022. Such a strong external shock as the war affected the activities of many businesses in the tourism sector throughout Europe. Most of all, it has affected the countries bordering Russia, and especially the border regions in these countries. Ida-Viru County is just one example that the author suggests looking at more closely.

The author finds this topic relevant and interesting to study because there have been numerous crises in various spheres in recent years, affecting many lives and impacting companies in the hospitality industry. The COVID-19 pandemic can be recalled, which had a huge impact on the lives of each person and on the hospitality industry in particular. Hospitality industry has been forced to innovate and adapt to new changes in the business

environment due to the COVID-19 pandemic (Sharma et al., 2021). Therefore, the ability of local hospitality companies, such as hotels in Narva and Narva-Jõesuu to quickly respond to different types of crises is more important now than ever. For the author, the problem of the impact of different crises on existing businesses in the hospitality industry is also relevant, since he plans to pursue a career in tourism.

The aim of this bachelor thesis is to examine the measures taken by hospitality companies in Ida-Viru County in response to the crisis caused by the outbreak of the Russian-Ukrainian war. The outbreak of the Russian-Ukrainian war was an external shock that caused a drastic decline in tourists from Russia, a market towards which hospitality companies in Ida-Viru County were oriented. Therefore, this study explores how hospitality companies have managed the crisis caused by the external shock to address the decrease in their customer base. Additionally, the author would like to clarify that when referring to hospitality companies, he primarily means hotels and Spa hotels operating in the region.

The author of this thesis will conduct several interviews with managers and CEOs of the hotels and with the mayor of Narva-Jõesuu in order to present a qualitative approach to the study. During the interviews, the author expects to receive answers that will clarify what measures hospitality companies in Ida-Viru County were able to implement to overcome the difficulties caused by the decrease in tourist flow from Russia, as well as learn about the role of the state in helping companies operating in the hospitality industry in this region.

In order to reach the research aim of the thesis, the author formulated the following research tasks:

- to clarify the causes and stages of crises in business organisations;
- to discuss the possible measures for crisis management;
- to provide the approaches and results of previous studies on crisis management in hospitality companies;
- to develop questionnaires for interviews with representatives of Ida-Viru County hospitality companies and a mayor of Narva-Jõesuu;
- to conduct interviews with representatives of Ida-Viru County hospitality companies and a mayor of Narva-Jõesuu;
- to analyze and discuss the results of the empirical study.

The expected outcome for the author after conducting and analyzing the interviews is an in-depth understanding of how hospitality companies operating in Ida-Viru County have adapted to the decrease in tourist flow from Russia due to the Russian-Ukrainian war.

As of today, to the best of the author's knowledge, no studies have yet been conducted in Estonia regarding corporate crisis management in hospitality companies, especially considering the situation that has developed after February 2022. However, the author was able to find several studies in other countries regarding crisis management in the hospitality industry. One of such studies is the study by Bilić et al. (2017) on the topic "Crisis Management in Hotel Business – Insights from Croatia ", in which the authors provide their view on the role of crisis management in the operations of tourism companies in one of the European countries. There is also research on a similar topic by authors Leta and Chan (2021), who in their study presented a synthesis and critical assessment of 88 studies on crisis management in the hospitality industry. However, there is currently no study that could contribute to the understanding of how Estonian companies operating in the hospitality industry adapted to such a crisis as the war between Russia and Ukraine. Therefore, the author of this study would try to fill the existing gap in the research area.

The thesis consists of two chapters: a theoretical part and an empirical part, which will be divided into subchapters. The theoretical part of the thesis will cover the causes and stages of corporate crises and measures that should be implemented during crises in hospitality companies. In addition, the author will analyze scientific studies written previously on similar topics, which will serve as the basis for the empirical part. The empirical part of the thesis will consist of the analysis and synthesis of interviews conducted by the author with representatives of hospitality companies and the mayor of Narva-Jõesuu. The author is confident that his research will be of interest not only to professionals related to the hospitality industry but also to all those people who are interested in tourism and passionate about travel.

Keywords: Hospitality industry, crisis, crisis management.

1. Crisis management in hospitality companies – theoretical foundations

1.1. Causes and stages of corporate crises

In recent years, the entire tourism industry of the world has gone through serious challenges caused by various crises in many spheres of life. The COVID-19 pandemic, which cost the global tourism sector \$2 trillion in lost revenue in 2021 ("United Nations," 2021), should be singled out. Such a high price was paid because many tourist facilities, including hotels, were simply unprepared for such a serious downturn in the flow of tourists (Yacoub & ElHajjar, 2021). This decline did not spare Estonia, which, compared to 3.3 million foreign

tourists in 2019, had only one million visitors in 2020 and just over 800,000 in 2021 (“OECD,” 2022). Moreover, this trend was observed not only in the number of foreign tourists but also in the occupancy of hotels during this period. Compared to 2019, in 2020 and 2021 the number of accommodated tourists decreased by 48% and 43.5%, respectively (“Statistics Estonia,” 2022).

However, the challenges for the Estonian tourism sector have not eased since restrictions on the movement of tourists after COVID-19 began to be lifted. Estonia's tourism industry has also been strongly affected by another international crisis - the war between Russia and Ukraine, because prior to the onset of the COVID-19 pandemic, Russia constituted more than 11% of the total foreign tourist arrivals in Estonia (“European Commission,” 2022). These are just two striking examples from recent times that show that crises play an important role in planning the activities of every organisation engaged in the hospitality industry. In world history, there have been a much larger number of examples of crises that greatly affected the activities of organisations involved in the hospitality industry, and these crises were not always associated with the beginning of wars or pandemics. In this subchapter, the author proposes to consider what can be named a crisis, which methods exist for classifying crises, and what stages are characteristic for each crisis.

Before moving on, it is worth clarifying terminology and looking at how different authors have described a term “crisis”. Crises are characterised by events with low probability but serious consequences that threaten the fundamental goals of an organisation (Weick, 1988). Fearn-Banks (2016) expands the definition and defines a crisis as a significant event that disrupts regular business operations with the potential for adverse consequences that affect an organisation, company or industry, as well as its stakeholders, products, services, or reputation. In the author's understanding, a crisis is an event that negatively affects a significant proportion of companies in a market, each of which cannot influence the original cause of the crisis in any way to prevent it. Thus, a crisis is an event that is always beyond the control of an individual organisation and is often characterised by its unexpectedness for most market participants. In the research the author will mainly adhere to the approach to defining a crisis as an external phenomenon. Nevertheless, it is important to note that some authors use the term “crisis” to refer to internal events of the company that may negatively affect its activities. Therefore, there are several approaches to categorising crises. First of all, they can be divided into two broad categories by their causes – external or internal (Dubrovski, 2009). Further, external causes might be divided into natural, where

humans have little or no influence, or man-made, which are directly influenced by humans (de Sausmarez, 2007). Figure 1 can be used to clearly see the classification of crises by their causes.

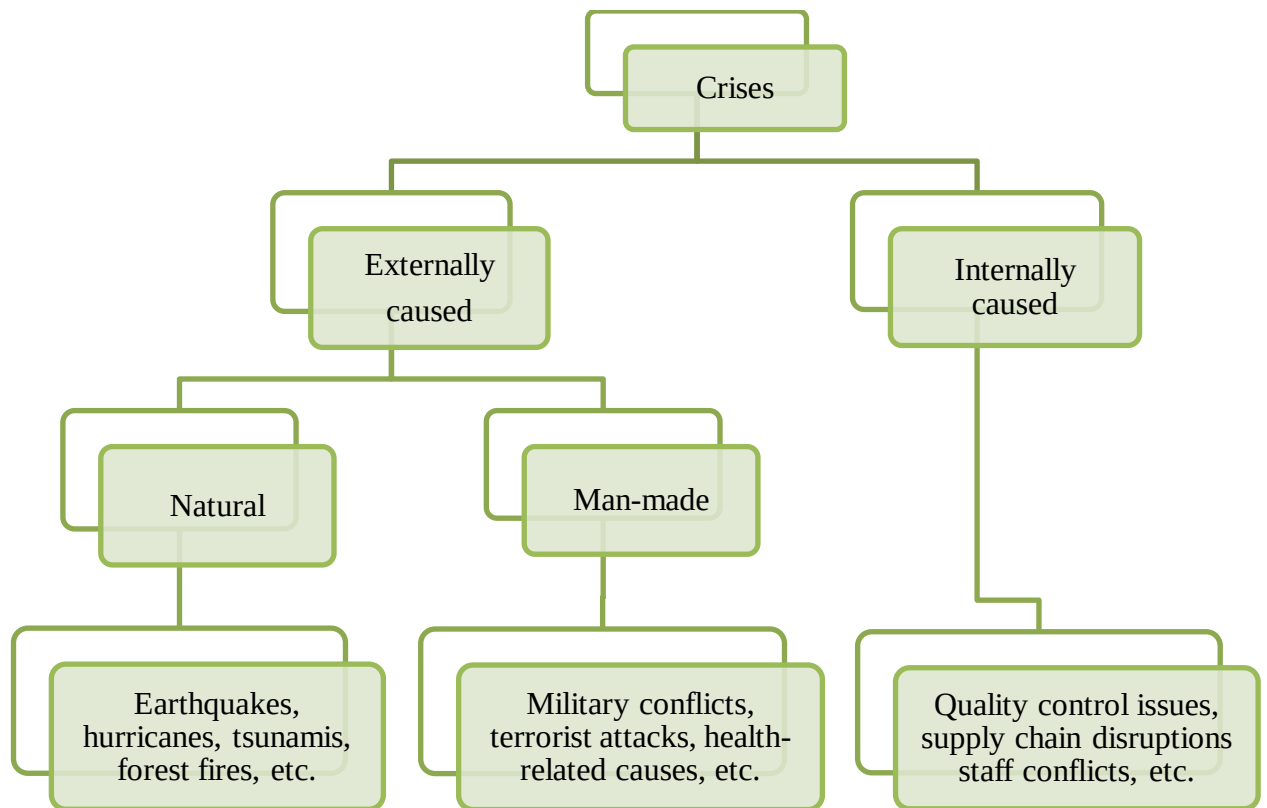


Figure 1. Illustration of classification of crises

Source: Compiled by the author

Crises can also be categorised according to the reasons that caused them. Henderson (2007) defines the following reasons among the most common:

- financial and economic causes (decline in economic performance or currency devaluation);
- political causes (political instability);
- social causes (social upheaval, increased unemployment);
- military conflicts or terrorist attacks;
- health-related causes (epidemics and pandemics);
- natural apocalypses (natural disasters);
- technogenic disasters;
- environmental incidents;
- cyber attacks.

However, regardless of the cause of the crisis, every crisis goes through three stages. The first stage is the pre-crisis period, the duration of which may vary depending on the cause of the crisis. The second stage is the crisis itself, which is usually not long in duration. And the third stage is usually the longest and most devastating for businesses - the post-crisis period, the duration of which directly depends on the degree of preparation of a particular business. (de Sausmarez, 2007)

The pre-crisis period serves as a springboard for preparing for a possible future crisis and is needed for detailed planning of actions that will be taken by the business in the event of a crisis (Burhan et al., 2021). However, as studies (Bilić et al., 2017; Leta & Chan, 2021) show, companies operating in the hospitality industry do not always pay enough attention to this stage. The pre-crisis period can vary significantly in duration, from a long period to an almost non-existent (Malhotra & Venkatesh, 2009). An example of an almost non-existent pre-crisis period is a sudden natural or technogenic disaster that could not have been expected in the region where the hotel operates. In this case, it would be understandable why companies did not have the opportunity to prepare for it, but such events are rare. One such example could be the explosion in the port of Beirut in August 2020, when hardly anyone could have expected such an event a day or even an hour before the incident. Therefore, earthquakes in seismically hazardous areas or floods in regions where such events occur with a certain frequency cannot be considered an example of an event with a non-existent pre-crisis period. Hotel managers must be well aware of the characteristics of the region in which the hotel is operating. The same applies to financial or political crises, since, as a rule, such crises are preceded by a chain of certain events that take time and by which managers can predict the onset of a crisis.

The second stage is the onset of the crisis. It is worth emphasizing that, as a rule, this is the shortest stage, however, it cannot be said that it is the least important. How long it will take for the hotel to recover to its previous occupancy and profitability levels and whether a hotel will be able to recover at all depends on what actions are taken and how quickly they are taken (Kim et al., 2005). The duration of the crisis also plays a key role, as the example of the COVID-19 pandemic shows that the active phase of the crisis can last for several months, as a result of which hotel occupancy will remain at extremely low levels. However, during the pandemic, not all hotels have accepted the fact that they just have to wait for the pandemic to end. Many hotel managers have implemented several proactive measures to combat the sharp decline in revenue and provide customers with opportunities that were

previously untapped. For example, those hotels that had restaurants or cafes provided the opportunity for home delivery of dishes from their cafes or restaurants in order to at least maintain a working team of cooks (Le & Phi, 2021). Some hotels offered customers the option to buy "pay now, party later" vouchers, which were able to generate cash flow during downtime (Majumdar, 2021).

