

***THE READINESS OF MITIGATION PLAN FOR URBAN CITY TOURISM IN JAKARTA:
AN EXPLORATORY STUDY ON BIG HOTEL CHAINS***

**(KESIAPAN RENCANA MITIGASI WISATA PERKOTAAN DI JAKARTA:
STUDI EKSPLOKATORIUM JARINGAN HOTEL BESAR)**

Matthew Prasetya Ihsan*, Diena Mutiara Lemy
Master of Tourism, Universitas Pelita Harapan, Indonesia
[*matths168@gmail.com](mailto:matths168@gmail.com)

Abstract

Tourism industry is one of the biggest industries in the world, especially in Indonesia, tourism has contributed as one of the highest earners for the country, but in the third quarter of 2019 the world was faced with a global health threat which results in the lost of tourism income throughout the world due to the regulation and health protocol that were used in order to maintain the world's stability of health danger. Due to the current situation, tourism were highly impacted and hotel industry is one of the most badly hit sectors. The purpose of this study is to investigate the mitigation plan readiness of the hospitality industry in Jakarta, focusing on top hotel chains. Secondary data collection is used in this research, using desk research from hotel chains latest updated websites in the field of risk management and mitigation plan available. From the research it is found that the Hospitality Industry especially hotels in Indonesia are exposed to crisis. It is becoming increasingly important of having its own mitigation plan and communicating it well to the stakeholders due to the recent pandemic that leads to a lot of loses in the industry, thus not all the hotel chains in Indonesia have communicated their mitigation well to their guest through one of the important communication platforms of the hotel which is their official website. In its current iteration, the time was a major limitation and also there is not much research regarding the situation in Indonesia. Practitioners, researchers and internal stakeholders in the hospitality industry will find the implications of this study useful in the context of the present complex hospitality environment which is fraught with risks. This study is a part of a larger project where the research team is investigating readiness of mitigation plan in the hospitality industry in Indonesia focusing on hotel chains.

Keywords: Mitigation plan., Sustainability., Hotel chains., Tourism., Hospitality industry..

Abstrak

Industri Pariwisata merupakan salah satu industri terbesar di dunia, khususnya di Indonesia, pariwisata telah menjadi salah satu penyumbang pendapatan tertinggi bagi negara, namun pada triwulan III-2019, dunia dihadapkan pada ancaman kesehatan global yang mengakibatkan hilangnya pendapatan pariwisata di seluruh dunia karena regulasi dan protokol kesehatan yang digunakan untuk menjaga stabilitas dunia dari bahaya pandemi, karena situasi saat ini, pariwisata sangat terpengaruh dan industri perhotelan adalah salah satu bagian yang paling terpukul. Oleh karena itu, tujuan dari penelitian ini adalah untuk mengetahui kesiapan rencana mitigasi industri perhotelan di Jakarta dengan fokus pada grup jaringan hotel teratas tentang kesiapannya. Pengumpulan data menggunakan metode sekunder dalam penelitian ini, dengan menggunakan desk research dari situs web jaringan hotel terbaru di bagian manajemen risiko dan rencana mitigasi yang tersedia. Dari hasil penelitian diketahui bahwa Industri Perhotelan khususnya hotel di Indonesia yang terkena krisis, maka dari itu memiliki rencana mitigasi menjadi semakin penting dan mengkomunikasikannya dengan baik kepada para pemangku kepentingan karena pandemi

baru-baru ini yang mengakibatkan banyak kerugian di Indonesia. Pada faktanya tidak semua jaringan hotel di Indonesia telah mengkomunikasikan mitigasinya dengan baik kepada tamunya melalui salah satu platform komunikasi penting dari hotel yaitu situs web resmi mereka. Dalam iterasi kali ini, waktu menjadi batasan utama dan juga belum banyak penelitian mengenai situasi di Indonesia. Praktisi, peneliti, dan pemangku kepentingan internal dalam industri perhotelan akan menemukan implikasi dari studi ini berguna dalam konteks lingkungan perhotelan kompleks saat ini yang penuh dengan risiko. Studi ini adalah bagian dari proyek yang lebih besar di mana tim peneliti sedang menyelidiki kesiapan rencana mitigasi dalam industri perhotelan di Indonesia yang berfokus pada rantai hotel.

