Virtual Reality as Tool for Resilient Tourism Companies

Mario Rojas Sánchez1 and Pedro Palos-Sanchez2

1 Technological Institute of Costa Rica, San José, Costa Rica
2 University of Sevilla, Seville, Spain
Ppalos@us.es

Abstract. The present document has the objective to identify whether virtual reality can become a disruptive technology for the promotion of small touristic companies in times of pandemic or financial crisis by implementing the concept of organizational resilience in order to explain the success or failure of touristic Small and Medium Enterprises (SME’s) in La Fortuna, located around and within Arenal Volcano National park in the northern region of Costa Rica by exploring the application of virtual reality as disruptive tool for activities that promote SME’s in times of crisis, as the one we are experiencing due to the pandemic. We are taking into consideration literature related to the term resilience and compile information from local tour operators in order to demonstrate the crisis, the promotion means used, and the option to implement virtual reality in such promotion. Results show that the closure of borders directly affect this area since foreign visitors represent 95% of tourists, so meeting the 80 activities being offered, as well as the specialized culinary services, and the variety of hotels from big and small businesspeople, is affected. Confinement represents a barrier for the national tourist, but it becomes an opportunity for a personalized promotion. Going from the use of social networks, e-commerce, emails, the dependence on big companies operating online, to providing immersive and telepresence experiences, consolidates their brands from a closer relationship to the customer, impacts on emotional aspects, and leans the balance for future visitation intentions.

Keywords: Ecotourism · National parks · Resilience · Tourism · Virtual reality

1 Introduction

Touristic companies, no matter how big or small, are making their way into a highly competitive market. They are not exempt from facing situations that are common or uncommon to the market and to the business model itself, such as financial crisis or the recent pandemic we are now living, which impose behaviors that are not perceivable on our economy. We even must make decisions that may seem detrimental to the economic development and wellbeing of the families that benefit from tourism. The closing of borders and other protection measurements become a paradox for touristic companies, especially the small ones which offer jobs to their collaborators and support to the communities that host the development of activities, which searches for success.

© The Author(s), under exclusive license to Springer Nature Singapore Pte Ltd. 2021
J. V. de Carvalho et al. (Eds.): ICOTTS 2020, SIST 208, pp. 35–48, 2021.
https://doi.org/10.1007/978-981-33-4256-9_4
These efforts are related to resilience, meaning the ability of a system to maintain its identity and adapt its essential structure and functioning to disruption [1].

Companies shall take advantage of the marketing opportunities and be aware of technological changes in order to improve performance [2]. According to Tognazzo, Gubitta and Favaron [3] SME’s are not used to gather resources to face crisis. This is the case of small touristic companies, which react differently to crisis. Thus, good development depends not only on preparation but also on the capacities that evolve within a task environment [4]. It is important to understand the concept of resilience. To Yiğit-Börekçi, İşeri Şay and Rofcanin [5] “the ability to recover and reinvent yourself” (p. 64). Other authors such as Ortiz - de - Mandojana and Bansal [6] define it as “the ability of the organization to anticipate, avoid and adapt to those shocks in their environment” (p. 1615). We can mention financial crisis and contingencies here, such as those effects from the pandemic. We must take into consideration, before adverse situations, the intangible strengths plus tangible resources at hand, such as networks and the support from others [7].

Knowing all the ways a touristic company faces an adverse situation, it is interesting to wonder what Vogus and Sutcliffe [8] planted: “Why do some organizations crumble in the face of high levels of ongoing strain while others thrive and grow more resourceful and poised to tackle future challenges?” (p. 3418), It is important to mention that changes happen constantly in organizations. The ideal scenario would be to determine ahead of time how to handle a crisis [9] (p. 483). Many SME’s do not survive. The dynamics of the market becomes a limitation regarding its capacity and performance [10]. While others manage to adapt.