The final phase of any crisis is the post-crisis period. This period is characterized by the longest duration, as hotels need time to restore the same level of occupancy as before the crisis. This happens because the hospitality industry is quite dependent on the transport and logistics sector, without the full restoration of which it is almost impossible to return to previous occupancy rates since tourists must first get to their destinations. According to Mair et al. (2014) the post-crisis period is characterized by the formulation and implementation of strategies and initiatives aimed at restoring the business to its previous state (pre-event) or bringing it to a new high. During this period, hotel managers must take proactive measures to ensure their hotel returns to normal operations. First of all, it is worth assessing and eliminating the damage caused to buildings or other hotel assets, if such damage was caused, for example, as a result of a natural disaster ("4 stages of Crisis & Crisis Management," 2023). It is also important to consider the impact that the crisis may have had on the mental health and well-being of employees. If necessary, an open dialogue should be held with employees about the reasons that caused the crisis and the hotel's response to this crisis. Also, as needed, it is worth offering them psychological help and/or material support in case of such need. As Kenny and Dutt (2021) note, some hotels in Dubai during the COVID-19 pandemic asked employees to take unpaid leave or paid them only 20% of wages, so in the post-crisis phase it is essential to restore employees' confidence that the crisis has passed and they don't have to worry about the future of the hotel and their own. In addition, managers need to learn from the crisis by analyzing the measures that were taken, subjecting them to critical evaluation, and thinking through a plan for the future in order to be more prepared for the next crisis.

In this study three main stages through which every crisis goes have been identified. Nevertheless, it is important to note that some authors distinguish four, five, and sometimes six stages. According to Faulkner (2001), the stages of the crisis itself and the post-crisis period can be further divided into several ones. In addition to pre-event, he also distinguishes such stages as prodromal, emergency, intermediate, long-term (recovery), and resolution. This approach is also interesting because it provides the opportunity to break down three

main stages into smaller ones. However, in its essence, it does not contradict the classical approach presented by the authors Meyers and Holusha in 1986 in the book “Managing Crisis”. For a more visual understanding of the classic stages of a crisis, the author suggests taking a look at Table 1, which presents three classical stages of a crisis and the main actions that hotel managers need to take at each stage.

Table 1

Stages of crisis and actions required to take at each stage by hotel managers

Stages of crisis	Main actions that need to be taken by crisis managers	Authors
1. Pre-crisis period	1.1. Tracking signals outside the business. 1.2. Development of an all-hazards emergency plan. 1.3. Preparing a crisis communication strategy. 1.4. Conducting practical tests to practice actions in the event of a crisis.	de Sausmarez (2007); Bilić et al. (2017)
2. Crisis period	2.1. Informing employees of the actions that need to be taken to ensure their own safety and the safety of guests. 2.2. Implementing the plan for the specific crisis situation. 2.3. If necessary, alert government security services. 2.4. Developing a new strategy according to the changing news and forecasts regarding a given crisis situation.	Kenny and Dutt (2021); Faulkner (2001)
3. Post-crisis period	3.1. Inspect the hotel for potential damage and plan for restoration if necessary. 3.2. Notifying customers and employees of a return to normal business operations. 3.3. Analysis of the actions taken and development of an updated plan for the future, taking into account the experience from the past crisis.	Mair et al. (2014); Kenny and Dutt (2021)

Source: Compiled by the author based on the studies by Faulkner (2001); de Sausmarez (2007); Mair et al. (2014); Bilić et al. (2017); and Kenny and Dutt (2021)

The use of these actions at each stage of the crisis, although it does not guarantee a successful transit of the crisis, is highly likely to help the hotel management minimize losses caused by the crisis. An important clarification is that these are general steps for a “standardized” version of a crisis. In practice, the crisis management department in a hotel must take into account more factors for each particular crisis and take those steps that will be necessary depending on the situation. However, the steps listed in Table 1 are worth taking into account, as they will help to overcome a crisis.

In the next subchapter, the author proposes to dwell in more detail in the peculiarities of crisis management in the hospitality industry and look at what measures were used by

crisis managers in the past to successfully cope with different crises. The focus will be on identifying key practices that have demonstrated effectiveness in the past, including proactive planning, clear communication, the importance of staff training, and adaptable response plans tailored to the situation.

1.2. Peculiarities of crisis management in hospitality companies

The hospitality industry is a very large and dynamic industry that caters to the needs of tourists and visitors seeking accommodation, and dining (Lashley, 2008). Over the years, travel has become increasingly accessible to a wider range of people as travel costs become more affordable. One of the reasons for the constant growth in the number of foreign tourists in Europe in recent years (except the decrease caused by the COVID-19 pandemic) is the emergence and competition of a large number of companies operating in the field of low-cost air and bus transportation, thanks to which travel prices remain affordable for people, enticing tourists to come more often to Europe and spend their vacation there. The author's words are confirmed in Figure 2.

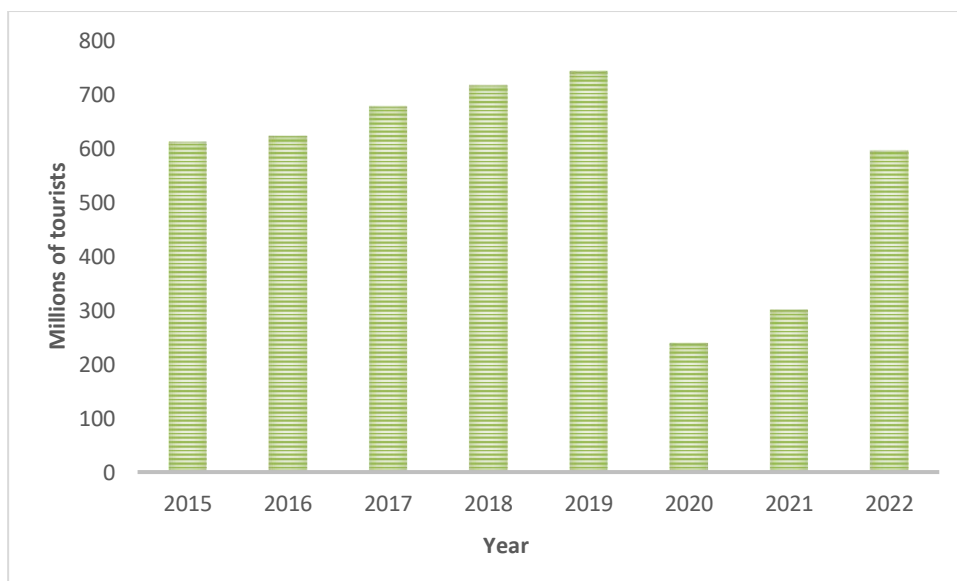


Figure 2. Number of international tourists arrivals in Europe

Source: Statista (2023)

The hospitality industry, like any other developing industry, is heavily influenced by crises (Kaushal & Srivastava, 2021). There can be many reasons that can cause a crisis in the hospitality industry - bad weather, natural disasters, terrorist attacks, pandemics and epidemics, and many others. Separately, it is worth highlighting the dependence of the hospitality industry on companies operating in the field of passenger transportation. For example, mass cancellation of airline flights due to strikes by airport workers can lead to mass cancellation of hotel reservations. If such a situation arises, it will be extremely difficult

to find new tourists for the same dates, since there will be only a few days left before check-in. As a result, having empty rooms during the high season can be extremely costly for a hotel, so every manager working in this field must be able to find an approach to a crisis. The ability to find such an approach is called crisis management and recently it has become an increasingly sought-after skill from managers, since effective crisis management in the hospitality industry is not only a protection for individual businesses but also a critical element in maintaining overall trust and confidence in the destination (Garrido-Moreno et al., 2021).

Different authors have different understandings and definitions of what crisis management is. Leung and Lam (2004) believe that the main objective of crisis management is to assist hospitality companies, such as hotels, in addressing unforeseen challenges and ensuring their long-term survival. According to Kim et al. (2005) the development and implementation of crisis management guidelines are vital to promoting tourism recovery, maintaining or restoring the region's attractive image, ensuring the safety of potential visitors and supporting the economic recovery of local hospitality businesses after negative events. In the authors understanding, crisis management should include the advance development of an action plan for probable crises and the ability of a manager to quickly respond to emerging challenges during a crisis. Successful crisis management can lead not only to the return a hospitality company to the status quo, but also take it to the next level by using the crisis as an opportunity for transformation (Sigala, 2020).

Crisis management in the hospitality industry can involve a variety of measures. Niininen (2013) highlights such aspects of successful crisis management as cost management, interaction with government services, maintaining good communication with guests, and use of modern technologies. Further, the author suggests taking a closer look at each of these aspects and understand what response measures they include.

Reducing expenses during a crisis is a very important step, since during that time fewer guests come to hotels (or do not come at all), and accordingly hotels' revenue becomes smaller and at such moments hotels are not able to cover even basic expenses. However, managers should not forget that cost reduction should be motivated by a long-term vision, not a short-term need. Otherwise, the hotel risks losing some of its reputation as a reliable employer or service provider, which it will definitely need after the crisis is over (Chiles, 2021). One of the main expenses for most hotels is payroll, so the hotel managers should first think about how to reduce costs in this area. Another primary measure that should be taken is

to stop hiring, since in the short term the hotel will, on the contrary, need fewer employees than it already has, so there is no need to hire new ones (Kenny & Dutt, 2021). Also, depending on the expected duration of a crisis, it is worth considering dismissing some of the employees or changing their working hours, in order to provide part-time employment and salary for each of the employees to support them during a crisis. Another popular measure among hoteliers during a crisis is the provision of unpaid or partially paid leave so that after the end of the crisis hotel managers can again count on the employees (Kenny & Dutt, 2021). In addition to staff reductions, other crisis management measures can be used to help reduce costs. For example, instead of completely closing a hotel, it is possible to partially limit the operation of the hotel by closing several floors or some areas of the hotel (Niininen, 2013; Fung et al., 2020). Thanks to such measures, it is possible to reduce electricity costs and optimize staff work. In addition, such measures will create a feeling among current guests that the hotel has not suffered so much, since such changes may not be noticeable with the naked eye.

Interaction with government agencies such as the fire service, police and tax authorities can also contribute to a smoother transition in crises (Chan & Lam, 2013; Niininen, 2013). Strict adherence to fire safety standards and drawing up evacuation plans in accordance with the requirements will save the hotel from unscheduled inspections and the imposition of fines and/or restrictions on activities, thereby helping to ensure the continuous operation of the hotel. In addition, hotel guests will feel more comfortable and relaxed knowing that the hotel complies with all fire safety regulations and undergoes regular inspections. Interaction with the police will help prevent people who are wanted from checking into the hotel, thereby protecting the hotel from creating a negative reputation. The situation is similar with the tax authorities; transparent reporting of a company will protect it from unnecessary inspections and the creation of a negative atmosphere around it.

Advanced customer relationship management is also necessary to overcome the crisis. Firstly, hotels should always be in contact with guests who are currently staying at the hotel through their application or messengers. In addition to the fact that in this way hotels can inform the guest about events taking place at the hotel, thereby allowing the guest not to miss something interesting, hotel staff can also quickly inform the guest about any emergencies, giving instructions on how to behave in order to avoid any harm to health. To ensure that hotel employees are always prepared for unforeseen situations, it is important for hotel management to conduct ongoing training for them, during which they will be informed about

the procedure to act in the event of an emergency. Secondly, the hotel should keep records about guests - their visits, preferences, birthdays, reviews, and so on (Niininen, 2013). Having such information will help the hotel with improving the services they provide as well as creating a loyal customer base. In turn, loyal customers during the crisis and post-crisis period are precisely the group of people who should be emphasized. Having contact with them via mail, app, or messengers, the hotel managers can send offers for accommodation at a discount, knowing that the guests are already familiar with the hotel and love it (Garrido-Moreno et al., 2021). Thus, the likelihood that an already loyal guest will stay at the hotel again is much higher than a new client. Moreover, the hotel may need to spend money on advertising or other client-attracting methods to find new customers, which is quite difficult during a crisis, because available funds are very limited. Thirdly, hotel managers should carefully monitor the information background in the area in which the hotel operates (Niininen, 2013). Nowadays, news appears on our social networks at a rapid speed after the event and not each person is able to distinguish fake or unconfirmed news from real ones, which can lead to the wrong first impression. For example, a news headline may indicate that there has been an earthquake/flood or some other natural disaster in the region where the hotel operates, causing some guests to begin canceling their reservations. But in reality, the hotel itself might be located at a remote distance from the incident zone and is in no way affected by the event from the news. Therefore, hotel managers need to promptly respond not only to news about the hotel itself but also closely monitor the situation in the region of operation in order to inform future guests at the right time about the seriousness and relevance of what is happening in the region.

The use of modern technologies in the field of hotel protection from threats associated with cybercrime is another example of successful crisis management (Niininen, 2013; Shabani & Munir, 2020). Currently, more and more attention is being paid to cybercrime and data protection, as with the development of card/online payment technologies, the risk of information leakage related to banking data also increases. In addition, cybercriminals may also be interested in personal information about guests, which is always stored in hotels, so hotels should be especially careful about protecting this data from leaks (Shabani & Munir, 2020). Hotels should also be aware of the danger from common criminals/terrorists. Unfortunately, there is still a risk of hostage-taking in hotels, the most recent incident occurred in Somalia in 2022 and the most notorious case is the hostage-taking in two five-star hotels in Mumbai in 2008 (Roy et al., 2011). Therefore, hotels should pay increased attention

to the safety of guests, preventing unauthorized access to the territory by strangers. With the advent and widespread introduction of electronic key cards, this has become much easier to achieve. Of course, hotels should be mindful of CCTV cameras and other methods to protect guests and staff from potential threats caused by criminal activity. Table 2 presents a list of measures that need to be implemented by hotel managers in response to different types of crises.