Kata kunci: *Rencana mitigasi., keberlanjutan., hotel chain., pariwisata., industri perhotelan..*

INTRODUCTION

The tourism sector is related to the concept of people traveling to other destinations, whether domestically or globally, for recreation, social or commercial purposes (Camilleri, 2018). For several of years travel & tourism continues to be one of the world's largest industries. Especially in Indonesia, tourism is among the highest growing sectors, with international tourist arrival of 16.1 million in 2019 and tourism being the top three highest earners for the country (Akhlas, 2020a). Despite the promising future that tourism brings, tourism is a fragile industry which are easily affected by safety, security, health problems and natural catastrophe.

In the third quarter of 2019 the world is faced with a global health threat, a pandemic that are still going on until now. Many industries in different sectors were highly affected that results to losses of assets and income. One of the most suffering industries are the tourism industry, as many countries have imposed travel bans in the effort to stop its spreading (OECD, 2020).

Many tourist destinations within one city have lost most of their revenues from the impact of global pandemic, including in Indonesia. This situation raises an awareness that a mitigation plan is highly needed. According to (Chandrasekera & Hebert, 2019) The hospitality industry relies heavily on nature and the environment. It is also essential for prevention, crisis and emergency preparedness readiness (including pre-, during and post-disaster) strategies. There for hospitality personals must also organize strategical planning such as mitigation plan to handle emergency situations efficiently and be ready when it happens. How-ever there are not much information available whether the destinations in Indonesia have a well-structured mitigation plan, including Hotel industry in. Due to its vulnerabilities it is very important for a destinations to have their prepared mitigation plan for Pre, during and post disaster and how to remain sustainable until the industry gets back to its former states.

This paper aims to identify whether the hotel industry as part of tourism industry in Jakarta focusing on hotel chains have a mitigation plan. If they do have a mitigation-plan, is the plan being communicated towards the stakeholders (in terms of society and customers/guest) and

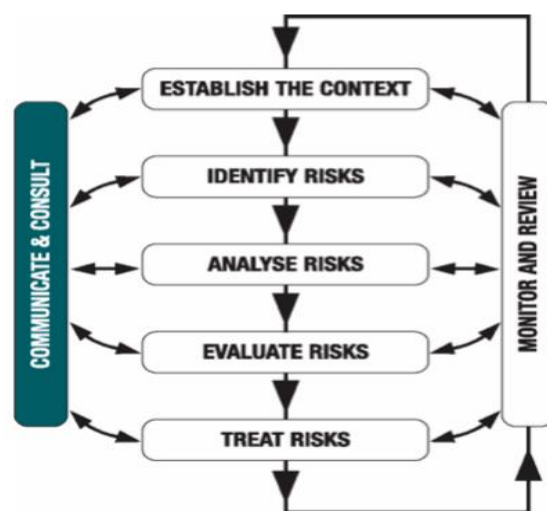
how they do it is also an important factor. In this research the focus that are going to be a focus are hotel chains that are in Indonesia both local and international, the focus will also be towards what information stakeholders receive through communicating the mitigation plan. The focus are specifically chosen because according to (Akhlas, 2020b) hotel industry were the most affected during this covid-19 pandemic, it has lost almost Rp70 trillion in revenue, making it four times higher than other tourism industry loses.

**Literature review
Risk Management**

Risk management is a planned mechanism by which companies handle significant emergencies. Crisis is characterized as a time of challenge or risk and is typically a time when tough or demanding decisions must be taken. With a strategy in motion that outlines the crisis response process, companies can adapt more quickly to cope with the situation (CBI, 2020).

According to (CBI, 2020) Preparing for circumstances of risk or disaster is generally referred to as the risk management process. The purpose of the risk management process is to reduce the complexity of the decisions taken during the crisis. It is important to have this placed in advance, so that the company is well prepared for the unforeseen events that will arise in the future.

Figure 1.1 Risk Management Process



Source: Centre for the Promotion of Imports from developing countries EU, 2020

The graphic above includes a helpful guide to the flow of the risk management process that can be tailored for different risk related purposes. Every phase is accompanied by constant contact and monitoring (CBI, 2020).