According to Varela and BEDOYA ARTURO [11] some technical abilities from the staff are required. And so, each company shall provide for the knowledge and skills demanded by their organization, along with the participation of owners, partners, and collaborators, taking advantage of their expertise and specialization which has provided a great know-how in the touristic sector. Also, it is necessary to analyze other aspects, such as the availability of resources or intangible strengths that are as important in strategic decisions. According to Holburn and Zeiner [12] managers develop mental models, and this allows for them to portray their environment and make decisions that are appropriate for times of uncertainty. Other authors state that if management is dynamic, it allows for the businesspeople to obtain the necessary skills to create, broaden, and modify the ways companies operate, which allows to explore options that lead to reinvention [13]. Companies should count, besides expertise in times of crisis, with the motivation required in times of stress and difficulty, without ignoring important aspects of business risk management systems which allow for a coverage against the effects of an economic crisis on the company [14].

The objective of the present document is to identify if virtual reality may be a disruptive technology for the promotion of small touristic companies in times of pandemic or financial crisis by implementing the concept of organizational resilience in order to explain the success of touristic SME’s, and how virtual reality may become a disruptive tool for a related market in these companies. For such purpose, we ask the following research question (RQ):
RQ 1. Can virtual reality become a disruptive tool for the promotion of touristic destinations in Arenal Volcano National Park and on small touristic companies in La Fortuna community, which are located around the park?

We look to answer to this research question through the concept of organizational resilience. For such purpose, we implement a literature review and a semi-structured interview tour operator from small touristic businesspeople in the area.

This chapter is organized as follows: a first part including the introduction, which includes the objective of this document. As a second section, a theoretical framework. Thirdly, the methodology used. Fourthly, Virtual Reality and Resilience in touristic Companies in La Fortuna, near the Arenal Volcano National Park. The fifth section presents the conclusions.

2 Theoretical Framework

We are looking to explain our research objective by taking into consideration the Resource-Based View Theory (RBV), which states that actions taken by a company should depend on their characteristics, focusing on those which have an advantage over their resources and avoiding those they lack [15]. Some authors agree that companies work better by following certain practices, such as cost reduction and quality improvement. However, this may not be true if companies interact as competitors or in a collaborative economy. In these cases, the best decisions make a company differ from others [16]. This theory comes in the strategic direction due to the heterogeneity of companies regarding the availability of resources and capacities. It also links to the management of knowledge, which generates distinctive capacities based on resources and intangible capacities [17]. In the constant search of business rentability sources, there are two major perspectives: those coming from the competitive environment [18], and those corresponding to the organization itself, the resources, and capacities on which the accomplishment of sustainable long-term competitive advantages is based on. This is also known as the theory of company vision [19]. It is important to consider the tangible and intangible resources, especially on difficult times as those being faced by touristic companies and many other sectors. According to Barney, Ketchen & Wright [20] (RBV) and the resource-based theory (RBT) they provide a framework that explains the performance and competitive advantages of the company. RBT is important in marketing since it provides “guidance and instruction in coming uses for marketing research, suggestions on theoretical extensions to adapt theory to marketing and identification of ideas of domains and unique marketing resources” [21] (p. 1).

Previous research has analyzed the concept of resilience from multiple views. However, there is a common element, which is trying to explain what makes small or big companies successfully face financial crisis. Meyer [22] identified culture and ideology as main strategic engines. Others state this does not on a previous preparation but on the capacities of the environment [23]. According to Gittell, Cameron, Lim and Rivas [24] a feasible business model allowed airlines to recover from the terrorist attack to the Twin Towers in 2001. There are many possibilities found on resilience. Some authors analyze the impact of natural phenomena and the difficulty to preview these impacts at an organizational level [25]. Other areas explored are the measurement of
innovation and management of knowledge, which do not pose an effect on organizational resilience [26].

