



Towards Reviving the Travel Trade Sector: Assessing the Business Continuity Preparedness of Selected Philippine Travel Companies

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[*Abstract*]

Amidst the global pandemic aftermath, the Philippine tourism industry's revival depends on its supply chain adaptability. This study assesses Business Continuity Plans (BCPs) of selected travel companies in the Philippines. Employing a supply chain business continuity framework, it seeks to uncover prevalent characteristics and status trends within a specific group. Travel companies, vital intermediaries within this chain, play a pivotal role in distributing, aggregating, marketing, and promoting destinations. To navigate uncertainties effectively, these companies must have robust business continuity plans (BCPs) together with adaptive protocols that complement the current situation. Continuous improvements and change management may be evident in its processes and operating procedures. This study assesses selected travel companies' readiness through a descriptive survey, evaluating their business continuity plans (BCPs). The research aims to uncover the preparedness levels to withstand disruptions and aid the industry's revival. Findings can inform strategies to enhance resilience, foster growth, and ensure the long-term sustainability

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of the Philippine tourism industry.

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I . Introduction

In the context of contemporary global and local dynamics, the operational resilience of businesses faces an array of challenges, encompassing risks, accidents, natural disasters, and human-caused disruptive acts that may reverberate throughout the entire supply chain. The tourism industry stands at the intersection of these challenges, where unceasing operational procedures stand as a pivotal determinant in amplifying the overarching strategic performance of a company or organization.

Within the annals of tourism threats history, a chronicle of major events has left an indelible imprint on the landscape of business operations and daily activities. Specifically, the Middle East respiratory syndrome coronavirus (MERS-CoV) in 2012, the seismic perturbation caused by the oil price drop of 2014, and most recently, the global upheaval sparked by the onset of the Coronavirus Disease in 2019, commonly known as COVID-19¹ (Rabaan et al. 2020; Bloomberg.com) Furthermore, in the contemporary geopolitical arena, the ongoing conflict between Ukraine and Russia is a prevailing global phenomenon, affecting the regular flow of political and economic activities.

Consequently, the establishment of a systematic framework, designed to not only recognize formulating a system acknowledging such dangers and their associated risks but also to develop methodologies, strategies, and tactics finds its essence in the concept of Business Continuity Planning (BCP). This can be formalized procedures and a repository of resource intelligence that businesses, enterprises, and establishments of varying sizes use to

¹ Research coincides with current news as facts from global events influence the direction of most businesses impacting daily routine and affecting the general population.

recover from catastrophic events or significant disruption to their operations² (Phillips and Landahl 2020). Its primary goal is to confront and address potential loss or impairment of critical assets, encompassing information or information systems, as well as the safeguarding of natural or physical resources, resource systems, operational processes, human resources, and other essential functions essential for uninterrupted operation of a firm, corporation, or entity³ (Akinbola 2018).

Intermediaries like the selected Philippine travel companies play a crucial part in the distribution channel, encompassing both direct and indirect methods of delivering products and services. They mediate the exchange of offerings within the tourism system. The effective management of tourism involves marketing strategies to attract tourists and visitors, revenue generation, and fostering innovation in products and services. The success of any tourism enterprise pivots heavily on the adept coordination of internal and external factors influencing operational dynamics. The complex interaction described here combines elements of business administration, encompassing management principles, and resonates with the specific challenges and nuances intrinsic to the travel industry⁴(Page and Connell 2020; tmcfinder.com).

One aspect of the management's strategic response entails the development of an agile and adaptable management team capable of formulating proactive measures aligned with the company's imperatives for financial stability, market presence, and preparedness for unforeseen and unexpected circumstances. In both the short and long terms, these actions appease clients, address concerns raised by suppliers and other stakeholders, and protect profit margins⁵ (Mirović V et al. 2022; Costa and Mota 2021). The

² Continuity plans for any business become a reservoir of how to stay afloat and have a continuum in the circular economy of its immediate community.

³ Formulation of BCPs incorporate assets, liabilities, technology, human capital, profitability, services, customers, suppliers, competition, its effects to the society and industry where it belongs.

⁴ Intermediaries like travel agencies in this study act as middlepersons in the delivery of products and services for tourism. Developing sound management principles are important in operational success.

⁵ In the light of Covid19 related upheavals, a pool of key persons can provide

various facets of management are manifested through customer relationships, commitments to service quality, compensation structure, incentive programs, employee motivation strategies and investments in IT infrastructure. They are aiming for sustainable growth and viability checks. These constitute the focal points in exploring the implications and efficacy of business continuity plans within the scope of travel companies. Thus, this study would like to answer this research question: What implications do business continuity plans within the context of a supply chain framework have on the operational dynamics of chosen travel companies in the Philippines?