Table 2

Crisis response measures for hotel managers

Type of measures and their duration – Temporary (T) or Permanent (P)	Effective crisis management measures from past crises
1. Cost-cutting (T)	1.1. Reducing employee salaries/the number of working hours. 1.2. Stopping the process of hiring new employees. 1.3. Providing unpaid/partially paid leave. 1.4. Partial restriction of operation of some hotel floors/public areas.
2. Interaction with government agencies (P)	2.1. Adherence to fire safety standards. 2.2. Regular inspections according to their schedule. 2.3. Interaction with the police to prevent the settlement of wanted persons. 2.4. Interaction with tax authorities to avoid creating a negative image.
3. Customer Relationship Management (P)	3.1. Creating hotel's own application/using messengers to inform hotel guests about events/emergencies. 3.2. Maintaining records of guests (birthdays, preferences, reviews, etc.) to improve services and create a loyal base. 3.3. Monitoring the information space associated with the geographical location of the hotel to prevent panic associated with unconfirmed/fake news.
4. Utilization of modern technologies (P)	4.1. Ensuring secure storage of personal information about guests and preventing leaks using anti-virus systems. 4.2. Preventing unauthorized access to the territory using electronic key cards and monitoring the territory using CCTV.

Source: Compiled by the author based on the studies by Chan & Lam, (2013); Niininen (2013); Shabani & Munir, (2020); Kenny and Dutt (2021) and Garrido-Moreno et al (2021)

The list of measures that crisis managers should take is not limited to these measures, however, it helps to understand how prepared the hotel is for a potential crisis. Each crisis is unique and there is no standard plan of action that would be appropriate to apply in every situation. However, thanks to each crisis, managers gain new knowledge and experience on how to act and what measures to take. This happened with the last major international crisis

before the start of the war between Russia and Ukraine - the COVID-19 pandemic. In addition to the negative consequences for hotels that the pandemic has brought, some crisis management measures that were taken during the onset of the pandemic have shown their effectiveness and should be adopted for the future, and some are still used in many hotels. First of all, measures that allowed hotels to minimize contact with staff during check-in and check-out should be specified. Thanks to the pandemic, many hotels have installed special self-check-in counters in lobbies or even transferred the check-in process to their own apps (Dikken, 2020). It is also worth highlighting the emergence of various devices that help sanitize the air better than most hotels did before, helping to ensure higher standards of hygiene for the safe accommodation of guests (Shin & Kang, 2020). Temporary measures that have shown their effectiveness during a pandemic include the closure of common spaces (such as swimming pools, Spas, gyms, etc.), serving breakfast/lunch/dinner in the room to minimize contact between guests and staff (Garrido-Moreno et al., 2021). It is also worth highlighting temperature measurement and testing in order to identify sick guests and move them to a separate room to prevent the spread of infection to other guests (Robina-Ramírez et al., 2021).

Another effective crisis management measure aimed at long-term good relationships with clients was the possibility of canceling even those reservations that were non-refundable. This opportunity was provided both by booking systems (Booking.com, Agoda, Ostrovok and others) and by the hotel chains themselves since none of the big players are interested in losing a client due to the fact that this client cannot come because of border closures or flight cancellations (Arabadzhyan et al., 2021). On the contrary, many players in the hospitality industry have introduced additional bonuses in the loyalty programs for those who still use their reservations and also offered the opportunity to transfer bookings to an open date for free, in order not to face mass cancellations of bookings (Garrido-Moreno et al., 2021). Hotels also offered discounts on accommodation during this period of time to encourage local residents or those tourists who had already come to stay longer with them.

In the next subchapter, the author will provide a thorough examination of existing research by other authors in the field of crisis management in the hospitality industry. The author's primary goals are to demonstrate the different approaches that can be utilized for an in-depth study of the topic and to analyze the conclusions reached by the authors of the reviewed works. This analysis will enable the author to select the most suitable approach for his own research and highlight the key details that deserve attention.

1.3. Hospitality companies' responses to crises – overview of previous studies

In order to determine more precisely the research gap and conduct the research regarding crisis management in the hospitality industry in Ida-Viru County, the following subchapter provides an overview of three previous studies focusing on similar topics. As was written earlier, an in-depth study of this topic has not yet been carried out in Estonia, but the author was able to find several studies focusing on crisis management in other countries where fairly similar topics were touched upon. Therefore, this part of the thesis will demonstrate what approaches to data collection the other authors used and how they conducted empirical research in their studies. However, before considering each study separately and showing the similarities and differences in the approaches used by different authors, the author would like to present a general table in which one can find the main information about each study. For a visual representation, the author created Table 3.

Table 3

Overview of previous studies on crisis management

Study title and authors	Research design	Main findings
1. "Crisis Management, Tourism and Sustainability: The Role of Indicators" Nicolette de Sausmarez (2007)	1. Qualitative approach – 16 interviews with representatives from government agencies and a private business involved in Malaysia's tourism sector.	1. The study seeks to identify key indicators for monitoring the onset of future crises. The author's goal is to offer a practical method for predicting crises, enabling hotel managers to recognize signals and take proactive measures.
2. "Crisis Management in Hotel Business – Insights from Croatia" Bilić et al. (2017)	2. Quantitative approach – analyzing the results of 59 questionnaires received from the hotels operating in Split-Dalmatia County (Croatia).	2. The study explores challenges in Croatia's tourism sector. Authors found that while managers recognize their role in crises, they do not do enough to train employees and develop crisis protocols.
3. "Learn from the past and prepare for the future: A critical assessment of crisis management research in hospitality" Leta and Chan (2021)	3. Classification of 88 studies on crisis management to identify the most common research methods and causes of crises.	3. The study reviews 88 works to understand the main studied types of crises and data collection approaches in crisis management research in hospitality industry. Authors found that most studies focus on external crises and also point out an imbalance in research emphasis.

Source: Compiled by the author based on the studies by de Sausmarez (2007); Bilić et al. (2017); Leta and Chan (2021)

The first of the three studies, that are going to be analyzed is the work of Nicolette de Sausmarez (2007) on the topic “Crisis Management, Tourism and Sustainability: The Role of Indicators”. In the study, the author describes the role of various crises, mostly happened in Asia in the tourism sector. The author provides the differences between global crises and crises specific to the tourism sector. Nicolette de Sausmarez (2007) also tries to identify indicators with which it would be possible to monitor the onset of future crises in order to prevent them or be prepared for them at an early stage. This is a practical approach to predicting crises, since having indicators to focus on, it would be much easier for hotel managers to recognize signals coming from the market. As for the empirical part of the study, the author chose a qualitative approach in the format of interviews with representatives of the tourism sector in Malaysia. Interviews were conducted with representatives of government agencies and with a representative of a private business. The author of this thesis shares the author’s approach to selecting representatives for interviews, since interviewing representatives of both - private businesses and government agencies contribute to obtaining a more complete picture of what was happening in the tourism sector of Malaysia during crises. In addition, the author considers the interview format more suitable and useful for this type of research than questionnaires with the same questions for different representatives. The interview format allows to adapt to each representative and clarify exactly those points in which the person being interviewed is an expert. Also, a live interview helps to understand where the interviewee may not be telling you enough and ask him clarifying questions that will help find out the truth. Speaking about the main results of the study, it is necessary to highlight new indicators that the author contrasts with traditional ones. Nicolette de Sausmarez (2007) proposes to introduce them to more effectively track changes in the tourism sector in order to predict upcoming crises. Choosing this study for review helped the author to understand the ways of classifying crises, the role of crisis management in anticipating future crises using various indicators, and also clarified how to conduct the research on a similar topic.

The second study that is going to be analyzed is written by Bilić et al. (2017) on the topic “Crisis Management in Hotel Business – Insights from Croatia”. In their study, the authors examine various aspects of crisis management in the Croatian hotel business. In particular, they consider characteristic phenomena and events that could negatively affect the tourist season in Croatia, as a result of which the hotels will have to face a decline in the number of tourists. It is worth noting that for Croatia, tourism plays a significant role in the

economy, since in 2017 (the year of publication of the scientific work) the share of tourism in Croatia's GDP was 18.9% (Bilić et al., 2017). In the same year the share of tourism in Estonia's GDP was equal to 7.9% taking into account the indirect effect ("Tourism", 2023). It may seem that the share of tourism in the Estonian economy is significantly smaller than in Croatia, but it must be remembered that in addition to its direct economic contribution, tourism plays a decisive role in influencing other industries. Moreover, tourism contributes to Estonia's international image by maintaining transport links with other countries, promoting regional development and providing employment opportunities, often serving as the first gateway for people entering the labor market ("Tourism", 2023), therefore, the author believe that conducting a similar study regarding the Estonian hospitality industry is also important. Speaking about the research methodology, it is worth noting that it differs from the approach used in the study of Nicolette de Sausmarez (2007), as well as the region of the study. In their study, Bilić et al. (2017) chose to use a quantitative approach with a much wider sample of participants and conducted the study using a specifically designed questionnaire. Based on the results, they were able to confirm only the hypothesis that managers perceive that they play a key role in ensuring the security protocols/procedures for crisis situations. However, the results of the study showed that managers do not believe that the practice of employee training on handling crisis situations or the protocols and procedures for crisis situations are well developed. Although, in the author's opinion, it would be logical to assume the opposite, since senior managers are responsible for the stability of the hotel during a crisis. Bilić et al. (2017) attribute such contradictory results to the fact that at the time of publication of the study, there had been no strong shocks in the field of tourism in Croatia for quite a long time, which is why some managers may have felt somewhat "relaxed". In the author's opinion, this explanation only helps to some extent understand the contradictory results, because the task of a crisis manager is to prepare a hotel and its employees for possible shocks during a period of calm. However, despite the different approaches used to conduct research in the two studies reviewed, the authors of both studies agree that the main reason for the strong impact of crises on the hospitality industry is the poor preparation of managers for such situations. The authors of both papers conclude with recommendations for hotel managers to pay more attention to recognizing crises in the early stages and developing appropriate action plans.

The third study that the author would like to analyze is the work of the authors Leta and Chan (2021) on the topic "Learn from the past and prepare for the future: A critical assessment of crisis management research in hospitality". In author's opinion, this study is

quite unique in its essence, since, unlike the two previous studies, it does not consider any particular crisis and its effect on the tourism sector in a particular country. On the contrary, the authors aimed to analyze 88 works that had already been written by other authors, one of which is the study of Bilić et al. (2017), which the author discussed separately above. The authors conducted a comprehensive study of the main themes explored in existing crisis management researches in the hospitality industry. Leta and Chan (2021) devoted the empirical part of their study to classifying existing studies according to four criteria. These criteria were types of crises, theoretical foundations, methodological approaches and thematic focus of crisis research. Speaking about the types of crises, the authors made an interesting discovery, since the vast majority of works consider only external crises and only two authors wrote about internal crises of companies. In the author's opinion, this result is quite expected, since when thinking about the meaning of the word "crisis", some large-scale phenomenon that is impossible to influence and that affects many companies and people comes to our mind. Therefore, it is logical that most authors considered external crises and their effect on companies in the tourism sector in their studies. Another discovery from Leta and Chan (2021) was that only 9 of the 88 authors used interviews to obtain information from hotel managers about the impact of crises. In the author's opinion, when studying the impact of a particular crisis on hotels in a certain region of the country, interviews with managers are the best way to analyze the steps taken by hotels to go through the stages of the crisis, because in the case of an interview, there is a greater chance of getting detailed answers to questions. Also, Leta and Chan (2021) highlighted an existing imbalance in research emphasis across the various stages, with a notable dearth of studies on the pre-crisis stage. Although, in author's opinion, concentration on the pre-crisis stage is important, since at this moment managers have enough time to develop an action plan and strategy for the period of time when a crisis occurs.

All three studies share a common focus on crisis management in the hospitality industry, although each approaches the topic from different perspectives and uses different methodologies. The first study focused on the early detection and monitoring of crisis occurrence using various indicators on an example of organisations from Malaysia, while the second study focused on exploring the preparedness of hotel managers for a potential crisis in a specific region of Croatia. The third study takes a broader approach, assessing existing research in this area and highlighting areas of crisis management where more research is

needed. There is a general recognition of the importance of the pre-crisis stage and effective crisis management measures across studies, although approaches and focus vary.

By selecting these studies for review, the author's goal was to compare the different approaches used by the authors and gain insight into how the research can be conducted. However, these studies, as well as other studies that the author of this thesis was able to get acquainted with, did not take into account the effect of the war between Russia and Ukraine on the hospitality industry in Estonia, since not much time had passed since the start of the war. Therefore, the author, in the empirical part, would like to conduct research and identify how companies within Ida-Viru County responded to this crisis. Also, after analyzing these studies, the author came to the conclusion that it is worth using a qualitative approach for the research, since there are not many hotels in the cities of Narva and Narva-Jõesuu at the moment, so the interview format will allow to obtain better quality data to fulfill the aim of the study.

2. Response measures to the crisis in Ida-Viru County hospitality companies – empirical analysis

2.1. Methodology and data

In order to achieve the research aim of the thesis, the author will use a qualitative approach, since based on the previous studies this way of conducting the research seems most suitable for the aim of the study. The main goal of the empirical part of the study is to understand how hospitality companies in Ida-Viru County have adapted to changes associated with the war between Russia and Ukraine. By answering the question “how” the author would like to understand the measures that were taken by companies in the hospitality industry in response to the decrease in the number of tourists from Russia. In addition, the author is interested in identifying the role of the state in helping companies in the hospitality industry in Ida-Viru County. Another important question that the author considers necessary to clarify is what vision of the future hotel's representatives have, whether they expect the return of Russian tourists in the foreseeable future or are planning a future without them.