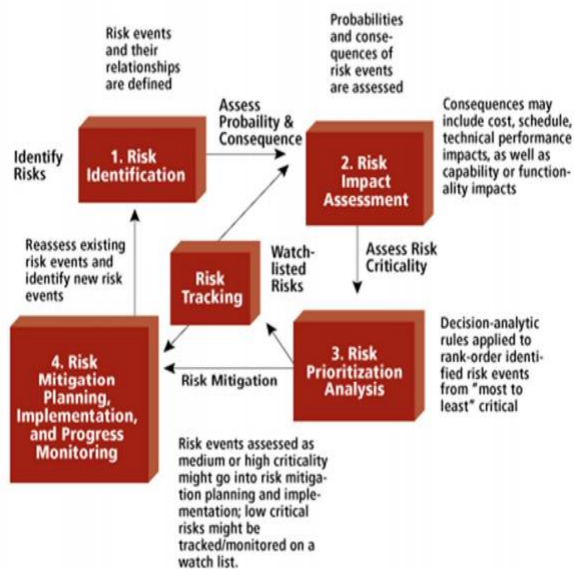
While (Srinivas, 2018) also supported the similar risk management process, shown on the figure below:

Figure 2.2 Risk Management Process



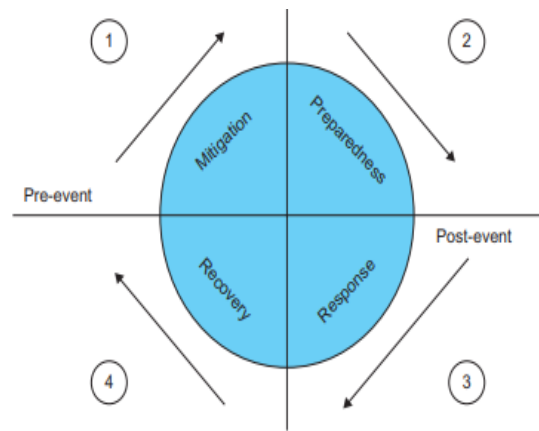
In Conclusion, the key aim of risk management is to compensate stakeholders for possible issues that can emerge spontaneously during the project. Risk management will not only make it possible to predict challenges in advance, it may also make it easier to plan for future issues that could happen suddenly. Handling future challenges is not only a way to mitigate project setbacks, but also a way to turn risks into opportunities that can contribute to economic and financial sustainability (Srinivas, 2018).

Figure 3.3 Risk Management: Fundamental Steps



Risk Mitigation Planning

Figure 4.4 The four classical phases of disaster management.

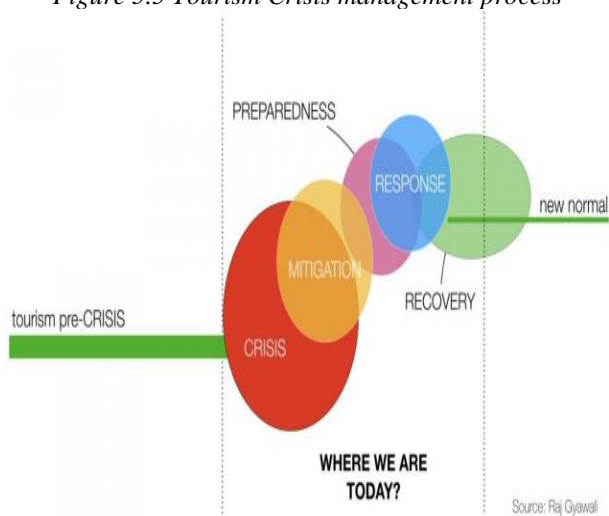


Source: Introduction to Homeland Security, 2013

Based on the figure above (Katende, 2019) has given a picture that risk mitigation planning are one of the fundamental steps for risk management designed to manage, eliminate, or reduce risk to an acceptable level. (Reciprocity, 2019) support the ideas that risk mitigation is one of the steps in risk management, which includes identifying the risk, analyzing the risk, and mitigating the risk. Risk mitigation means taking steps to minimize the vulnerability of the company to future threats and reduce the probability that such threats will reoccur. Enterprises pose different kinds of threats, some of which can lead to significant loss of income or even to bankruptcy.

Mitigation refers to sustained steps taken to minimize or remove the harm to humans and property from hazards and their consequences. Mitigation activities discuss one of the risk elements, which are probabilities and effects. By mitigating any of these factors, the danger becomes much less of a threat to the infected population (Bullock, Haddow, & Coppola, 2013). While (Ahmed, 2017) stated that risk mitigation phase includes the creation of mitigation strategies to control, minimize or reduce risk to an acceptable degree. If the initiative has been adopted, it will be constantly reviewed to determine its feasibility with a view to changing the course of action if appropriate.