It is important to mention that there are previous and posterior studies to the crisis. However, for the present analysis, we shall focus on the moments of crisis where touristic companies make decisions that translate into success. We investigate knowing those decisions in terms of promotion and management of the company, which help gaining endurance to face future events. Venkataramany [27] considers we can center our attention on intangible strengths of managers or owners, besides promotion. Studies related to resilience have focused on tangible resources such as clearance resources the company counts with at the time of the crisis like the one we are experiencing right now due to the pandemic. Most of the companies which count with clearance resources correspond to big companies, and authors such as Minichilli, Brogi and Calabrò [28] analyze financial performances in family companies. This is particularly valuable since many touristic small companies are assumed to be in disadvantage regarding tangible resources to face the crisis due to the closing of borders and reduced visitation compared to previous years. For this purpose, we are interested in the opinion of tour operators, hotel and restaurant owners, tour guides, and others, in order to focus on intangible strengths that have worked in the past on overcoming interruptions due to a financial crisis or due to a pandemic, as we can see today.

Resilience within strategic management is defined as the capacity of a company to recover from an adverse situation and to maximize the resources and capacities at hand to transform them into successful strategic decisions. Our reference framework are the vulnerabilities touristic companies face and how most of them overcome the pandemic and its measurements or financial crisis as terms of time in the economy of a country or worldwide, as it could happen on a later term due to the effects of COVID-19. These turbulence within the environments are known as a change that cannot be perceived in the complex environment of an organization [29]. Most of the concepts found show a clear definition and are a little ambiguous. Table 1 shows a summary of the most recent literature, which highlights the subjects researched in order to better understand the conceptual framework.

3 Methodology

3.1 Source Identification

The documentation is identified through Scopus, which is the bibliographic and citation database from Elsevier. This is considered to be the largest citation and summary database of peer-reviewed literature. It also offers the most complete collection in fields such as science, technology, medicine, social sciences, art, and humanities [39]. It counts with a classification system known as the All Science Journal Classification (ASJC), which has two levels: an upper level with 27 categories and a lower level with 304 categories [40]. This is considered as one of the largest multidisciplinary peer-reviewed literature databases in social sciences research [41]. This database has over 22.800 titles, 5.000 international publications and 1.400 million of cited references
since 1970 [42]. It also includes all SJR magazines (Scientific Journal Rankins), JCR magazines (Journal Citation Reports) and their impact factors [43].

### 3.2 Data Collection

Some documents published in English are identified taking into consideration published chapters and available revisions until June 30th, 2020, regardless of their knowledge field.

Also, books, editorials, notes, and letters are excluded from the selection process. We have outlined the search by taking into consideration the “title, summary or keywords,” and search terms as keywords, which are included in quotation marks in order to cover all documents including this combination of words. Also, the Boolean operator “And” and “Or” are used to include the concepts and definitions which may appear in the title, summary or keywords, so it uses a search string which includes words such as: “organizational resilience*”, “Financial Crisis”, “Resource-based view”, “Transaction cost*”. The identification of documents includes the asterisk at the end to obtain the

| Author (year) | Subject researched |
|---------------|--------------------|
| [30] | They research the formation of organizational resilience dimensions also known as dynamic capacities and social capital shown by minority businesspeople facing natural disasters |
| [31] | They examine the assumption on nature of resilience and looks to select the most appropriate one for a business context |
| [32] | They empirically explore the processes of the organization in the beginning of the interruptions, as well as the factors that determine different answer configurations. They examine answer responses both before and after an interruption |
| [33] | Examines the structural collaboration effects of inter-organizations regarding their networking capacity to efficiently manage disasters |
| [34] | They look to understand the organizational culture and resilience effects on the categorization of risks versus no-risks of subcontractors |
| [35] | Presents the intellectual capital as a valuable resource that leads to a competitive advantage |
| [36] | Adopts a vulnerability perspective in order to analyze some key development problems that have been planted in discussions after the world financial and economic crisis of 2008–2009 |
| [37] | Research, on a company level, the labor of restoring routines, practices, and structures when there is interruption, as well as the strengthening of the organizational functioning through relationships |
| [38] | State that the capacity of resilience of a company can be developed through the strategic management of human resources. This allows the companies to acquire the capacity of response in a resistant manner when they are facing great shocks |
maximum amount combinations and terminations possible for that word. The resulting search string is shown on Table 2. The search result is 783 documents, 53 documents selected manually. 13 documents are identified which are read to rule out those that are not related with the study subject and it also includes documents compiled which are related with the research objective.