To achieve these goals, the author will conduct interviews with various representatives of companies in the hospitality industry in Ida-Viru County, as well as with a mayor of the local government in Narva-Jõesuu. Since the author of the study focuses on a fairly small region of Estonia, the interview format seems preferable to him, because there are a small number of hotels in this region of Estonia, which creates an obstacle of conducting research using a quantitative approach. The qualitative approach, on the contrary, will help to

focus attention on those details that would be almost impossible to find out by conducting a study, using a quantitative approach.

In the process of searching for people for interviews, the author used the Booking.com website and his personal experience of visiting the region in order to determine which hotel managers should be contacted. Based on the search results, it turned out that less than 10 hotels operate in the cities of Narva and Narva-Jõesuu, which once again confirmed the author's idea that the qualitative approach would be the best approach for this study. It is also worth noting that not all hotel representatives agreed to answer interview questions, which is a fairly common problem when conducting this type of research, since the interview takes quite a long time, which not everyone is willing to allocate.

When writing the empirical part of the study, the author created a plan for himself that should be followed to successfully achieve the aim of this study. Figure 3 shows the main steps the author took to prepare an empirical part of the study.

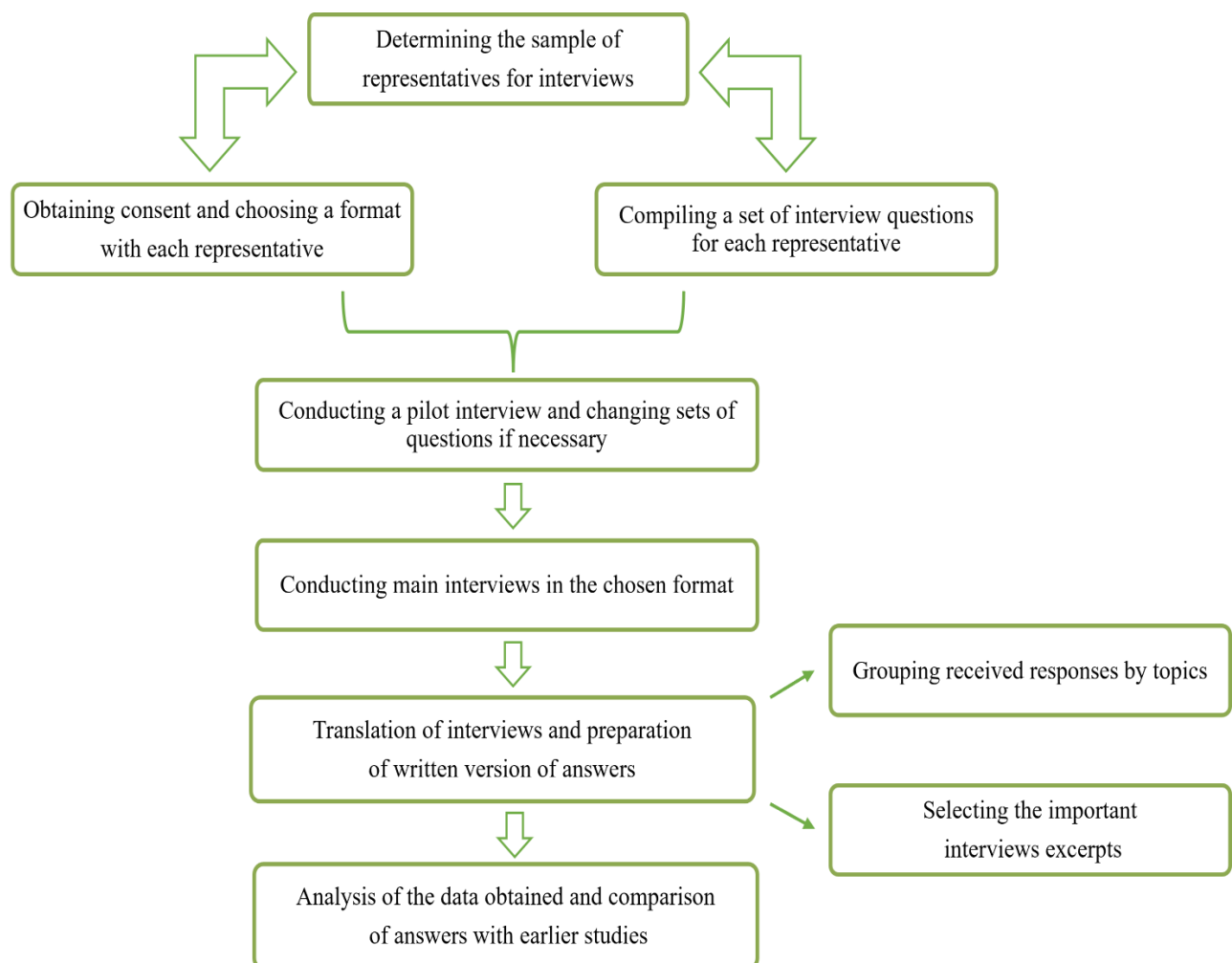


Figure 3. Plan for an empirical part of the study

Source: Compiled by the author

It is worth noting that these steps in the plan reflect only the main stages related to the empirical part of the study. This plan also does not reflect the difficulties that the author encountered in preparing for the interviews. The main difficulty was finding people for interviews since not every hotel representative is interested in providing information regarding changes in hotel occupancy and steps taken in response to the crisis caused by the war between Russia and Ukraine. Realizing in advance that most likely the author would not be able to get answers to most of the questions from the front managers of the hotels, he decided to conduct interviews with senior managers, preferably with hotel CEOs. At this stage, another difficulty arose - the lack of contacts of hotel CEOs on the hotel's websites. Since the main way to obtain consent for an interview was a written request via email indicated on the hotel website, it was not always possible to ensure that the letter delivered to the general mailbox was forwarded to the desired address. In some cases, the author had to send follow-up emails, which resulted in a higher response rate, but not with all hotels. In several cases, the author was unable to obtain any response regarding the possibility of conducting an interview. Another challenge that the author faced was the reluctance of some hotel representatives to speak in person with the author or via video app, as well as to disclose their identity. In cases (there were only 2) where the hotels' representatives being interviewed did not want to talk to the author in person or via video app, they were presented an opportunity to answer the questions in writing format.

Since the author wanted to interview not only representatives of the private sector, such as hotel CEOs but also to find out the opinion of a government official regarding the changes that occurred in the hospitality industry in this region after the outbreak of the war between Russia and Ukraine, he also sent a request to City Hall of Narva-Jõesuu. The author arranged an appointment with the mayor of Narva-Jõesuu to find out his opinion on the changes that have occurred in the hospitality industry and ways to support private businesses during the crisis.

As a result, the author successfully conducted six interviews. The first interview served as a pilot and was held with Dmitry Melkov, CEO of Laagna Spa & Resort hotel. Its primary goal was to evaluate the questions for their relevance to the study's aim and revise any unclear phrasing. For instance, questions about the share of Russian tourists in the region's hotels were modified slightly after Dmitry explained that, besides the ongoing war, events from 2014 and other factors have affected the change in the proportion of Russian tourists. No other adjustments were made, allowing data collection to continue as planned.

Although the interview with Dmitry was a pilot, the author found his responses valuable for the research and, with his consent, incorporated them into the study. The remaining five interviews took place after the pilot interview and benefited from the author's insights gained from Dmitry, who has been running his hotel in the region for over 30 years. Two interviews were conducted with representatives of the largest hotels in Narva-Jõesuu - Noorus Spa and Meresuu Spa (the hotel representatives wished to remain anonymous). Two more interviews were conducted with hotel representatives in the city of Narva. The first interview was conducted with the CEO of Narva hotel, Vladimir Aret. The second interview was conducted with the CEO of another hotel in the city, who wished to remain anonymous. The final interview was conducted with the mayor of Narva-Jõesuu - Maksim Iljin.

Due to the fact that the author was able to conduct interviews not only with representatives of the hotels, the questions prepared for them differed from the questions for the mayor of Narva-Jõesuu. In addition, the questions prepared for interviews with each specific hotel representative were slightly different from the basic set of questions for representatives of the hotels. Before conducting each interview with representatives of the hotels, the author tried to obtain as much information about the hotel as possible from open sources, primarily from the hotel website and the Booking.com application, in order to understand through what promotions hotels are trying to attract customers during the crisis and what markets mainly targeted by hotel owners. Questions for hotel representatives were divided into two parts - questions concerning the personality of the interviewee and research questions concerning the hotel and its response to the crisis. The second part of the questions contained four sets of questions. The first set of questions was aimed at finding out what share of guests were tourists from Russia before the start of the war and how this share changed. The second set of questions was aimed at finding out what measures were taken by hotels in response to the crisis. The third set of questions was aimed at understanding the role of the state in helping private businesses that found themselves in a difficult situation. The fourth set of questions was aimed at finding out the vision of the future that hotel representatives have. A complete list of questions addressed to participants can be found in Appendix A.

Questions for the town mayor were also divided into four sets, however, for the mayor there were no questions related to his personality since the author was able to find all the necessary information in the open sources. The first set of questions was aimed at finding out what role hospitality facilities play for the city. The second set of questions was aimed at

finding out the share of Russian tourists in the region before and after the start of the war. The third set of questions was aimed at understanding what measures were taken by the mayor's office after the start of the war in order to prevent a decrease in the number of tourists in the region. The fourth set of questions was aimed at finding out whether private businesses were supported by the state and understanding how the town mayor sees the future in the hospitality industry in this region. A complete list of questions addressed to the town mayor can be found in Appendix B.

Looking ahead a little, before introducing the reader to all the participants of the study, the author would like to separately present a short excerpt from an interview with the mayor of Narva-Jõesuu - Maksim Iljin, who presented his opinion regarding the importance of the hospitality industry for Narva-Jõesuu:

"...Of course, first of all, Narva-Jõesuu is a resort town with hotels, beaches, and everything else. It is clear that we are interested in the hotels continuing to operate and develop, just like the city." (Participant 6)

Before proceeding with the analysis of other respondents' answers, the author would like to introduce the reader in more detail to the respondents themselves, their experience in the hotel business, as well as the hotels, where they work. For clarity, Table 4 was compiled.

Table 4

Information regarding study participants

Participant	Number of years in the hospitality industry	Position held	Current workplace	Number of rooms in the hotel	Location of the hotel
Dmitry Melkov (P1)	30+	CEO	Laagna Spa & Resort hotel	16 rooms and 8 cottages	15 km from Narva
P2	7+	C/I	Noorus Spa & Liivarand hotel	114 rooms + 70 rooms	Narva-Jõesuu
P3	7+	C/I	Meresuu Spa	109 rooms	Narva-Jõesuu
Vladimir Aret (P4)	8+	CEO	Narva hotel	50 rooms	Narva
P5	20+	CEO	C/I	C/I	Narva
Maksim Iljin (P6)	Mayor of the town for 8 years	Mayor of Narva-Jõesuu	N/A	N/A	N/A

Notes. N/A stands for not applicable; C/I stands for confidential information

Source: Compiled by the author

After collecting information regarding study participants, the author began conducting interviews using research questions about the experience of hotel managers/CEOs in coping with the consequences of the Russian-Ukrainian war. In particular, the questions were aimed at clarifying the dependence of hotels in the region on Russian tourists and crisis management measures applied in their hotels. The author also asked questions about their vision of the future of the hospitality industry in this region and government support. These questions were carefully designed to suit the aim of the study. Before the interviews began, the questions were also checked by the supervisor to ensure they were appropriate for the discussion. The author emphasized interviewing people who occupy the highest positions in hotel management and who have extensive experience in this field. However, since not all respondents agreed to reveal their identity for the thesis, the author cannot indicate a specific job title for all participants. Also, all respondents hold positions in Ida-Viru County, five out of six participants - in the cities of Narva and Narva-Jõesuu, which are located close to the border with Russia.

In the next subchapter, the author proposes to consider the answers received from respondents during interviews in order to see how representatives of the hospitality industry responded to the crisis caused by the war between Russia and Ukraine. The author will examine in detail the measures taken by companies and the city government of Narva-Jõesuu to overcome the consequences of the crisis.

2.2. Results and discussion

In this subchapter, the author will present respondents' answers to questions aimed at finding out how hotels managed to overcome the consequences of the outbreak of war between Russia and Ukraine, and whether they succeeded at all. For a more convenient consideration, the author proposes to divide this subchapter into several topics, each of which will help to understand how the share of Russian tourists in the region has changed since 2014 and what it is at the moment, how the war affected the hospitality industry in this region, what measures have been taken by companies in the hospitality industry, what assistance was provided by the state and how representatives of the hospitality industry see the future.

Changes in the share of Russian tourists in the region's hotels. Answering the question regarding the share of Russian tourists in the hotels and in the region as a whole, respondents gave the author quite different assessments. However, as all study participants without exception stated, the share of Russian tourists in the region's hotels has been steadily falling

since 2014, after the annexation of Crimea. Autor suggests to take a closer look at the numbers in Table 5 that were provided by study participants.