Figure 5.5 Tourism Crisis management process



Source: Centre for the Promotion of Imports from developing countries EU,2020

Based on the figure above, the four classical phase of disaster management consist of four elements, which are; Mitigation, Preparedness, response and recovery. It is well said that in every decision-making process regarding disaster and risk, mitigation is always the number one solution

The process are also supported by (CBI, 2020) with the definition as follow;

- Mitigation – decisive action, right as the crisis happens, to save the business.
- Preparedness – plan the company to cope with the ongoing situation and concentrate on moving on the next two steps.
- Response – to respond to the problem and to use all available means to resolve and react effectively.
- Recovery – the journey to recovery and plan and focus on plans to get back to life and beyond.

With respect to a variety of incidents and dangerous activities impacting the hospitality industry, it has become extremely important to be well informed and capable of handling the hazards. The hospitality industry has been reluctant to expand its sector in dangerous and hazardous locations (Albattat & Mat Som, 2019). Emergency plans should consider a range of internal considerations, such as collaboration, connectivity and regulation. But the most important internal aspect is the management 's willingness to

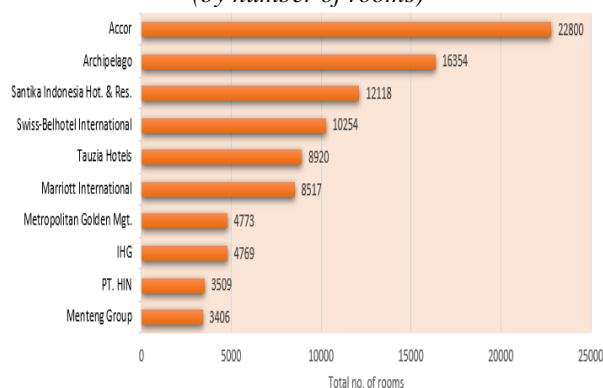
implement and establish a mitigation plan and strategy that can provide clear guidance and an up to date message to communicate before, after and during the incident (AlBattat & Mat Som, 2013).

Hotel Chains

Hotel Chain is a corporation that manages or runs a variety of hotels. Hotel chain is an organization that operates a variety of hotels situated in various locations.

They can be absolute or partial hotel owners and handle their administration, promotions and marketing. The chain usually bears its brand name, which it transmits to its chain hotels (Patrick Landman, 2020). According to (Ivanova & Ivanov, 2015b) Hotel chains, described as a horizontal association of hotels under a single name, tend to be big players in the global hospitality industry. Hotel chains play a crucial role in the hospitality industry. As dynamic entities, they share the qualities of global corporations and also have their distinctive features as service sector organizations (Ivanova & Ivanov, 2015a). Today, hotel chains form the base of world tourism industry. There are several hundred hotel chains in the country. Among them, giant companies can discern which hotels can be located practically everywhere in the world (City of Hotel, 2020). Especially in Indonesia, According to (Lookingforbooking, 2020) There are 81 International Hotel Chains that have hotels in Indonesia. With strong economic and tourism growth in Indonesia, both foreign and domestic hotel groups are concentrating their business expansion efforts on Indonesia (Gunawan & Jiahao, 2012).

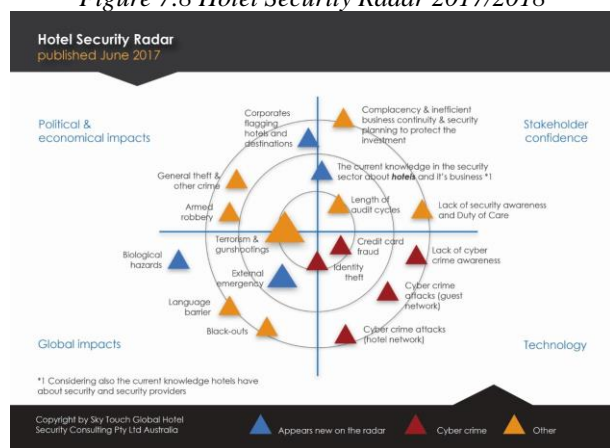
Figure 6.7 Leading hotel chains in Indonesia, as of 2018 (by number of rooms)



Source: Horwath HTL, 2018

The Figure above shows the data of the international and domestic hotel chains categories in Indonesia with their room availability as of 2018 (Horwath HTL, 2018). These hotel chains have a strong mix between domestic and foreign hotel chains (Gunawan & Jiahao, 2012). Which means they should already apply global standards. These leading hotel chains will also be used as the benchmark of global standards.