II. Proposition

Tourism plays a crucial part in the Philippine economy, making a substantial contribution to its gross domestic product (GDP) and foreign exchange gains. The economic significance of tourism assets is shown by their contribution of 2.5-5% to the Gross Domestic Product (GDP), as stated in Brief No.150 by the Asian Development Bank⁶ (ADB, 2020; Helble and Fink 2020). In 2019, the Tourism Direct Gross Value Added (TDGVA) made up 12.7% of the Gross Domestic Product (GDP), which amounted to PHP 2.48 trillion. Nevertheless, because of the worldwide pandemic, there was a substantial decline in this numerical value in 2020, amounting to PHP 973.31 million, signifying a notable reduction of -61.2% compared to the pre-pandemic year⁷ (PSA 2022). According to the Philippine Statistics Authority published in September 2021, the industry experienced a positive comeback with a rebound to PHP 1 trillion, accounting for 5.2% of the GDP.

Travel agents as intermediaries are essential to the tourism ecosystem. They form a vital part of the supply chain, making a

directions and decisions for the conduct of an adaptive business strategy in keeping up with travel management.

⁶ The independent study by the ADB revealed the GDP contribution of tourism in the Philippine setting.

⁷ Considering the global pandemic, the Philippine Statistics Authority or PSA acknowledged the decline of the contributions of tourism in the economy.

significant contribution to the creation of employment opportunities, generation of income, development of infrastructure, and facilitation of investments that stimulate local economic growth. According to a recent poll conducted by Statista in June 2022, it was found that a significant majority of 76% of individuals from the Philippines continue to show a preference for engaging the services of travel agents, despite the widespread accessibility to online travel information and booking alternatives⁸ (Statista 2022). Nevertheless, in the era of digitalization, the responsibilities of travel agents are transforming, necessitating a more robust online representation and expedited consumer interaction.

The travel and tourist industry are currently experiencing a substantial shift in reaction to the prevailing circumstances. Destination marketing plays a crucial role in safeguarding the welfare of passengers. To this end, organizations responsible for supervising tourism, accommodation facilities, and services in proximity to destinations are implementing a range of methods and initiatives. This encompasses several strategies such as joint ventures, collaborations, new investments, alternative services, and product development⁹ (Karl et al. 2020; Streimikiene and Korneeva 2020; Farmaki et al. 2020; Sigala 2018; Rivera and Gutierrez 2018). These diverse approaches aim to adapt to changing tourist consumer preferences, enhance visitor experiences, and promote destination sustainability in the face of the evolving market dynamics.

As the travel industry adapts to the challenges posed by the current circumstances, airlines and other service providers have introduced heightened safety protocols, which encompass the integration of modern air filtering equipment. Various companies provide services such as contactless booking, check-ins, payments, and COVID-19 testing. The prevalence of virtual communication tools and conferences has increased, accompanied by the rise of

⁸ Statista, an online platform for market data, revealed that Filipinos still recognize the need to avail of travel agency services.

⁹ Coping mechanisms for the managers of travel related companies and its consumers have been the subject of studies in emphasizing the strategic mindset and action for becoming sustainable.

virtual tours and robotic services. The implementation of various concessions, such as the provision of flexible cancellation policies, extended booking dates, and altered refund policies, has played a significant role in revitalizing the business. Certain providers may even give the possibility of waiving rebooking fees and adjusting fares in response to unforeseen travel constraints. These efforts reflect the resilience and determination of all tourism businesses to gradually resume their activities¹⁰ (Norwegian.com; Emirates Airlines 2020; Agoda.com; Philippinesairlines.com; CNBC.com; dot.gov.ph).

To prosper and endure, travel enterprises must transform to align with contemporary circumstances, needing a heightened emphasis on digitalization and operational flexibility. Prompt answers, minimizing downtime, and implementing a versatile business continuity plan cannot be overstated. There is a need for a redefinition of roles and the establishment of distinct service and product niches to cater to both traditional and digital consumers. All entities involved in the travel and tourism sector must set up tailored and up-to-date business continuity strategies that effectively produce income through value generation, integration of technology, responsible marketing practices, and reassurance to supply chain participants. By adopting this approach, travel firms have the potential to become essential entities, guaranteeing their endurance and success within a dynamic and constantly evolving environment.