Table 5

Share of Russian tourists in the region's hotels

Participant and the hotel name	Share of tourists from Russia		
	Before 2014	From 2014 till February 2022	Season of 2022-2023
Dmitry Melkov (P1) - Laagna Spa & Resort hotel	60-70%	~ 50%	"Sharp decrease"
P2 - Noorus Spa & Liivarand hotel	No answer	25-30%	"Massive fall"
P3 - Meresuu Spa	No answer	"Before COVID-19 the share was 30-40%"	Apr. – Sep. 2022 – 20% Since Oct. 2022 – "Sharp decrease"
Vladimir Aret (P4) - Narva hotel	35%	18-25%	5-8%
P5	~ 70%	"Compared to 2012-2013, the share of guests from Russia fell by 2 times" - 35%	"No more than 10%"
Maksim Iljin (P6)	40-50%	~ 30%	"Almost 0%"

Source: Compiled by the author

Speaking about the period of quiet times, when there were no restrictions on movement between countries, the head of Laagna Spa & Resort hotel, Dmitry Melkov, expressed the following opinion regarding the number of tourists from Russia in his hotel:

"In our hotel before 2014 approximately 60-70% of guests were Russian tourists, and they were mainly from autumn to spring. For us, this was a big thing, because during this period, unlike the summer period, the main share of guests were Russians who contributed to the occupancy of the hotel. We also worked with children's camps and sports groups for many years. We collaborated with sports teams from St. Petersburg and Moscow, who came to us in the winter and held training camps." (Participant 1)

Many participants identified various waves associated with the number of tourists from Russia, among them Vladimir Aret, who shared his opinion on this matter:

"Before 2014, approximately 35% of hotel guests came from Russia. Many guests were traveling along the route from St. Petersburg to Tallinn for business purposes. From

2014 to 2022, the share of tourists from Russia varied somewhere from 18 to 25%. Everything depended on seasonality and some kind of political news /.../ Now, the share of Russian tourists is somewhere from 5 to 8%. But mostly, they are often corporate tourists who go on work trips." (Participant 4)

The mayor of Narva-Jõesuu also noted certain waves and, like Vladimir Aret, emphasized the factor of the political situation in Russia, which actually caused these declines:

"The downward trend in the percentage of Russian tourists was proportional to the Kremlin's policy, let's put it this way. When Crimea was annexed, officials in Russia told Russians that they should take a vacation in Crimea, and things like – "Why do you need this Europe?" /.../ I was told that before 2013-2014 the percentage of Russian tourists was from 40 to 50%. After 2014, the percentage of Russian tourists was about 30% /.../ The Estonian government decided in the summer of 2022 not to issue visas to Russians and after this decision, the number of Russians dropped to 15-20%. And after the final ban on the entry of Russian tourists, their percentage completely fell almost to 0. That is, from 30% of Russian tourists before COVID-19 to almost 0 by the fall of 2022." (Participant 6)

All the participants emphasized that the key point that reduced the number of tourists from Russia to almost 0 was not the start of the war in Ukraine, but the ban on the entry of tourists from Russia, which came into force in September, 2022. Participant 3 highlighted the fact that after the start of the war, the number of guests from Russia temporarily increased due to the migration after the outbreak of the war between Russia and Ukraine, and sharply decreased only with the introduction of a ban on the entry of Russian tourists into Estonia. However, not all participants agree about an increase in the number of Russian guests in the first months of the war. Participant 5 indicated that the number of Russians began to decline quite sharply and immediately; he identified the following as the reason:

"The number of Russians immediately began to decline because their bank cards were turned off, they did not have the opportunity to pay here with a card. For them, this was a big problem. The ability to make reservations through Booking.com was also turned off. In addition, all hotels were filled mainly with Ukrainian refugees, so we simply could not accommodate everyone who could potentially stay with us." (Participant 5)

To summarize this topic, it can be noted that despite the fact that the figures for the percentage of Russian tourists differ slightly from hotel to hotel, the share of Russian tourists was quite high until 2014 and in all hotels was at least 30%, and in some it reached 60-70%.

After this, a general downward trend was observed. As interview participants noted, the most significant events that influenced the decline in the level of tourists from Russia were the annexation of Crimea, the COVID-19 pandemic, the beginning of the war, the ban on issuing visas to Russians by Estonia, and finally worsened the situation - the closure of borders for Russian citizens with tourist visas. Another event that further complicated life for the hotels and which the author did not discuss in detail with the study participants was the recent (in February 2024) complete closure of the Narva-Ivangorod (a border town on the Russian side) road border for repair works. This event completely stopped the flow of cars from Tallinn to St. Petersburg via Narva, even for those citizens of Russia, Estonia and other countries who had relevant documents to cross the border by car.

Measures that were taken in response to the ongoing war. As the interviews showed, each hotel responded differently to the crisis caused by the war. The measures that were taken by hotels differed quite strongly, since, first of all, the financial capabilities and human resources available to each hotel differ. For a more detailed and understandable introduction to the measures that were taken by hotels, the author proposes to break down the measures into different groups depending on their focus. The author proposes to divide the taken measures into four following groups:

- cost-cutting measures
- reorientation to other markets
- advertising campaigns and events
- other measures

Further in the text, the author will consider each group of measures separately. The author suggests starting with measures aimed at reducing costs. Typically, these measures are applied by companies in any sector during a crisis, so it is no surprise that hospitality companies in Ida-Viru County also adopted these measures when faced with a major crisis.

Cost-cutting measures. Several participants discussed the rise in expenses during the crisis, particularly concerning housing and communal services costs and employee wages. Here's what the CEO of the Narva hotel commented on this issue:

“The most difficult thing now in any budget is that the expenditure column is growing rapidly, while the income column at best remains at the same level. And here you have to somehow organise some interesting events or create some additional value to the services you provide. Sometimes it works out, sometimes it doesn't. /.../ In Narva, the cost of heating has almost doubled compared to the last year. In one year it increased by 88%. Never in my

life has there been such a sharp rise in prices for heating services. Plus, personnel costs increased by 12-13% compared to the previous year." (Participant 4)

Some hotels had to implement staff reductions, which is a common practice during crises in the tourism sector and other sectors. Previously, when analyzing the studies of other authors, such as Kenny & Dutt (2021) and Niininen (2013), the author encountered a similar practice quite often, since during a crisis the main task of a hotel is to reduce costs, and salaries are one of the largest sources of expenditures as a rule. For instance, Vladimir Aret acknowledged that after the war began, the hotel temporarily had to reduce its staff, but the reductions were not extensive. A similar idea was expressed by the head of Laagna Spa & Resort hotel, Dmitry Melkov, but in the case of this hotel, the staff reductions were even larger:

"We had to cut down our staff very significantly, about 20 people, almost everyone. And now we work only with our family, and in a certain season. We work in the summer for children's camps, we recruit staff for this period, and then we close everything. We've been working in this mode for several years. Of course, there is little good in this, but, in fact, this is the only way to survive, I don't see any other way." (Participant 1)

Dmitry Melkov also mentioned that during the off-season, there is no need to keep the hotel open every day. During times of low tourist demand, the hotel operates by appointment, allowing groups to book in advance so Dmitry has time to prepare for their arrival. A similar practice among hotels was previously noted by Niininen (2013), when in order to reduce costs, a hotel may decide to close some floors or certain areas.

To summarize this topic, the author would like to say that this crisis, like any other crisis in the hospitality industry, certainly affects the issue of cost reduction by hotels. However, comparing this crisis with the previous big crisis - the COVID-19 pandemic, it can be noted that this time hotels did not face a sudden stop in their activities due to the government's decision. In practice, companies had more than six months to understand how they should react to the outbreak of war and possible restrictions on the entry of Russian tourists, which only came into force in September 2022. However, hotels with a higher proportion of Russian guests, exceeding the typical 30-40% for the region, were hit hardest. According to interviewees, the main cost-cutting measures were staff reductions and halting or partially suspending operations during the off-season. Overall, the responses taken by hotels were expected, as similar approaches have been employed by many hotels globally during other crises.

Reorientation to other markets. The most popular measure, which was discussed by all participants, including the mayor of Narva-Jõesuu, is the reorientation of work to other markets. Many participants focused on the domestic market, since during the crisis not all Estonian residents have the desire or financial ability to travel outside Estonia, so people often choose to travel within the country in order to discover new and interesting places. Two other popular markets that the participants mentioned are Finland and Latvia due to the relative proximity of these countries to Ida-Viru County. Here's what Participant 3 said about this measure:

"Our attention was paid to other markets, such as the Finland market - advertising campaigns in Finnish, participation in tourism exhibitions in Finland, for example, "Matkamess" and the Latvian market - cooperation with Latvian tour operators, offering special packages for Latvian tourists. Special attention was also paid to the local market, namely closer cooperation with Estonian tour operators, offering special packages for Estonian tourists. /.../ The markets of Germany and other EU countries have great potential since tourists are more solvent and they have an interest in the Baltic region, but these markets are also more competitive since there is a large number of offers from other hotels." (Participant 3)

As can be seen from the answer of Participant 3, hotels (especially large hotels) have not accepted the fact that they should just wait for the borders to open. They actively began to look for options to reorganise their work to the new markets. However, as many participants noted, this is a difficult process, which often cannot be done by just one hotel. This issue requires comprehensive work from both private business and the state. Nevertheless, Participant 3 highlighted some success that Meresuu Spa has achieved in the Finnish market:

"On average, about 5% of our guests come from Finland, but we are actively working to attract them. /.../ Of course, it is impossible to completely replace tourists from Russia with Finnish tourists today, but there is hope that there will be more of them." (Participant 3)

However, the main focus of most hotels is now on the Estonian market, since even though the market is overwhelmed by similar Spa hotels in different parts of Estonia, the hotels in Narva and Narva-Jõesuu have something special to offer and can stand out. Many hotel owners and managers noted the unique nature, the presence of the longest sandy beach in Estonia and the factor of the border with Russia, which may arouse interest among a certain audience. Also in Narva-Jõesuu, one of the largest water parks in Estonia was recently opened at the Noorus hotel, so hoteliers are confident that there will be interest in this region

among Estonians. The CEO of the Narva hotel also spoke about the importance of domestic tourism, he pointed out that now most guests, who come to the hotel are Estonians:

"The domestic market is always our priority. Now about 50-60% of our guests are Estonians. /... / The big count here is only on our domestic tourism, which, due to COVID-19, has, in my opinion, developed quite strongly all over the world. Many people have some fears about going somewhere abroad. Therefore, they began to travel within the country, looking for some interesting locations." (Participant 4)

Separately, Vladimir emphasized the work of the Narva hotel in attracting guests from abroad, in particular from Finland. He noted that the hotel has recently taken several steps to improve the experience of Finnish tourists and encourage them to visit Narva more frequently. Specific actions include translating the restaurant menu into Finnish and providing hotel navigation in English, making the stay of Finnish and other international guests as comfortable as possible. Vladimir also said that the hotel is not working alone to attract more foreign guests. He highlighted the efforts being made jointly with the city authorities in this direction:

"We worked together with the city to have English-speaking guides, because this was also a big problem since Finnish tourists coming to Narva could not find any of them. There are options in Estonian and Russian, but in English, no one at a certain point could conduct sightseeing tours, which also affected the quality of service, specifically for Finnish tourists. /... / We hope that Finnish tourists will come, we are doing our own advertising work and we are doing it together with the tourism cluster. Therefore, the expectations are positive, but it is difficult to predict how it will actually be." (Participant 4)

However, not all participants are optimistic about the prospect of other markets, emphasizing the difficulties primarily associated with the remoteness of the region. For example, Participant 2 identified the following factors that prevent a full reorientation of work to the new markets:

"Today, groups from Finland are rare groups that come approximately once every 3-4 months. Working with Finnish tourists is difficult, primarily due to logistics (distance from the port/airport, transport, etc.). Attracting guests from Finland/Sweden is a large-scale and complex task that cannot be handled by an individual private company. It is the work of the entire region, municipalities, government agencies, and the private sector. This includes marketing campaigns, adaptation of infrastructure, improving transport links, and creating a

high-quality tourism product that meets the needs and preferences of these target audiences."
(Participant 2)

Participant 2 also noted that at the moment the hotel is not working to attract tourists from Latvia, Germany and other EU countries, since it is very expensive, and today there are no resources for this. As can be seen from this answer, even large hotels do not expect that it will be easy to reorient their work to new, more distant markets, since the problem of transport accessibility of the region is key at the moment. Participant 5 has an even more pessimistic view of the picture that is now emerging around tourists from Estonia or other countries in the city of Narva. When asked about the increase in the number of tourists from Tallinn or other parts of Estonia, Participant 5 responded as follows:

"No, unfortunately, this is all political populism. There is practically no support for increasing tourism. Let's just say that they spoke loudly about some new festivals. But basically, all these festivals are held in summer. The summer season is already good, without these festivals. But in the autumn-winter season it feels like practically nothing is happening. We don't see any tourists from Finland, Tallinn or Tartu here. Only if some seminars are held at the college. Or some individual tourists come here, but mostly these people come for 1-2 days - this is not noticeable." (Participant 5)

The head of Laagna Spa & Resort hotel, Dmitry Melkov, also spoke about the small flow of Finnish tourists and the difficulty of working with them, since Finnish tourists, in his opinion, are very demanding and have a habit of expecting more than what they paid for. Moreover, even those hotels that are now working on reorienting their work to new markets note difficulties with new directions. Vladimir Aret noted several difficulties in reorienting the hotel's work:

"Although hotels say that they are reorienting their work to other markets, you won't be able to rebuild on a large scale at all. What will you do here, so that the Finns, with whom you almost haven't worked for 20 years before, will suddenly come to you? / .../ It's bad thing that a large market is closed, there is still no quick solution to reorient it. For us, this problem has not yet been solved. It is clear that we have the potential for domestic tourism, in both the Finnish and Latvian markets. But Latvian tourists are now also faced with an economic crisis, like domestic tourists." (Participant 4)

Not only hotel owners and managers spoke about the importance of reorienting work towards other markets, the mayor of Narva-Jõesuu also said that such work has been going on

for several years, but at the moment there is a problem with the accessibility of the region due to its remoteness from Finland and Latvia:

“Even before the start of the war, we actively began working primarily on the Latvian and Finnish markets. The number of Finnish tourists is small, but still growing. However, there is a problem with the accessibility of Ida-Viru County. Nevertheless, more and more people are learning about our region and Finnish tourists are coming to us. For several years in a row at the level of the Ida-Viru Union of Municipality Governments, we provide support to our tourism cluster so that they lead an active policy to the Finnish market.”