| Table 2. Data collection strategy. |
|-----------------------------------|
| **Search string**                |
| TITLE-ABS-KEY ("organizational resilience*" OR "Financial Crisis") AND (ALL ("Resource-based view" OR "Transaction cost*"))). |
| Refined by: Document type: (Article, Book Chapters, Review and Conference paper), Language: (English). |

4 Virtual Reality and Resilience in Touristic Companies in La Fortuna Around Arenal Volcano National Parks

Talking about La Fortuna in Costa Rica means talking about great attractions for visitors in the country. This area is a hub visitor coming from both coasts and from the Great Metropolitan Area, welcoming 85% of the tourists who enter the country. The site specializes in providing high-quality touristic services. It is difficult to think a visitor will not come to this area, which counts with a majestic volcano in the National Park of the same name. This community is located at the bottom of this active volcano, which provides a unique show at night. From the town to the volcano itself, we find many attractions, fancy hotels, hot springs, a great dam, hanging bridges, and multiple sports, recreational, and nature related activities, where it is easy to forget about daily life and the troubles we face each day. However, things have changed due to the crisis the world is going through in order to contain the pandemic. This makes it particularly interesting for the purposes of the present document.

The globalized, agitated world we are used to has suddenly paused. Countries are attentive for recommendations from world organizations which are fighting to protect people from this condition and are adopting desperate but responsible measurements, such as confinement and sanitary restrictions, closing of borders to visitors, restraining productive activities, and quickly implementing technological tools at hand, which allows such technology to take a starring role which motivates us to be updated in their use to adapt our jobs to confinement. These tools help telework take a breather to keep on working in a remote manner and to ensure food for the homes of collaborators.

For the touristic sector we mentioned, it is a reflection of what happens in many places around the world when it comes to one of the most experienced areas regarding promotion and specialization of touristic services, where there is a scenario that tests big and small companies by closing the borders for tourists and where sanitary measurements limit the access to the areas with transit restrictions, measurements which do
not allow the opening of certain businesses on weekends and the limitation for national visitors, who need to be clever on how to respect the confinement measurements and to try to work when their presence is required.

This thin line between what is right to contain the virus that threatens the world and the resilience of companies to endure the financial impact of inactivity, where financial leverage puts on constant pressure, make those special skills emerge, such as soft skills, the wits of entrepreneurs, adjustments to costs and provisioning to maintain the unquestionable quality of collaborators with a know-how of many years of love and loyalty to the company and to the sector.

Resilience and virtual reality technology are important to take into consideration in general tourism since solutions may be expressed and be useful for other contexts. We are sure once borders are open and we are free to travel, enjoy nature, peace, and the beauty of our country, we will be happy to welcome tourists who visit us and make areas as beautiful as La Fortuna grow. However, the question we raise is “Will it be time to change the way we see promotion and adapt?” We believe that the strategies to be implemented before a problem affecting everyone in our planet should be more empathetical, the y should take into consideration a related market rather than the presence visitation, and that no matter what the efforts are, it is impossible and that it is important to be present in the minds of our customers and to share the nostalgia of not being able to visit a national park, or a good massage at the spa. Of course, we all miss this, but things have changed and now technology is on our side. It keeps us close to our customers, both their minds and hearts. Thus, virtual reality plays an important role in the process of changing the way we see things. All informational technologies take a starring role, but VR has important characteristics that keep our businesses present in future vocational plans. We are talking about immersion and telepresence, as well as inactivity in an artificial environment and the feeling of presence and the possibility of exchanging an email or poster for a relaxing experience at a national park, a butterfly farm, to enjoy the volcano on its night eruptions, the peaceful appreciation of biodiversity, listening to the sounds of animals, remembering the adrenaline of zip lining, rappel or rapids. VR takes you and makes you feel there. It involves your senses, which is disruptive for the times we are living in, although it is not the case of technology, that has been around for decades, but to move on from passive promotions that do not comply with the objectives of tourists who want to visit us and cannot.