III. Theoretical Framework

Business continuity planning is an essential framework that encompasses systematic procedures and resource information that firms can utilize to recover from a range of disruptions that may hinder their operations. These interruptions involve various adverse effects such as natural catastrophes, economic inflation, and other significant challenging circumstances. The scope of business continuity planning includes protecting against the potential loss or

¹⁰ Those involved in the business of tourism have recommended options and substitutes to jumpstart its recovery like those in transportation, online bookings, information agencies and government institutions.

damage of information, information systems impact resources, and resource systems that are critical to the functioning of businesses across different industries such as manufacturing, production, and service¹¹ (Zsidisin et al. 2003; Blos et al. 2015).

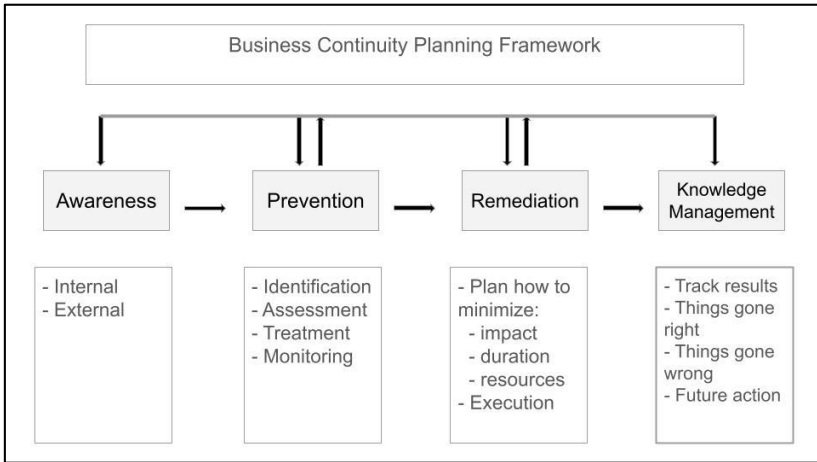
The importance of managing supply chain risks has increased, leading organizations to adopt efficient processes and tools. This enables them to develop plans and tactics to reduce disruptions in their supply networks. A comprehensive framework consists of four essential components that are vital for ensuring the smooth and uninterrupted flow of transactions.

1. Awareness: involves the recognition and disclosure of risks, both inside the organization and at the managerial level. This stage holds great significance in the allocation of resources, the development and implementation of measures to mitigate risks, and the fostering of collaboration with suppliers and consumers to tackle difficulties.
2. Prevention: is a measure mostly centered around mitigating the probability of encountering disruptions within the supply chain. This process entails the identification of underlying sources of risks, evaluation of risks as they manifest, development of measures to mitigate risks, and ongoing monitoring and adaptation of these tactics considering changing threats.
3. Remediation: strategies implemented in response to a disturbance. These activities include developing strategies to speed up recovery, reduce the length of interruptions, and figure out remedies to reconstruct and reinstate normal conditions.
4. Knowledge Management: is a component that works like an audit inspection or “post-mortem” analysis, to ease the acquisition of knowledge and promote learning. This practice ensures the improvement of the operational systems and processes by using knowledge gained from earlier experiences.

Even with well-crafted plans and minimal disruptive effects, it

¹¹ The chosen framework also covers the service industry which travel companies in this study are part of.

stays imperative for management to engage in a comprehensive review of the unfolding events and conduct a debriefing session centered on the current existing BCP. This post-incident analysis serves as a crucial step in the continuous improvement process. If considered necessary, revisions are implemented to rectify deficiencies while concurrently preserving and reinforcing the strengths inherent in the existing plans and tactics¹² (Zsidisin et al. 2003; Blos et al. 2015).



<Figure 1> Theoretical Framework (Zsidisin et.al. 2003; Blos et.al. 2015)

The integration of this theory results in the development of an evolving business continuity plan, representing an adaptable management system specifically designed to effectively navigate crises or any disruptions in business operations. This evolutionary process eases a keen ability to adjust and fine-tune various aspects of the business, such as products, services, delivery methods, pricing strategies, and market positioning, thereby enhancing survival prospects.

The global landscape has experienced substantial disruption, as seen by the profound influence of the health crisis and inflation.

¹² Business continuity plans are not permanent and are subject to change and correction when deemed necessary and should be part of a provision or section of any existing BCP.

In such turbulent times, a comprehensive understanding of the pros and cons of the external and internal business environment becomes instrumental in mitigating adverse effects. Internally, managers can recalibrate processes or implement innovative strategies based on objective assessments. Navigating a crisis or predicament demands accuracy, risk, and involvement considerations. Nevertheless, it can serve as the adhesive that binds together the fractured components of a company.

