

# The Perfect Storm: How Indonesian Hospitality Business Navigates and Survives the Covid-19 Outbreak

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## **Abstract**

The widespread of Covid-19 as a global pandemic since the beginning of 2020 has caused detrimental effects on all industries. The implementation of regional lockdowns, physical distancing, travel bans, and the closure of tourism destinations have damaged the tourism and hospitality businesses in Bali, the Indonesian main tourism destination. The current study aims to examine and identify business survival and recovery strategies among companies in the hospitality and tourism sectors in Bali during the pandemic. A qualitative research approach was implemented by interviewing relevant stakeholders across several sub-sectors in Bali. Based on a systematic theme analysis, a typology of four main strategies (4Rs) has been proposed: Restructuring the business, Realigning business processes, Researching and responding to new business opportunities, and Retargeting the market. These strategies have been employed by businesses in the sectors in Bali during the outbreak.

**Keywords:** *survival; recovery; tourism*

**Track:** Tourism Marketing