Figure 7.8 Hotel Security Radar 2017/2018



Source: Sky Touch Global Hotel Security Consulting, 2018

From the figure above shows that the threats hotel chains may face, it appears in the radar where it can be concerning to the industry and biological hazards is one of the concerns that already appear from 2017. It reveals that much needs to be achieved at the academic level (Hiller, 2017).

METHODS

Although risk and disaster management are one of the important aspects in tourism, only a few studies have examined the preparedness of mitigation plan for hotel industry. Which makes the purpose of the study is exploratory. This research is focused on data obtained using the technique of qualitative research. The research uses secondary method desk-research as one of research methodology in which it gathers data through the help of the internet where the data is available online from trusted sources regarding the available mitigation plan for the hospitality industry. (DJS Research Ltd., 2015) stated that, often known as desk research, secondary research is the most popular research

approach used in the industry today. While (Long-sutehall, 2011) addresses secondary approaches to qualitative research: a secondary analysis of qualitative data is the application of current data to provide answers to research questions. Desk research is used because, it has proven to be a valuable approach to seeking sufficient data for one's own needs. There is a plethora in which secondary data will be welcome as a workaround for data collection. Seeking an acceptable balance for one's research needs and datasets has become increasingly simpler with online exchange of datasets (Martins & Martins, 2018). Also, an in-depth literature review of related scholarly publications and other secondary data outlets, such as the hotel chains latest updated official website where the reports and industry data available. The data, thus gathered from leading hotel chains, was used to build on the secondary research data gathered from academic literature to gain an insight into the key risks faced by hospitality organizations, documents gathered online from the leading hotel chain websites were used because it is the main public communications that were used to communicate with the external stakeholders.

RESULTS AND DISCUSSION

This research is intended whether the hotel chains in Indonesia have prepared a mitigation plan and are they communicating it well to the stakeholders. From the desk research results it is identified that out of 10 top hotel chains in Indonesia there are only 2 hotel chains that communicate their mitigation plan through online platforms for the stakeholders to know well.

Hospitality business can be confronted with an internal and external crisis, and the most important part in successfully overcoming the crisis is early detection of warning signs and preparedness for the crisis. From this view, management preparation and experience in terms of mitigation plan. will act as a cushion in times of crisis (Pivčević & Bilić, 2017). It is very important that stakeholders and managers should be aware of the value of reviewing the mitigation plan and of the full specifics of their facilities, utilities, safety and security protection protocols followed in the event of vulnerability (AlBattat & Mat Som, 2013). (Della-Giustina, 2014)

also summarized three important phases in disaster planning: the identification of existing threats, the creation of a revised mitigation plan and, ultimately, the organization's preparedness for emergency situations. The plan should also require the use, repair and improvement of safety and protection systems. Mitigation plans should consider a range of internal considerations, such as collaboration, connectivity and regulation. But the most important internal aspect is the management's willingness to implement and establish a mitigation plan and strategy that can provide clear guidance and an up to date message to communicate before, after and during the incident (AlBattat & Mat Som, 2013). The hospitality sector is in turmoil as a result of global hysteria over COVID-19, the length and extent of which is still uncertain. Many countries that are heavily dependent on tourism are facing a catastrophic economic blow. However, the effect of COVID-19 on tourism is a global concern; the number of travelers has fallen significantly, travel has been cancelled and large public activities have been canceled or delayed, placing many jobs at risk and creating much diminished income from tourism (Youssef, Zeqiri, & Dedaj, 2020). That is why having a mitigation plan and communicating it is essential

According (PROFITROOM SA, 2018) to for hotel industry, website is the first-place guest are searching for information about the hotel. Information should be available at all times and hence it is important that it be viewed in an appealing manner and properly handled. The website is also the primary forum for communicating with the visitors. It must provide ways of interaction that users expect, but still, or rather, first and foremost, users of the mobile site (a growing trend).

This way guest can have a full experience before staying at the certain hotel including safety and security. (Amrahi, Radzi, & Nordin, 2013) stated that Internet channel which are referred to the hotel's website is cheaper in cost to maintain rather than indirect channels of communication. They believe that it is obvious that hotel website is becoming one of the tools to represent the hotel directly. Disaster risk communication has been generally recognized as a primary technique to reduce the worst consequences of disasters. Risk communication principles and practices have changed since the 1980s due to the sophistication and variety of various threats, advances in communication science, the diverse existence of clients, increased internet technologies and the availability of knowledge that can be readily obtained by individuals. Failure to communicate risk may increase vulnerability (Rahman & Munadi, 2019).