IV. Conceptual Framework

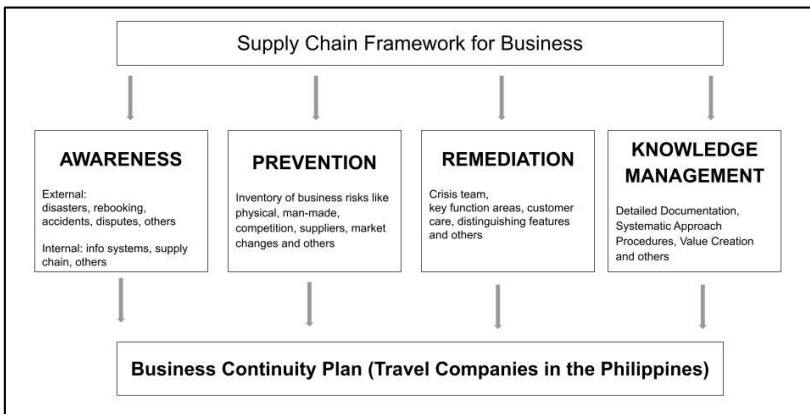
The blending of internal operations, external environment factors, and adaptive management processes catalyse the devising of survival strategies. While there may not be a one-size-fits-all solution, it is both prompt and progressive for individuals or groups in business to formulate their customized approaches for managing crises and comparable circumstances in the present and future. The identification of key actors in the process of reviewing the issue yields tangible solutions that bring benefits to the organization, its customers, and other stakeholders.

The foundation of business preparedness in the travel sector is set up by acquiring a thorough comprehension of both the external and internal environments. This encompasses a range of circumstances, including trip-related delays, weather-related challenges, unforeseen disasters, cancellations, or sudden rebooking. This awareness extends to data sourcing, supplier relationships, available transportation, electrical requirements, and critical facets. These visible and unforeseen travel events prompt proactive prevention measures through scenario calculations. Finding the least likely occurrences and aligning appropriate procedures with them is essential. Remedial actions are taken to lessen costs and minimize complaints. Provisions for on-the-spot solutions and a portfolio of prepared alternatives must be incorporated into a company's business acumen.

Dynamism, in this context, encompasses keeping accurate records of daily routines, adapting swiftly during emergencies,

accommodating special client requests, monitoring competitors, and staying attuned to market fluctuations. Knowledge management serves as a pivotal mechanism for facilitating ongoing enhancement, fostering proactive approaches, and harmonizing operational activities with organizational objectives. It has the potential to create a unique selling proposition, infuse renewed value into products and services, facilitate rebranding efforts, and align the business with current market dynamics and customer expectations.

The advent of the digital age has ushered in rapid information dissemination, data processing capabilities, real-time event capture, and instantaneous transmission. Continuity, in this context, underscores the importance of streamlining and fine-tuning transactions within an organization, facilitating smooth interactions with suppliers, and enhancing engagement with the consumer base.



<Figure 2> Conceptual Framework

V. Related Literature

5.1. External Process Management in Business Environments

External process management is an integral component of both internal and external analysis within a business context. This approach entails the strategic management of an organization's activities, carefully aligned to achieve specific objectives. A manager

or leader using this technique tries to design organizational processes highlighting quality and performance. These processes involve both routine activities and the implementation of new procedures to effectively engage with customers/clients, suppliers, and partners. Additionally, it encompasses competitors, referring to firms who are engaged in competition for the same consumer base or provide different strategies for delivering similar services¹³ (Kolev and McNamara 2022; Ng and Rivera 2018).

5.2. External Environmental Forces

To thrive and succeed, organizations must proactively adapt to the diverse external forces that shape their operating landscapes. These external forces are interconnected and encompass sociocultural, technological, economic, government and political, natural disaster, and human-induced factors. Economic environmental forces encompass several factors, including exchange rates, wage levels, employment statistics, and economic shocks such as inflation and recessions. These factors can exert both positive and negative impacts on businesses¹⁴ (Bright and Cortes et al. 2019; Bhati et al. 2020).

External factors have a significant impact on the tourism business. The pressures encompass several factors such as the maintenance of peace and order, the formulation of government policies, the implementation of health and safety laws, and the significance of setting up collaborations within supply and demand networks to augment travel alternatives¹⁵ (Fana et al. 2020; Gössling et al. 2021; Cho 2019). The implementation of strategies designed to enhance travel confidence, including the practice of social distancing and strict adherence to safety regulations, is widely recognized as crucial for the long-term viability and expansion of

¹³ Circumstances outside any business environment must be monitored to aid in resilience and success. Economic situations, new regulations, tech market, and societal trends to name a few, affect business directions.

¹⁴ The named external environmental factors can lead to opportunities and threats for businesses to consider and act upon.

¹⁵ The said factors can prompt businesses to change overall activities or selected operating areas.

the tourism industry¹⁶ (Tourism New Zealand.com; Disimulacion 2020; Houle 2019).