(Participant 6)

One of the key issues in the region, highlighted by many study participants, is the transportation accessibility of Ida-Viru County. This problem hinders the more active development of tourism with Finland. The author discussed potential solutions to this problem with Maksim Iljin, who noted that the project for constructing the necessary infrastructure for the ferry route between Kotka (city in Finland) - Sillamäe (city in Estonia) is currently in the active planning phase. Kotka already possesses all the essential infrastructure to welcome ferries with tourists. Maksim Iljin is drawing on the experience of this city when considering a potential ferry route between Estonia and Finland:

“We see that last year 30 ferries arrived at the port of Kotka. That's from 500 to 1500 tourists on each ferry and each tourist at least spends 80 euros in the city. We calculated that their city budget receives direct investments per year of three million euros. So, we think that the Kotka-Sillamae ferry route will become a good starting point for us in order to attract more tourists from Finland and ferries from Germany, for example. Because if tourists are already visiting Kotka, why wouldn't they come here as well?” (Participant 6)

Autor also discussed with the mayor of Narva-Jõesuu the presence of an airfield near Narva, which hypothetically could also be used to transport tourists between Finland and Estonia. He shared his personal experience of flying to Finland and back from this airfield:

“We flew with eight people, the entire route by plane to Kotka and back took a little more than an hour. It cost us 250 euros per person. At first glance, it seems a little expensive, but if you calculate how much money you spend on a similar route by car, then turns out that 250 euros are quite acceptable.” (Participant 6)

To summarize this topic, it can be said that, unlike the previous crisis caused by the COVID-19 pandemic, hotels this time had to think mainly not about measures aimed at temporarily cutting costs or stopping their activities, but about reorienting their work to other

markets, including greater focus on the domestic market. This crisis has already lasted longer than the COVID-19 pandemic, and there is no indication that restrictions on Russian tourists entering the country will be lifted soon. Therefore, unlike the previous crisis, hotels must decide on a development strategy and adhere to it, rather than waiting for restrictions to ease. In practice, the author observed that all hotels were quite pessimistic about the possibility of the Russian market reopening anytime soon, so they were actively implementing measures to reorganise their work. The author considers this example quite unique in Estonia's history because, since 1991, when Estonia regained its independence, it has never closed its border to any specific country. Therefore, hotels found themselves in an unfamiliar situation where there is no experience of past crises similar to this one. However, active work to overcome the current situation is being carried out by both hotels and local authorities.

Advertising campaigns and events. Another type of measures involves attracting tourists by offering package deals or introducing new services to engage potential guests and encourage them to visit the hotel. Unfortunately, not all hotels had the funds to implement these measures during the crisis, but some large hotels did adopt this approach. Vladimir Aret, discussing this topic, mentioned that the hotel is not only focusing on its own efforts to attract tourists through advertising but is also collaborating with the tourism cluster:

"We have a tourism cluster in Ida-Viru County, with which we cooperate, where we have a certain advertising budget through the cluster. It is formed through partner contributions, at that time we quickly reorganised advertising, which in 2022 was also set up for the Russian market. Then we refocused advertising to the Latvian market, mainly on Russian speakers living in Latvia." (Participant 4)

Speaking about package offers, Vladimir Aret noted that they are currently not working as efficiently as they would like, since the main occupancy of the hotel occurs on weekdays, and weekend packages are not demanded at the moment. In the author's opinion, the weak effectiveness of weekend packages for the Narva hotel can be explained by the fact that the hotel has a reputation as a business hotel. This might be the reason why many guests do not consider this hotel as their first choice for a weekend getaway. In turn, Participant 3 noted the effectiveness of package offers for their hotel. This result was achieved by the development of their own online sales system, thanks to which the hotel can also offer more flexible and attractive package offers. For example, when booking three nights on the hotel's official website, a guest can receive a fourth night as a gift, which is not provided when booking through other booking aggregators. Also among additional measures in the field of

advertising, Participant 3 highlighted an increase in the number of advertising campaigns and special offers on social networks. Participant 2 also spoke about measures being taken in this direction:

"Of course, we have to allocate a budget for marketing (radio, social networks, outdoor advertising), since the Estonian market is small and oversaturated with similar Spa services. In order to stand out, in 2022 we carried out a large-scale expansion of the Spa complex and opened the largest water park in Estonia with slides and attractions. Future plans include working with hotel areas." (Participant 2)

However, not only Noorus Spa hotel relies on its Spa complex. When talking to Vladimir Aret, he mentioned the recent (February 14, 2024) opening of the Spa complex in Narva hotel, which can help attract more tourists seeking relaxation in the city. In a conversation with the mayor of Narva-Jõesuu, the author also raised the issue of additional measures that would help hotels attract more customers to the hotels. The mayor highlighted several measures that were taken to increase the recognition of the region and attract more tourists:

"The city's strategy in terms of attracting additional tourists is that we focus on what we can do and what we know how to do. In addition to the natural beauty of the place itself, we know how to do events well. Last year we held a music festival and a jazz festival. This year the biggest event will be the arrival of the theater from Tartu, the performances will run for a whole week in August 2024. And on previous week we agreed that we would also organise an airfield day festival in Olgino. /.../ One more interesting event that we are doing is "Night Bazaar", we held it last year and are planning it this year " (Participant 6)

The mayor also spoke about working with social networks, which also helps to raise the level of recognition of the region and attract more tourists. To improve efforts in this area, the city hired a tourism specialist who helped boost the popularity of the city's Instagram and Facebook profiles, each gaining over 1,000 subscribers. In addition, the mayor's office is looking for some new points of attraction for tourists. One of such points may soon become a lighthouse building right near to the Russian border, from where there is a view of the eastern neighbor:

"We have money for its reconstruction, as well as money for the improvement of the nearby territory, all the preparatory work has also been done. If we talk about the number of tourists who could visit it, then we took as a basis the lighthouse on the island of Hiiumaa."

Over the past year, the owners earned 350,000 euros from tourist visits, 70,000 people visited it. /.../ This is just one of the examples of how we can attract more tourists.” (Participant 6)

Measures related to the promotion of hotels and the region as a whole through advertising, various special offers, and infrastructure modernization are closely related to reorientation to new markets. Both large and small hotels have realized the importance of marketing through social media and other promotional methods in order to achieve reorientation to new markets, since without investing in advertising and/or providing a unique stay experience, it is almost impossible to attract new guests. Hotels have also worked to develop attractive package deals to encourage longer stays and repeat visits. However, larger hotels had an advantage in offering flexible and varied packages due to their greater financial resources. Smaller hotels, with limited budgets and a narrower range of services, could only compete at lower prices, which could be a risky strategy in the long run. In addition to the efforts of the hotels, local authorities are trying to organise events and initiatives to promote the region. These efforts can complement individual measures taken by hotels, increasing awareness and interest in the region as a whole. Overall, a collaborative approach between hotels and local authorities can pave the way for a more sustainable hospitality industry in the region, benefiting all stakeholders involved.

Other measures. There were also other measures aimed at overcoming the crisis caused by the war in Ukraine. The measures listed by the study participants are typical only for one hotel, so the author proposes to consider them separately in this group. In particular, Participant 5 is considering the possibility of selling one of the hotels in order to preserve the main one:

“Our company owns more than one hotel, we put the second hotel up for sale and through this sale we want to preserve the main hotel and continue to work, but life will show, maybe we’ll choose another area of business.” (Participant 5)

Vladimir Aret emphasized the importance of the hotel restaurant as an additional source of income for the hotel. In previous studies, the authors also highlighted that a restaurant is extremely important for a hotel, especially during a crisis. During the previous COVID-19 crisis, hotels were able to partially retain their restaurant staff and make money on delivery, as Le & Phi (2021) noted in their study. Here is what Vladimir thinks about this:

“In some months, the restaurant helped us out a lot in terms of the total revenue of our hotel. If we take the whole company, the hotel needs to have a high-quality restaurant. It makes it possible to offer group services, hold banquets, etc. In October, November, and

December of 2023, the restaurant brought in about 30-32% of the turnover of the entire hotel, which is considered a fairly good indicator. Our share of income from the restaurant has increased, so this is a good thing for us.” (Participant 4)

To summarize this part of the study, the author suggests looking at Table 6, which clearly presents a list of measures that hotels have taken in response to the crisis.

Table 6

Measures implemented by hotels

Type of measures	Measures implemented in the hotels in response to the crisis	Participants, who spoke about the application of these measures
Cost-cutting	1. Staff reductions. 2. Operation of the hotel on request during the off-season.	1. P1, P4 2. P1
Reorientation to other markets	1. Focus on the domestic market. 2. Attracting guests from Finland. 3. Attracting guests from Latvia. 4. Attracting guests from more distant countries.	1. P1-P5 2. P1,P3,P4 3. P3,P4 4. P3,P4
Advertising campaigns and events	1. Working with the tourism cluster. 2. Package offers and discounts. 3. Development of own sales system. 4. Increase spending on advertising. 5. Improved service through additional features for guests. 6. Participation in tourism exhibitions.	1. P4, P5 2. P2,P3, P4 3. P3 4. P2, P3, P4 5. P2, P4 6. P1, P4
Other	1. Selling property to maintain hotel operations. 2. Improving the operation of the restaurant to increase revenue from its work.	1. P5 2. P4

Source: Compiled by the author

As can be seen from Table 6, the measures that were taken by hotels varied in most cases. Firstly, this can be explained by the size of the hotels, and accordingly their financial capabilities. For example, it can be seen that measures that would imply additional spending to improve service or aimed at increasing marketing costs could not be used by smaller hotels, which were forced to focus more on reducing costs or even selling a second hotel in order to maintain the main one.

Help from the state during the crisis. Another important topic that interested the author was government support for private businesses in the hospitality industry. In a situation where

hotels located on the border of two countries were cut off from one of their main markets by the state's decision to close the border to tourists from Russia, it would be logical to assume that such hospitality companies would be provided with assistance in one form or another. However, in practice, the majority of study participants said that there is no help and that they are forced to cope on their own. For example, Participants 2 and 3 only briefly answered that there were no government support measures and that they rely only on themselves. Dmitry Melkov also noted that as a Spa hotel, they do not receive support, but at the same time there is little financial support for their other line of work - as a children's camp. Here are his thoughts on this matter:

“There is no special support, as the prime-minister said – “This is your personal matter”. But I want to say that they do not leave us completely without support. As a children's camp, and not a Spa hotel, we are supported. /.../ We are also now considering the possibility of applying for a grant to improve the children's camp. We have a territory where we would like to put new buildings, so if a grant supports this, it would be good for us.”
(Participant 1)

Vladimir Aret, answering this question, gave a more detailed answer and also noted that at the moment there is no support from the state related to the decrease in the number of tourists due to the war. However, an important clarification is that the Narva hotel received a grant for the construction of a Spa complex after the COVID-19 pandemic, which they recently successfully implemented. Here are his thoughts on this matter:

“At the moment there are no funds related to the decrease in the number of tourists due to the war. A large Just Transition Fund has been opened in Ida-Viru County, there are various petition measures. /.../ But for us now it's a little difficult to get another grant, since we have now built our own Spa complex, we have obligations now, and applying for some new projects will be very difficult. Firstly, you need to show self-financing, which is very difficult to obtain now, since we were faced with the construction of a Spa, almost no bank is ready to provide loans for the tourism sector right now.” (Participant 4)

Participant 5 also expressed his thoughts about grants for hospitality industry companies. He noted that their hotel is currently working on a possibility to receive a grant:

“Yes, we are working on this now, there are a couple of options, but they still require approval from the EU. All this has been dragging on for a very long time, even in order to obtain all the permits to improve the technical systems or heating of the building, you need to go through all the authorities. All these steps take a lot of time. /.../ However, regarding the

grants that are now available from the EU, there is very little money there, not enough for everyone, but we tried to apply for them. Local authorities, in particular the Ida-Viru Entrepreneur Support Center, gave quite good seminars, they tried to answer all questions, support, and listen to us. But the fact remains that there is not enough money for everyone – «Early bird catches the worm».” (Participant 5)

In a conversation with the mayor of Narva-Jõesuu, the author also raised the issue of state support for private businesses. Here is Maksim Iljin’s opinion on this matter:

“Last week I spoke with the head of the sanatorium. She wants to apply for a grant in the amount of 5-6 million for an extension next to the sanatorium. This will provide additional services and create additional jobs. Work in this direction is underway. There are also those who want to apply for a grant for the construction of a new hotel next to the Noorus hotel. I am sure that someone’s application will be approved.” (Participant 6)

To summarize this topic, it can be said that at the moment the state does not actively support the hospitality industry by allocating funds to maintain the activities of hotels. However, it is fair to note that some hotels can still count on support through the grant application process. Although local authorities offer some support, competition for limited grants is high, and obtaining necessary permits can be time-consuming. Overall, there is a need for more direct and accessible state support to help the companies cope with the crisis and recover.