(WHO, 2020) Beliefs that Communication for risk mitigation plans are important. Communication between management and staff, including by the supervisors in charge of the various departments, should be established in order to determine the information policies for the guest as well as to include and receive information quickly about crisis that can occur in the hotel and to know the state of the situation at all times. The provision of guidance to staff on how to communicate the strategic plan to guests as well as other stakeholders will ensure continuity and consistency. Also based from the GSTC Industry Criteria created by Global Sustainable Tourism Council (GSTC). Having a documented risk and crisis management plan and communicating it to stakeholders are one of the performance indicators of a hotel industry (GSTC, 2019)

Top Leading Hotel Chains in Indonesia`s

Hotels	Online availability of mitigation plans and communications	Analysis
ACCOR	✓	ACCOR Group Prepare Annual report through "ACCOR 2019 Universal Registration Document" https://group.accor.com/-/media/Corporate/Investors/Documents-de-reference/2019_ACCOR_URD.pdf
ARCHIPELAGO	✗	In the archipelago's website it is founded that it is well updated to the current situation of covid-19 but, there are not much known about their mitigation/risk management planning

Hotels	Online availability of mitigation plans and communications	Analysis
SANTIKA INDONESIA HOTELS & RESORTS	X	Santika websites doesn't give any information related to their planning or sorts, there aren't any information available on the web either
SWISS BEL-HOTEL	X	Swiss-belhotel mitigation plan aren't available online
MARRIOT GROUP	X	Marriot group Doesn't Ha
TAUZIA HOTEL MANAGEMENT	X	Tauzia's website are filled with information regarding their CSR program, but regarding its mitigation plan it is not available yet over the website
METROPOLITAN GOLDEN MGT	X	Sahid hotel's website are a lot simpler more like a booking site
INTERCONTINENTAL HOTEL GROUP	✓	IHG Group prepared an annual report and form with its own pages of risk management that are prepared to get ready when crisis comes https://www.ihgplc.com/files/reports/ar2013/files/pdf/IHG-AR2013-Risk-management.pdf
PT. HIN	X	PT. HIN/Inna are one of the groups that gives out its information regarding its documents about the code of conduct, thus its risk management and mitigation planning are not yet available through all the documents
MENTENG GROUP	X	The website on menteng group are either on maintenance or are not yet maintained well so not much data can be gathered thoroughly

Limitations & Future Research

This study in only using desk research as its data collection method, which results to the limited information available and due to the time limits of competition, also the scope of the research are only top hotel chains in Indonesia additionally there aren't many research that focus on the importance of mitigation in a hospitality industry. For future research this paper could be the base of further research regarding the needs of mitigation plan communicated to the stakeholders and the data availability to be access online by the public so that people who are concern about the safety and security measures will feel sure about the hotel they are going to visit. More-over for the awareness raised of risk management and mitigation plan that can be prepared in order to face certain types of risk that may haunt the hospitality industry

CONCLUSIONS AND IMPLICATIONS

This study was designed to investigate the readiness of mitigation plan for the hospitality industry in Indonesia, focusing on top hotel chains. The study is a part of a larger project, which intends on investigating readiness in the hospitality industry in more detailed form from other hotel chains in Indonesia. The hospitality sector is one of the most vulnerable to crisis. Crises are

getting more common and nuanced than ever, impacting the hospitality sector and other associated sectors. It is also safer to be well positioned to resolve and mitigate the possible impacts of such natural or man-made disaster incidents. Plans should be implemented, reviewed and revised. From the research done the key findings of the study are that the hotel chains in Indonesia mostly haven't communicate their mitigation plan that the hospitality industry may face, it would be better that the management of the hotel could communicate well the mitigation plan so that it brings security and safety into creating surety for future guest. Although there are also findings that Indonesia is not fully aware of the importance of having a mitigation plan/risk management planning and communicating it to the public. One recommendation that this study might make is that the hotel chains organizations management teams focused on the risk management should have knowledge on importance of the readiness of a mitigation plan (if there are no program is already in place) in order to maintain the sustainability of the hotel industry operations when crisis strikes. Accor hotels can be one of the recommendations of the hotel chains that can be copied in communicating their mitigation planning through their available online sources.

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