Technological forces encompass various dimensions, including the velocity of operations, cost considerations, the level of service excellence, and the assimilation of information technology and social media platforms, particularly facilitated by the Internet. The introduction of policies by government and political entities can potentially challenge or disrupt the principles of free trade, influence healthcare systems, and impact immigration policies. As a result, this can generate heightened levels of uncertainty for businesses while simultaneously presenting new prospects and instabilities across different sectors¹⁷ (Bright and Cortes et al. 2019; Srihirunet et al. 2021).

External forces, including rising fuel costs, necessitate recalibrations in pricing, sourcing, and product and service offerings. Business managers must explore alternative solutions and adapt to changing external conditions. In today's digital age, online presence is essential for success as fast connectivity and ready access to information have become the norm. Business strategies and models must align with prevailing events and cater to the responses of most customers to current conditions, as the external environment increasingly embraces digitalization for both buyers and sellers.

5.3. Internal Environmental Analysis

The internal environment analysis entails a comprehensive examination of an organization's internal strengths and weaknesses concerning its competencies, resources, and competitive advantages. For a business to thrive, it is imperative to have a clear understanding of its core strengths and areas of improvement, aligning these insights with the organization's future direction. Financial considerations encompass factors such as borrowing

¹⁶ The identified strategies for tourism and travel encourage revival and trust espoused in said studies.

¹⁷ Technology through the internet gave data speed, booking systems, delivery options, social media platforms together with security breaches, costs and inconsistent regulations for businesses to navigate.

mechanisms, cash flow, capital management, expenses, credit ratings, and fluctuations. Physical resources of tangible assets, including buildings, equipment, and raw materials. Propriety technology can involve intellectual property such as copyrights, patents, trade secrets, and expertise in operations¹⁸ (Kolev and McNamara 2022; Sigala 2020).

The internal analysis goes beyond assessing the organization's internal landscape; it also focuses on value creation for both the organization and its stakeholders. This may involve redesigning existing products and services or innovating entirely new transactional approaches, while also nurturing and rebuilding relationships. Businesses benefit from adjusting their products and services to the extent that customers willingly pay for them. Being recognized as responsive and relevant to customer needs while supporting profitability is a significant challenge.

In the domain of tour operations, the attainment of a competitive advantage hinges on several key factors, including customer value, profit formulas, essential resources, and processes. These components are intricately linked with both internal and external market forces, as well as societal conditions. The ability to introduce new services and products, adapt to changing consumer preferences, and remain flexible in business approaches is paramount. This may involve the creation of customized packages, personalized guided experiences, and unique shopping tour adventures¹⁹ (Donthu and Gustafsson 2020; Zheng et al. 2021).

VI. Methodology

6.1. Research Design

The research method employed in this study is the descriptive

¹⁸ Business survival calls for objective assessments, cash positioning, valuation of hard assets, technological investments, manpower structure, and new or reformulated product and service offerings.

¹⁹ Competitive advantage or edge in tour operations for the travel sector hinges on adaptability and being abreast with evolving customer needs and wants.

survey method, a strategic choice made for its appropriateness in investigating the prevailing characteristics and status trends within a specific group of individuals. The targeted participants encompass owners, operating managers, finance heads, or representatives of the selected travel companies operating in the Philippines.

The primary aim of this research is to explore the practical implications and valuable applications of business continuity plans within the context of a supply chain framework in the tourism industry. The descriptive survey method was selected to ease the in-depth exploration of participants' perceptions and experiences related to this critical issue. By focusing on key stakeholders within the travel companies, the study aims to derive insights that are not only academically rigorous but also hold practical relevance for professionals in the tourism sector²⁰ (Oktaviani and Sutisna 2021).

The survey method proves particularly adept in capturing participants' nuanced perceptions or experiences with an ongoing problem in the field of tourism. It allows for the collection of valuable data that can inform the development of effective business continuity plans tailored to the specific needs and operational dynamics of travel companies.

6.2. Research Participants and Data Collection Method

The survey data was collected from a sample of 290 members listed in the Philippine Travel Agencies Association (PTAA) as of July 2022. Participants in this study were selected from a stratified random population frame consisting of two hundred seventy-three (273) individuals who held positions as travel agency managers, owners, finance heads, operations heads, or authorized representatives. During the process of collecting survey questionnaires, it was seen that only 80% of the total number of questionnaires distributed, specifically 218 out of 273, were returned.

The study covers the selected travel companies and their applied business continuity plans, focusing on the supply side of

²⁰ Descriptive survey was used for the identified population sample as it elicited responses from those involved in travel agency operations and management.

travel. The assessment of the survey under review identified factors or variables that were grouped, categorized, and interpreted in this research project.