Vision for the future. Another topic that aroused the author’s interest is the vision of the future by hotel representatives and the mayor of Narva-Jõesuu. The author felt it was important to ask questions regarding this topic because when getting acquainted with the literature, many authors, including Kenny and Dutt (2021), highlighted the importance of the post-crisis period for business. During this period businesses must draw conclusions regarding the steps taken in response to the crisis and consider a plan of action for the future. Despite the fact that the war between Russia and Ukraine has been going on for more than two years and has not stopped at the moment, the author can say that for hotels the period of active crisis is coming to an end, since now almost all hotels have decided on a vision for the future and understand on which markets they will focus their work on. In the context of the vision of the future, the author also asked interviewees regarding their opinion on the return of Russian tourists, and at the moment all participants in the study are skeptical about this matter since they do not see any prerequisites for opening borders for Russian tourists. Here is the opinion of Participant 3 about this issue:

“We do not expect the lifting of restrictions on the entry of Russian tourists either in the short or medium term. At the same time, we can assume that 1.5 years after the introduction of restrictions, we have adapted to life in today’s realities.” (Participant 3)

Vladimir Aret, CEO of the Narva hotel, also expressed his opinion regarding the future. He dwelled in detail on the issue regarding the return of Russian tourists and expressed his opinion regarding tourists from which countries could replace Russians in the future:

“Somewhere far in our souls we want the return of Russian tourists, because this is a very large market, the opening of which doubles the prospects, but at the moment we are definitely not expecting this. /.../ Now is a good moment when we need to focus on our Western neighbors. Maybe not only neighbors, because the number of bookings has increased recently from the UK and the USA. This is also quite an interesting fact, because before the war they almost didn’t visit us at all. Now the percentage is increasing, as the percentage of guests from Poland and Germany, which is also quite interesting. Some are attracted by the factor of the border between EU and Russia.” (Participant 4)

The mayor of Narva-Jõesuu shares a similar opinion with the rest of the study participants and does not expect that hotels and the town should expect the return of Russian tourists in the foreseeable future:

“Today, I do not see any prerequisites for the situation to improve. The trend is that the situation has been constantly deteriorating. That is, based on the information that I have today, I do not see anything that would improve the situation.” (Participant 6)

The author, in turn, also shares the opinion of the study participants and does not see any prerequisites for improving the situation and the massive return of Russian tourists to the border region of Estonia due to the restrictions imposed on their entry. The author also understands the opinion of representatives of the hospitality industry when they talk about uncertainty regarding the future, because it is extremely difficult to organise the work in relatively new markets with which you have not previously worked or worked very little. Moreover, it is difficult to do this when you do not understand how long restrictions on the entry of tourists from Russia will remain in effect and on what factors the lifting of these restrictions depends.

After conducting interviews with representatives of the hospitality industry, the author made conclusions regarding the situation of this industry in Ida-Viru County at the moment. The main ideas drawn by the author are as follows:

- Following the outbreak of the Russian-Ukrainian war and Estonia's subsequent restriction on the entry of tourists from Russia, all hotels in Ida-Viru County, regardless of size and financial capabilities, experienced a substantial decline in the percentage of guests from Russia.
- In response to the decline in the percentage of guests from Russia, hotels have adopted active measures aimed at mitigating the consequences of the crisis.
- The most popular measure was the reorientation of work to other markets, particularly by giving greater attention to the domestic market.
- The main ways to achieve reorientation to other markets included active advertising efforts and offering attractive package deals.
- In addition to hotels, local authorities also worked to attract more tourists through a variety of events and active engagement on social media platforms.
- Hotels require greater attention from the state to the problems of the region caused by the war between Russia and Ukraine, because without a clear understanding of how long the restrictions on the entry of Russian tourists will last, hotels find it difficult to make long-term plans for the future.

After communicating with the majority of the study participants, the author formed the opinion that entrepreneurs, as truly talented people, were able to find a way out of this crisis and continue to operate hotels despite the fact that in the last five years, this industry has experienced incredibly difficult external shocks, especially in Ida-Viru County. Hotels have been seriously affected not only by the COVID-19 pandemic but also by the consequences of the crisis caused by the war between Russia and Ukraine. The author is confident that having undergone such hardening through two crises, hotels in the future will be ready for almost any new crisis since they have accumulated extensive and useful experience in crisis management.

Conclusion

Nowadays, crisis management has become a very important skill that is required of many managers in all areas, and of course, the hospitality industry is no exception. Over the past couple of years, hospitality businesses across Europe have faced various kinds of crises –

the 2021 summer floods in Germany and Belgium, the annual summer fires in southern countries, the migrant crisis, the COVID-19 pandemic and the war between Russia and Ukraine - all these events have only happened over the last years and this is not all the crises that have occurred in recent years. Such a large number of crises recently suggests that crisis management skills are needed now even more than before, since over the years the number of tourist trips has only increased, since after each crisis the tourism sector not only recovers but also attracts even more people.

In the theoretical part of the study, the author showed what is meant by crisis and crisis management, how crises can be classified, what stages each crisis goes through, what successful practices were used by hotel managers in the past to overcome crises, and how various authors approached research on similar topics in others countries. In the empirical part of the study, the author conducted interviews with representatives of both the hospitality companies and the mayor of Narva-Jõesuu. The purpose of these interviews was to identify how representatives of the hospitality companies responded to the crisis caused by the war between Russia and Ukraine and what measures were taken by them. It was also interesting for the author to compare the measures taken by hotels in Narva and Narva-Jõesuu with response measures from past crises that other authors had previously written about.

As the results of the study showed, this crisis was not similar to the crises that the author had previously read about, and primarily refers to the crisis caused by the COVID-19 pandemic, about which there are currently many works. These crises differed in nature and duration, which is why the measures taken by hotels varied to a greater extent. In author's opinion, hotels in Narva and Narva-Jõesuu were facing an even more severe crisis than the COVID-19 pandemic. This opinion is due to the fact that these hotels found themselves in the most difficult situation since previously they were heavily dependent on the Russian market due to their geographical location. In addition, the duration of the crisis caused by the war is much longer than the duration of the restrictions caused by the COVID-19 pandemic. However, as the results of the study showed, most hotels managed to find some way out of the situation. The main solution was to reorient the work to new markets - such as Finland and Latvia, and of course, the hotels focused even more on the domestic market. Many of the hotels work together with local authorities since both hotels and local authorities are interested in increasing the recognition of the region and more tourist visits. Also, the results of the study showed that many hotels would like to count on greater assistance from the state since the state's decision to close borders to Russian tourists greatly affected the work of

hotels. However, as the study participants emphasized, it is currently possible to obtain grants to improve hotel infrastructure, and local authorities are also trying to hold more events, including music festivals with famous artists, which can attract more tourists to the region.

Separately, the author would like to note that despite the work he did on an in-depth study of measures aimed at overcoming the crisis by hospitality companies, the author was not able to cover all aspects of crisis management due to various limitations, primarily caused by the fact that not all representatives from the hospitality industry agreed to be interviewed to explore the topic in more detail. In addition, this study was the author's first attempt to delve into this topic, and therefore not every aspect of the work could be disclosed with maximum scientific accuracy on this topic. In the future, the author would like to dive into this topic in more detail and see how hotels from other parts of Estonia were able to overcome the crisis caused by the war between Russia and Ukraine. The author also finds it interesting to compare measures between hospitality companies not only within Estonia, but also with hotels from other countries. In particular, the author would be interested in conducting a similar study in the future in the Latvian town of Jurmala, which was also a popular destination for many Russian tourists before the start of the war.

Summarizing this work, the author would like to mention that despite certain difficulties in the operation of hotels caused by this crisis, hotels are doing everything possible to not only continue to exist but also to develop and improve the quality of the services they provide. Therefore, the author would like to end his thesis on a positive note and in the end provide one of the thoughts from an interview with Vladimir Aret, which the author fully shares and hopes that in the future everything will be exactly like this:

*"One of the main advantages in tourism is that everything that concerns the choice of travel destination by guests - they very quickly forget some difficulties, all tourism is restored very quickly because **people love to travel**. In tourism you can quickly come to recovery."*

- Participant 4

References

1. AlertMedia (2023). *4 stages of Crisis & Crisis Management*. Retrieved from <https://www.alertmedia.com/blog/stages-of-crisis/>
2. Arabadzhyan, A., Figini, P., & Zirulia, L. (2021). Hotels, prices and risk premium in exceptional times: The case of Milan Hotels during the first covid-19 outbreak. *Annals of Tourism Research Empirical Insights*, 2(2), 100023. Retrieved from <https://doi.org/10.1016/j.annale.2021.100023>
3. Bilić, I., Pivčević, S., & Čevra, A. (2017). *Crisis management in hotel business – insights from Croatia*. Communication Management Review. Retrieved from <https://hrcak.srce.hr/191558>
4. Burhan , M., Talha Salam, M., Abou Hamdan, O., & Tariq, H. (2021, July 16). "Crisis management in the hospitality sector smes in Pakistan during COVID-19". International Journal of Hospitality Management. Retrieved from <https://www.sciencedirect.com/science/article/pii/S0278431921001808>
5. Chan, E. S. W., & Lam, D. (2013). Hotel Safety and Security Systems: Bridging the gap between managers and guests. *International Journal of Hospitality Management*, 32, 202–216. Retrieved from <https://doi.org/10.1016/j.ijhm.2012.05.010>
6. Chiles, B. (2021). Shrouded prices and firm reputation: Evidence from the U.S. Hotel Industry. *Management Science*, 67(2), 964–983. Retrieved from <https://doi.org/10.1287/mnsc.2019.3566>
7. de Sausmarez, N. (2007). Crisis Management, tourism and sustainability: The role of indicators. *Journal of Sustainable Tourism*, 15(6), 700–714. Retrieved from <https://doi.org/10.2167/jost653.0>
8. Dikken, N. (2020). *Designing a digital key for hotel applications*. Inicio. Retrieved from <https://oa.upm.es/65864/>
9. Dubrovski, D. (2009). Management mistakes as causes of corporate crises: Managerial implications for countries in transition. *Total Quality Management & Business Excellence*, 20(1), 39–59. Retrieved from <https://doi.org/10.1080/14783360802614281>
10. European Commission. (2022). Recommendation for a council recommendation on the 2022 national reform
Retrieved from https://commission.europa.eu/system/files/2022-05/2022-european-semester-country-report-estonia_en.pdf

11. Fearn-Banks, K. (2016). *Crisis Communications*. Retrieved from <https://doi.org/10.4324/9781315684857>
12. Faulkner, B. (2001). Towards a framework for Tourism Disaster Management. *Tourism Management*, 22(2), 135–147. Retrieved from [https://doi.org/10.1016/s0261-5177\(00\)00048-0](https://doi.org/10.1016/s0261-5177(00)00048-0)
13. Fung, C., Tsui, B., & Hon, A. H. (2020). Crisis management: A case study of disease outbreak in the Metropark Hotel Group. *Asia Pacific Journal of Tourism Research*, 25(10), 1062–1070. Retrieved from <https://doi.org/10.1080/10941665.2020.1784245>
14. Garrido-Moreno, A., García-Morales, V. J., & Martín-Rojas, R. (2021). Going beyond the curve: Strategic measures to recover hotel activity in times of COVID-19. *International Journal of Hospitality Management*, 96, 102928. Retrieved from <https://doi.org/10.1016/j.ijhm.2021.102928>
15. Henderson, J. C. (2007). *Tourism crises causes, consequences and management*. Butterworth-Heinemann.
16. Kaushal, V., & Srivastava, S. (2021). Hospitality and tourism industry amid covid-19 pandemic: Perspectives on challenges and learnings from India. *International Journal of Hospitality Management*, 92, 102707. Retrieved from <https://doi.org/10.1016/j.ijhm.2020.102707>
17. Kenny, J., & Dutt, C. S. (2021). The long-term impacts of hotel's strategic responses to covid-19: The case of Dubai. *Tourism and Hospitality Research*, 22(1), 71–85. Retrieved from <https://doi.org/10.1177/14673584211034525>
18. Kim, S. S., Chun, H., & Lee, H. (2005). The effects of SARS on the Korean hotel industry and measures to overcome the crisis: A case study of six korean five-star hotels. *Asia Pacific Journal of Tourism Research*, 10(4), 369–377. Retrieved from <https://doi.org/10.1080/10941660500363694>
19. Lashley, C. (2008). Studying Hospitality: Insights from Social Sciences1. *Scandinavian Journal of Hospitality and Tourism*, 8(1), 69–84. Retrieved from <https://doi.org/10.1080/15022250701880745>
20. Le, D., & Phi, G. (2021). Strategic responses of the hotel sector to COVID-19: Toward a refined Pandemic Crisis Management Framework. *International Journal of Hospitality Management*, 94, 102808. Retrieved from <https://doi.org/10.1016/j.ijhm.2020.102808>

21. Leung, P., & Lam, T. (2004). Crisis management during the SARS threat. *Journal of Human Resources in Hospitality & Tourism*, 3(1), 47–57. Retrieved from https://doi.org/10.1300/j171v03n01_05
22. Leta, S. D., & Chan, I. C. (2021). Learn from the past and prepare for the future: A critical assessment of crisis management research in hospitality. *International Journal of Hospitality Management*, 95, 102915. Retrieved from <https://doi.org/10.1016/j.ijhm.2021.102915>
23. Majumdar, R. (2021, July 26). *Surviving and growing in the post-covid world: The case of indian hotels*. Worldwide Hospitality and Tourism Themes. Retrieved from <https://doi.org/10.1108/WHATT-05-2021-0064>
24. Malhotra, R., & Venkatesh, U. (2009, April 10). *Pre-Crisis period planning: Lessons for hospitality and tourism*. Worldwide Hospitality and Tourism Themes. Retrieved from <https://doi.org/10.1108/17554210910949896>
25. Mair, J., Ritchie, B. W., & Walters, G. (2014). Towards a research agenda for post-disaster and post-crisis recovery strategies for tourist destinations: A narrative review. *Current Issues in Tourism*, 19(1), 1–26. Retrieved from <https://doi.org/10.1080/13683500.2014.932758>
26. Meyers, G. C., & Holusha, J. (1986). *Managing Crisis*. Retrieved from <https://doi.org/10.4324/9781351115988>
27. Niininen, O. (2013). Five Star Crisis Management — examples of best practice from the Hotel Industry. *Approaches to Disaster Management - Examining the Implications of Hazards, Emergencies and Disasters*. Retrieved from <https://doi.org/10.5772/55209>
28. OECD (2022). OECD Tourism Trends and Policies 2022 | OECD iLibrary.
29. Robina-Ramírez, R., Medina-Merodio, J.-A., Moreno-Luna, L., Jiménez-Naranjo, H. V., & Sánchez-Oro, M. (2021, January 15). *Safety and health measures for covid-19 transition period in the hotel industry in Spain*. MDPI. Retrieved from <https://www.mdpi.com/1660-4601/18/2/718>
30. Roy, N., Kapil, V., Subbarao, I., & Ashkenazi, I. (2011). Mass casualty response in the 2008 mumbai terrorist attacks. *Disaster Medicine and Public Health Preparedness*, 5(4), 273–279. Retrieved from <https://doi.org/10.1001/dmp.2011.80>