How can these resilient companies recover having been through difficult times in the past? It is possible that the services they provide do not allow for a profit that keeps them operating. Here is where soft skills, creativity and teamwork of businesspeople and their collaborators become important. We are talking about people all around the world which have possibly paused their work and personal lives and thousands of people with more available time for them to enjoy as a family of the immersion and the feeling of traveling to tropical countries, climbing steep mountains even with health issues. If we include an approach to the customer to this, we will be able to provide a virtual service to better know the dimension and attractiveness offered with no health risks, where they can get coupons for future visits, gifts from the companies to customers who count with the technological tools or minimal requirements to use a big data or to implement the promotional efforts taking into consideration the collaborative economy or governments which, through organizations promoting tourism, provide
alternatives to those resilient companies trying to survive to the pandemic and to a possible financial crisis already being mentioned.

5 Discussion

Literature review regarding the term resilience shows how companies from different areas face certain situations and which areas from such companies become stronger. Authors research on the formation of dimensions of organizational resilience, which is known as dynamic capabilities, as well as the social capital shown my minor businessmen facing natural disasters [30]. Other authors identify several theoretical ideas on resilience in three disciplines: psychology, ecology and engineering [31]. Burnard, Bhamra and Tsinopoulos [32] examine response processes before and after an interruption. Jung [33] uses an institutional framework of collective action by objectively analyzing collective action subjects in inter-organizational collaboration networks. Naudé & Bezuidenhout [34] look to know the effects of culture and organizational resilience on the establishment of risk categories versus no-risks for contractors. Lin [35] indicates that investing on the development of intellectual capital is investing on the future development and wellbeing of the company and nationally. Essers [36] focuses after the financial crisis from a vulnerability perspective. It has specific advantages and disadvantages. Powley [37] deeply describes the healing process of the organization supported in four mechanisms: empathy, intervention, collective effort, and leadership. Organizational healing refers to the work of restoring practices, routines, and structures before interruption and strengthening of the organizational functioning through relationships. The capacity of resilience in a company is developed through the strategic management of human resources [38].

Resilience in touristic companies or other aspects may improve areas related to intellectual capital by developing or taking advantage of such intangible assets, skills, and capacities which allow to make the best decisions in critical times. Companies may review their processes and enforce healing by restoring their practices and routines, by taking advantage of their present or hidden dynamic capacities of their personnel, which shall transform into different response processes before and after the crisis, whether financial, due to natural disasters, or pandemics such as the one we are facing, as well as interventions from personnel, who look for common solutions so the company gets to be resilient and less vulnerable when facing a crisis.

Touristic activities carried out at Arenal Volcano National Park and its surroundings are specialized activities which are the result of many years of service to foreign tourists and national tourists at a lower scale. We are trying to understand, through the Resource-Based View Theory, if every company gets to be more resilient through their advantages, such as: resources and capacities, and whether this resilience comes from following certain practices or general recommendations in areas such as costs and quality. What is certain is the evident difference between companies which count with ease resources in order to support their operations and readjust their offer to resident tourists, while most of them ran out of those resources and are now torn between keeping their customers without resources or facing closure giving up to a small
company which has supported them for many years, also taking into consideration productive linkages and works developed.