The study area includes the National Capital Region (NCR), Region 3, Region 4-A, and Region 7 in the Philippines. Other sectors of the travel trade industry, such as accommodation, transportation, tour operations, and back-office support, are beyond the scope of this paper. The key source of selected travel companies came from a nationwide business association, representing this specific segment of the tourism industry in the Philippines.

6.3. Statistical Methods Employed and Analysis

The research employed a Descriptive Statistics approach, beginning with the use of Stratified Random Sampling. This method involves dividing the population into smaller subgroups, known as strata. These strata are formed based on shared attributes or characteristics, such as educational attainment, length of service, and other aspects of both personal and company profiles. Additionally, the research used the Likert scale to gauge the respondents' level of agreement. This scale allowed respondents to express their agreement or disagreement with the provided statements, ranging from "strongly agree" to "strongly disagree," with corresponding numerical indices.

The analysis was supported by the application of various statistical formulas, including Percentage, Arithmetic Mean, Weighted Mean, and Standard Deviation. In addition to these measures, Inferential Statistics techniques were employed for comparative analysis and to assess differences. Pearson's correlation coefficient, which quantifies the relationship between two variables, was used in this study. It is computed as the covariance of the two variables divided by the product of their standard deviations. The Pearson correlation coefficient was applied to ranked variables to assess their relationships.

VII. Results and Discussions

Demographic Analysis of Survey Participants

<Table 1> Respondents profile

Position in the Company	Frequency	Percentage
Owner	90	41.28%
General Manager	61	27.98%
Operations Head	15	6.88%
Finance Manager	30	13.76%
Marketing Manager	22	10.09%
Total	218	100.00%

This represents the profile of respondents according to their position in the company. From the highest to the lowest frequency, showing that most were the owners of the business. They all have working knowledge, have access to their company’s business plans, and decided on how they reacted to the recent disruptions in operations.

7.1. Indicators

7.1.1. External Awareness

Respondents recognize the importance of staying attuned to external factors such as market trends, competitor activities, local news, and current affairs. They likely believe that being informed about these external influences is crucial for maintaining relevance, engaging effectively with customers and stakeholders, and ensuring the resilience of their operation in the face of external disruptions.

Overall, a score of 3.12 indicates that external awareness is a priority for the respondents, although it may not be the highest-rated aspect of the study.

<Table 2> External awareness result

Item	Mean	Interpretation	Rank
1. Updating of the business continuity plan according to current events: new policies of the national government or Department of Tourism, travel trends, etc.	3.23	Agree	1
2. Communication protocol with external business entities: contractors, suppliers, and other vendors is adjusted.	3.13	Agree	2
3. Contingency plans in case of a business interruption (pandemic, power outage, etc.) are prepared.	3	Agree	3
Average Mean	3.12	Agree	
Legend: 4.00-3.25 Strongly Agree (SA); 3.24-2.50 Agree(A); 2.49-1.75 Disagree (D); 1.74-1.00 Strongly Disagree (SD)			

7.1.2. Internal Awareness

The average mean score of 2.95 for internal awareness suggests that respondents recognize the importance of internal protocols and procedures within travel companies. While not rated as highly as other aspects assessed in the study, such as prevention measures and external awareness, the score indicates that internal awareness is still considered significant.

Respondents likely understand the necessity of established standard operating procedures (SOPs) for daily operations and contingency measures to maintain efficiency, consistency, and preparedness within the organization. Additionally, they acknowledge the influence of these internal protocols on relationships within the company.

<Table 3> Internal awareness result

Item	Mean	Interpretation	Rank
1. The company's BCP has a manual for processing procedures in case the computer system needs to be restored. (i.e., power outage, fire, sabotage, etc.)	2.94	Agree	2
2. Senior management roles and responsibilities for an emergency, Disaster Response Plan are defined and implemented through the BCP.	2.85	Agree	3
3. There are identified general processes of company operations: regular business cycle and exceptional circumstances. (i.e., routine audit for finance, office space, workforce, etc.)	3.05	Agree	1
Average Mean	2.95	Agree	
Legend: 4.00-3.25 Strongly Agree (SA); 3.24-2.50 Agree (A); 2.49-1.75 Disagree (D); 1.74-1.00 Strongly Disagree (SD)			

7.1.3. Prevention Measures

The average mean score of 3.19 for prevention measures suggests that respondents place significant importance on proactive strategies aimed at preventing disruptions within travel companies. This score indicates a strong recognition of the value of preventive measures in maintaining operational continuity and efficiency.