31. Shabani, N., & Munir, A. (2020). *A review of cyber security issues in hospitality industry*. SpringerLink. Retrieved from https://link.springer.com/chapter/10.1007/978-3-030-52243-8_35
32. Sharma, A., Shin, H., Santa-María, M. J., & Nicolau, J. L. (2021). Hotels' covid-19 innovation and performance. *Annals of Tourism Research*, 88, 103180. Retrieved from <https://doi.org/10.1016/j.annals.2021.103180>
33. Shin, H., & Kang, J. (2020). Reducing perceived health risk to attract hotel customers in the covid-19 pandemic era: Focused on technology innovation for social distancing and cleanliness. *International Journal of Hospitality Management*, 91, 102664. Retrieved from <https://doi.org/10.1016/j.ijhm.2020.102664>
34. Sigala, M. (2020). Tourism and covid-19: Impacts and implications for advancing and resetting industry and research. *Journal of Business Research*, 117, 312–321. Retrieved from <https://doi.org/10.1016/j.jbusres.2020.06.015>
35. *Statistics by region*. Statistics by region | Statistikaamet. (2023). Retrieved from <https://www.stat.ee/en/find-statistics/statistics-by8-region>
36. Statistics Estonia (2022). *The number of tourists in accommodation establishments increased in October*. Retrieved from <https://www.stat.ee/en/news/number-tourists-accommodation-establishments-increased-october>
37. Statista. (2023, December 13). *International Tourist Arrivals in Europe 2022*. Retrieved from <https://www.statista.com/statistics/273598/international-tourist-arrivals-in-europe>
38. Tourism is an important economic sector for Estonia. (2023). *Tourism*. Tourism | Majandus- ja Kommunikatsiooniministeerium. Retrieved from <https://mkm.ee/en/entrepreneurship-and-innovation/tourism>
39. United Nations (2021). *Coronavirus pandemic could cost global tourism \$2 trillion this year | UN news*. Retrieved from <https://news.un.org/en/story/2021/11/1106712>
40. Visit Estonia. (2023, November 15). *Estonia tourism statistics: Visit Estonia*. Retrieved from <https://www.visitestonia.com/en/forthetrade/statistics>
41. Weick, K. E. (1988). Enacted sensemaking in crisis situations[1]. *Journal of Management Studies*, 25(4), 305–317. Retrieved from <https://doi.org/10.1111/j.1467-6486.1988.tb00039.x>
42. Yacoub, L., & ElHajjar, S. (2021, February 19). *How do hotels in developing countries manage the impact of covid-19? the case of Lebanese hotels*. International

Journal of Contemporary Hospitality Management. Retrieved from
<https://doi.org/10.1108/IJCHM-08-2020-0814>

Appendices

APPENDIX A.

Interview questions to hotel representatives
on the example of the interview with Vladimir Aret (Participant 4)

First part of questions:

1. For how long do you hold the position of CEO at Narva hotel?
2. What is the number of rooms in the hotel?
3. Is the hotel part of a chain or independently managed?
4. Can I use your name and position in my thesis or do you want to answer questions anonymously?

Second part of questions:

First set of questions:

1. Could you say what proportion of hotel guests were Russian citizens before 2014, and how it changed until the beginning of the COVID-19 pandemic, when there were no restrictions on movement between countries?
2. Did the share of guests from Russia change somehow in the period from February 24 to September 19, 2022, when the war between Russia and Ukraine was already underway, but entry restrictions were not introduced for Russian tourists from Estonia?
3. Did the share of guests from Russia gradually decrease or was it more like a sharp decrease after the introduction of restrictions on September 19, 2022?

Second set of questions:

4. Between February and September 2022, did the hotel develop an action plan to prepare for a possible ban on the entry of Russian tourists? If there was such a plan, could you share what measures it included?
5. Following Estonia's ban on Russian tourists, what additional measures has the hotel taken to avoid changes to normal occupancy levels?
6. How did you manage to refocus your work on new markets (including domestic)?
7. Did the introduction of various promotions (for example, 10% discount on the „Guest offer“ or free entry to the Geneva nightclub) listed on the hotel website help attract more guests or were these promotions introduced before 2022?
8. The hotel website is available in four languages, in addition to Estonian, English and Russian, there is also Finnish. How many guests come from Finland? And is the hotel trying to partially replace Russian tourists with Finnish ones?

9. Is the hotel somehow working to attract tourists from Latvia, Germany and other EU countries? Do you see prospects in such markets or are the arrival of guests from outside Estonia and Finland rare cases?

Third set of questions:

10. Were any measures taken to support the hotel by the state after the ban on the entry of Russian tourists? For example, I read on the website that a SPA complex was recently opened, which was also financed by the European Regional Development Fund, but as far as I understand, funding for these purposes was provided as part of support after the COVID-19 pandemic.

11. Do you expect any similar assistance due to the closure of borders for Russian tourists?

Fourth set of questions:

12. How do you see the future of the hotel?

13. Are you waiting for restrictions on the entry of Russian tourists to be lifted, or have you adapted to life without them 1.5 years after the restrictions were introduced?

APPENDIX B.

Interview questions to the mayor of Narva-Jõesuu – Maksim Iljin (Participant 6)

First set of questions:

1. In your opinion, how fair is it to say that life in Narva-Jõesuu is closely connected with the hospitality industry?
2. Can we say that the town budget depends on the companies of the hospitality industry and, first of all, Spa complexes and hotels located in the town?

Second set of questions:

3. What proportion of tourists in Narva and Narva-Jõesuu were Russian citizens before the start of the COVID-19 pandemic, when there were no restrictions on movement between countries?
4. How many of the tourists who come to Narva also visit Narva-Jõesuu?
5. Did the share of tourists from Russia change somehow in the period from February 24 to September 19, 2022, when the war between Russia and Ukraine was already going on, but entry restrictions for Russian tourists from Estonia were not introduced?
6. Did the share of tourists from Russia gradually decrease or was it more like a sharp decline after the restrictions were introduced?

Third set of questions:

7. Between February and September 2022, did the town government develop an action plan aimed at preparing for a possible ban on the entry of Russian tourists? If there was such a plan, could you share what measures it included?
8. After Estonia introduced a ban on the entry of Russian tourists, what additional measures were taken by the town government to avoid a decrease in the number of tourist visits to the town and hotels located in the town? For example, I read that you planned to transfer the lighthouse building to the town administration ownership to turn it into another site for visiting. Perhaps there are other examples of recent initiatives that could attract more tourists to the town and thereby help hotels with occupancy.
9. How interested is the town government in attracting foreign tourists (for example, from Finland or Latvia) or is the emphasis on domestic tourists? Your opinion regarding attracting tourists from Finland is especially interesting since as far as I know from the news, it was planned to resume passenger transportation on the Kotka-Sillamäe ferry route. How promising can such an initiative be considered in implementation and are there any preliminary dates within which transportation along this route can be resumed?

Fourth set of questions:

10. Are there any government support measures for private businesses operating in the hospitality industry?
11. How do you see the future of the tourism sector in Narva-Jõesuu?
12. Are you waiting for restrictions on the entry of Russian tourists to be lifted, or have you adapted to life without them 1.5 years after the restrictions were introduced?

Resümee

ETTEVÕTTE KRIISIJUHTIMINE VÄLISŠOKKIDE TINGIMUSTES IDA-VIRUMAA KÜLALISLAHKUSETTEVÕTETE NÄITEL

Daniil Esaulov

Hotellinduse sektor on viimastel aastatel kokku puutunud paljude kriisidega, mistõttu on juhtidelt nõutavad kriisijuhtimise oskused nüüd olulisemad kui kunagi varem. Euroopat pole kriisid säästnud, kuna viimase 5 aasta jooksul on sellised sündmused nagu suvised üleujutused Saksamaal ja Belgias, iga-aastased tulekahjud Lõuna-Euroopas, migratsioonikriis, COVID-19 pandeemia ning Venemaa ja Ukraina vaheline sõda olnud väljakutseteks hotellindusele, rõhutades kvalifitseeritud kriisijuhtimise vajadust.

Käesoleva bakalaureusetöö eesmärgiks oli uurida meetmeid, mida Ida-Virumaa majutusettevõtted on võtnud vastuseks Vene-Ukraina sõja puhkemisest tingitud kriisile. Vene-Ukraina sõja puhkemine oli väline šokk, mis põhjustas Venemaalt pärit turistide drastilise languse – turult, millele Ida-Virumaa majutusettevõtted olid orienteeritud. Seetõttu uuriti käesolevas uuringus, kuidas Eesti linnade Narva ja Narva-Jõesuu hotellindusettevõtted on välisšokist põhjustatud kriisiga toime tulnud, et lahendada kliendibaasi vähenemist. Autor viis läbi intervjuud hotellinduse esindajatega ja Narva-Jõesuu linnapeaga, et mõista, kuidas nad reageerisid kriisile ja milliseid meetmeid selle lahendamiseks rakendati. Uuringu tulemusena selgus, et see kriis erineb varasematest, eriti COVID-19 pandeemiast, oma iseloomu ja kestuse poolest. Narva ja Narva-Jõesuu hotellid seisavad silmitsi tõsiste probleemidega oma sõltuvuse tõttu Venemaa turust, muutes kriisi nende jaoks pandeemiast tõsisemaks. Olukorraga kohanemiseks on hotellid pööranud oma tähelepanu uutele turgudele, nagu Soome ja Läti, ning rõhutanud rohkem koduturgu. Koostöö kohalike omavalitsustega on mänginud olulist rolli piirkonna edendamisel ja turistide meelitamisel, mis on kaasa aidanud hotellide hõivatuse taseme järkjärgulisele paranemisele. Kuid uuring rõhutas vajadust suurema riikliku toetuse järele, kuna piiride sulgemine Vene turistidele on hotellidele märkimisväärselt mõjunud. Vaatamata nendele probleemidele on hotellid suutnud hankida toetusi infrastruktuuri parandamiseks ning kohalikud omavalitsused on korraldanud üritusi, et meelitada ligi rohkem turiste.

Lisaks soovib autor märkida, et hoolimata süvitsi tehtud tööst kriisi ületamise meetmete uurimisel hotellinduses, ei suutnud autor katta kõiki kriisijuhtimise aspekte erinevate piirangute tõttu, eelkõige seetõttu, et kõik hotellinduse esindajad ei olnud nõus põhjalikuma uurimise jaoks intervjuusid andma. Lisaks oli see teaduslik töö autori esimene

katse sellesse teemasse süveneda ja seetõttu ei olnud iga töö aspekti võimalik maksimaalse teadusliku täpsusega lahti kirjutada. Tulevased uuringud võiksid kirjeldada, kuidas teised Eesti piirkonnad ja naaberriigid, näiteks Läti, kriisiga hakkama said ja nende lähenemisviise võrrelda.

Tööd kokku võttes soovib autor mainida, et vaatamata kriisi põhjustatud raskustele hotellide töös teevad hotellid kõik võimaliku, et mitte ainult jätkata tegevust, vaid ka arendada ja parandada osutatavate teenuste kvaliteeti.

Non-exclusive licence to reproduce thesis and make thesis public

I, Daniil Esaulov,

1. herewith grant the University of Tartu a free permit (non-exclusive licence) to

reproduce, for the purpose of preservation, including for adding to the DSpace digital archives until the expiry of the term of copyright,

“Corporate crisis management under external shocks – the case of Ida-Viru County hospitality companies”

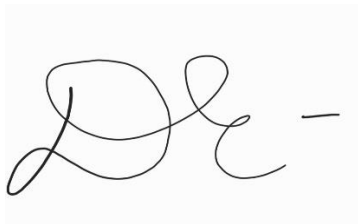
supervised by

Junior Lecturer Mark Kantšukov.

2. I grant the University of Tartu a permit to make the work specified in p. 1 available to the public via the web environment of the University of Tartu, including via the DSpace digital archives, under the Creative Commons licence CC BY NC ND 3.0, which allows, by giving appropriate credit to the author, to reproduce, distribute the work and communicate it to the public, and prohibits the creation of derivative works and any commercial use of the work until the expiry of the term of copyright.

3. I am aware of the fact that the author retains the rights specified in p. 1 and 2.

4. I certify that granting the non-exclusive licence does not infringe other persons' intellectual property rights or rights arising from the personal data protection legislation.

A handwritten signature in black ink, appearing to be 'De -', on a light grey background.

Daniil Esaulov

9/05/2024