The interpretation of this result suggests that respondents understand the importance of regularly reviewing the company’s business operations to strengthen existing routines and identify areas for improvement. Moreover, the mention of remarkable events like the pandemic underscores the need for flexibility and adaptability in business continuity planning.

<Table 4> Prevention measures result

Item	Mean	Interpretation	Rank
1. Procedures and forms for business recovery strategies (critical functions) and IT recovery strategies are part of the BCP	3.22	Agree	2
2. Reviewing and approval of BCP at least every six months, by the board of directors, or an assigned committee or team.	3.23	Agree	1
3. There is communication, endorsement, and action plan, with all parties, including employees, customers, suppliers, and other stakeholders.	3.11	Agree	3
Average Mean	3.19	Agree	
Legend: 4.00-3.25 Strongly Agree (SA); 3.24-2.50 Agree (A); 2.49-1.75 Disagree (D); 1.74-1.00 Strongly Disagree (SD)			

7.1.4. Remediation

The average mean score of 2.84 for remediation suggests that while respondents recognize the importance of solution-driven and responsive approaches in addressing disruptions within travel companies, it may not be as highly prioritized as other aspects evaluated in this study. This indicates a moderate level of emphasis on remediation strategies aimed at sustaining operational continuity and resilience in the face of challenges. However, it also suggests that there may be room for improvement in implementing effective remediation measures to enhance the company’s ability to respond and recover from disruptions effectively.

<Table 5> Remediation results

Item	Mean	Interpretation	Rank
1. A restoration priority with shorter recovery time in all significant business activities is added with a crisis management team (i.e., shutdown, remote work)	2.94	Agree	2
2. A corrective action plan for discovered deficiencies in BCP testing or actual execution is integrated. (i.e., real-time response to clients)	2.59	Agree	3
3. In the event of facilities sharing with another company, there is a separation clause on management and operations	2.98	Agree	1
Average Mean	2.84	Agree	
Legend: 4.00-3.25 Strongly Agree (SA); 3.24-2.50 Agree (A); 2.49-1.75 Disagree (D); 1.74-1.00 Strongly Disagree (SD)			

7.1.5. Knowledge Management

The average mean score of 2.87 for knowledge management indicates a moderate level of recognition among respondents regarding the importance of knowledge sharing and management within travel companies. While acknowledging the importance of BCP that leads to managing risks and the detailed documentation of updates on clients, and competitors, respondents may not prioritize knowledge management as highly as other aspects assessed in the study. The result suggests the need for a training program or seminar-workshop and digitalization to strengthen business continuity.

<Table 6> Knowledge management result

Item	Mean	Interpretation	Rank
1. A business impact analysis in a BCP leads to managing risks (natural or man-made), strategy selection, tactical options, resource allocation, budget, etc.	2.77	Agree	3
2. Detailed documentation by itemizing steps, updates on clients, and networking with partners, suppliers, and competitors with the right data processing is included.	2.82	Agree	2
3. A training program or seminar workshop for strengthening business continuity, value creation (i.e., environment, service, etc.), digitalization, and courses of action for individual and group work functions are done.	3.02	Agree	1
Average Mean	2.87	Agree	
Legend: 4.00-3.25 Strongly Agree (SA); 3.24-2.50 Agree (A); 2.49-1.75 Disagree (D); 1.74-1.00 Strongly Disagree (SD)			

7.1.6. Summary of Results

The analysis revealed that prevention measures emerged as the highest-rated aspect, garnering a mean score of 3.19, showing its paramount importance within the context of business continuity planning. Following closely behind is external awareness, which received a mean score of 3.12, highlighting the significance of understanding and mitigating risks beyond the company’s control. Internal awareness ranked third with a mean score of 2.95, underscoring the need for a comprehensive understanding of internal vulnerabilities and preparedness measures. Knowledge management received a mean score of 2.87, emphasizing the importance of capturing, sharing, and leveraging organizational knowledge for effective risk mitigation. Lastly, remediation, with a mean score of 2.84, underscores the challenges associated with response and recovery efforts in case of disruptions.

<Table 7> Summary of Results

Business Continuity	Supply Chain Framework	Mean	Rank
Staying well-informed about market trends, competitors, local news, and current events is essential for maintaining relevance and fostering improved engagement with customers and other stakeholders in the external environment.	External Awareness	3.12	2
Establishing both standard operating procedures for daily operations and contingency measures is imperative for ensuring that all staff, management, and travel company owners are well-informed and prepared for internal operational needs.	Internal Awareness	2.95	3
Conducting a thorough review of a company’s business operations can help reinforce established routines and prevent unnecessary resource wastage that might not align with the overall strategic goals and prevention measures.	Prevention Measures	3.19	1
Solution-driven and responsiveness are essential characteristics for sustainable remediation in terms of continuity of operations, managing resources efficiently, maintaining agility in responses, mitigating risks, and optimal financing.	Remediation	2.84	5
This encourages the exchange of ideas, fosters collaboration, provides access to the latest information, stimulates innovation, and supports cultural shifts necessary to adapt the organization to the changing business requirements.	Knowledge Management	2.87	4

VIII. Implications

To compliment the supply chain theory of the study there are other theories that can aid in recovering from unforeseen disruptions with having flexibility in procedures or responsive actions. These are leadership contingency and organizational information processing which are also aiming for improved financial capabilities as damage to operational structures of the company are safeguarded.

Contingency theory of leadership deals with organizational leadership and decision-making relative to internal and external business environments²¹ (Steen et al. 2024; Childs et al. 2022; Azadegan et al. 2019). Comparative to “no one size fits all adage” on management and leadership style as contextualizing individual company circumstances are at play. Driving leadership contingency styles are rationality, objectivity and changing consumer wants.

Organizational information processing being a communication theory, dwells into total processing and exchange of information within organizations and among its members. Data within an organization or company has its own relevance internally and externally²² (Lu et al. 2023; Yuan and Li 2022; Zhu et al. 2018). Information sharing and analysis targets supply chain resilience, finance and possible environmental uncertainties in sourcing. Immediate and critical areas need to be identified to coincide with the right response time and organizational adjustments.

Fusing these theories into practice can strengthen the configuration of key points in the supply chain, information or data processing and identified decision makers for reinforcement of adjusted procedures, protocols and communication guidelines. Aligning solutions to fit the current needs of the company, its suppliers, customers and the public in general.

²¹ Alternative courses of action are posited in various studies for business to have customized plan Bs to avert disruptions, solve a crisis, protect products, services, customers, suppliers and its personnel.

²² Cited authors agree that internal and external information processing or sharing can impact the individual organization and constituents. Highlighting the crafting of the right communication style, message, relative action, and solution.

Another important aspect of the implication of the study is the need to improve effective strategies to enhance degree of confidence of travellers or visitors after the recent pandemic. This coincides with the reopening of travel to destinations locally and internationally. Taking a closer look at mass tourism or highly populated tourist areas prompts better planning options from the individual traveller and the trusted travel agent. Considering the risks on health, safety, transport, luggage and other concerns, providing for the usual travel insurance with an add-on for medical emergencies.

Information and awareness found on websites, Facebook, Instagram, and other social media platforms enable travel interests and possible real time engagements with online responses from the travel trade sector. The aspects of service delivery on tour packages, travel counselling, individual or group documentation requirements and other aspects for a planned trip become customized and made available.

The attributes of flexibility, adaptation, improvisation are crucial today for travel related businesses to stay afloat. Onsite and online travel assistance, payment schemes and tailor fitted transactions aid in capacity building for travel and tours. Travel agents and travel companies attuning to the waves of the industry, its external and internal environments pivot to continuity. Having an engaged organizational culture from management to employees applying decisions and actions still in accordance with its vision and values. Propelling effectively to a short-term solution on supply chain discord while in the long-term, the maintenance and improvement of financial performance.

IX. Conclusion

The assessment of the business continuity plans within the supply chain framework sheds light on the resilience and adaptability of the travel trade sector in the Philippines. It underscores the pivotal role of preparedness, adaptability, and tourist consumer-focused in overcoming obstacles and navigating uncertain environments.

Grounded in supply chain principles, these plans have proven invaluable in addressing challenges ranging from the COVID-19 pandemic to evolving consumer preferences, as evidenced by the experiences of travel companies in the Philippines.

As the industry continues to evolve, travel organizations must remain agile and responsive, continuously refining their strategies to meet shifting dynamics. Embracing a proactive change and fostering strategic partnerships, will be key in ensuring the sector's long-term sustainability.

Crucially, the establishment of tailored business continuity strategies driven by value creation, technological integration, and ethical marketing practices falls on business leaders, and travel managers. By fostering a culture of adaptation and innovation, travel firms can position themselves as indispensable entities, adept at navigating uncertainties and thriving in dynamic environments. This proactive approach not only ensures endurance and success for individual companies but also strengthens the resilience and sustainability of the broader tourism ecosystem, benefitting travellers and stakeholders alike with enriched experiences and industry stability.

Disclosure Statement

The data collection for this study was undertaken as part of the doctoral coursework of one of the authors and was conducted within the confines of an academic setting. Consequently, it is important to acknowledge potential limitations in sample size, scope, and generalizability of the findings. Ethical considerations were meticulously addressed during the data collection including informed consent and confidentiality.

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