Regarding our objective of identifying if virtual reality may be a disruptive technology for the promotion of small touristic companies in times of pandemic or financial crisis, we have found that VR technology is not the main tool for promotion. It even goes unnoticed. According to a local operator who we shall refer to as Surveyed #1, who is a qualified, certified person with many years of experience operating in the area, the main promotion is carried out by third parties, such as agencies and local media, including social networks and campaign emails, as well as reuse as an important indicator. Regarding the use of technology such as big data, artificial intelligence and internet of things, they have already started the process of implementation according to their possibilities. However, VR is accessible and may be useful as a new form of promotion, since it portrays the sites through telepresence or immersion in times of crisis such as the one we are now experiencing, and it goes unnoticed. A second option is visitation from resident tourists, but access shall depend on the records for each company and the permits allowed by the government according to measurements for the area. According to Surveyed #1:

“Information is handled individually by each company. I have the history of all my customers but there is no access repository, although we are already working on it”. By sharing with other participants of the chain, such as restaurant owners, we can also see resilience there. According to Surveyed #2, owner of an important restaurant of the area, there are no easement resources, and there are big efforts being made not to let go of collaborators. They recall that before the pandemic:

“There was an important clientele, 70% of foreign tourists and 30% of resident tourists. Sales dropped by 80% and now we offer a 15% discount on the menu”.

Big hotels, especially those which provide services related to hot springs, have had more resident tourists visiting, but not to the occupation required. Surveyed #3 owns two hotels in the area and considers that:

“The situation is pretty critical, almost catastrophic, there is no tourism, many hotels are closed, other operate at a very low scale... Reservations dropped very drastically, and people are not responding to any marketing efforts”.

A common point between Surveyed #2 and Surveyed #3 is debt to banks and the importance on reaching agreements or guarantees that allow obtaining an income for expenses and facing liabilities because of the requirements of maintenance of large green areas, pool areas and other operation expenses, as well as prime matter and periodical payments to banks.

It is interesting that big touristic companies reach a competitive advantage in times of crisis as the one we are now facing, probably due to their capital, infrastructure or economic resources. Resilience in these cases is different. It is highlighted by their easement resources and allow a presence of their brands on their broad customer base.

Well-known companies are launching new products without being present. Airbnb Online Experiences teaches you how to cook a delicious Italian pasta, they give you the option to pay for a service, to learn or enjoy, establishing friendships, building empathy, placing destinations or activities virtually, visiting the Louvre in Paris, cooking a paella in Barcelona, visiting a beach, a national park, learning how to dance. The interesting thing to analyze is why, even though small touristic companies in the
area are being highly resilient, and big companies provide a large part of the clientele, there is no evidence of alliances, videos, lessons or others of this well-known area for tourism. We cannot find a video of a walk around the national park or educational information on gastronomy of the area. Here is an opportunity for VR as a disruptive technology for SME’s regarding promotion, and we are only mentioning one of the strategies used.

Going back to the effects of the pandemic, over 80% of small companies related to tourism in the study area are, according to Surveyed #1, “in critical shape”, where reinvention becomes a necessary state since all companies, even collaborating among each other, are still competitors in a war, and that difference expected because of reinvention does not seem to be achieved. Another evident term is a reduced support to get started on change processes, taking into consideration organizations which influence the area. This, plus the sanitary measurements established by the government are disadvantages compared to other regions with lesser alerts.

Virtual reality, just as other technologies that allow virtual interaction, is not evident when it comes to visits to Arenal Volcano National Park, unlike other similar parks as Poas Volcano. We do not see it used in the promotion of touristic destinations in La Fortuna. It depends more on big touristic companies which dominate the market, while locally, there is a passive promotion, which is more collaborative between local participants, it is less proactive, and it impacts such passive attitude, where resilience is evident and does not show competitive advantages, alliances, support from the government, or other mechanisms used by companies in the past, which makes it possible for VR to accomplish such disruption with the development of videos, 360 degree tours, and local content, taking into consideration two relevant elements, including brand positioning in promotion processes where tourists, no matter where they come from, share the same feeling about the pandemic. It is a time to share with them during confinement, along with their families, to give out smiles while they enjoy online or virtually of a place they have visited, an active volcano, the gastronomy and culture, adventure or relaxation. How to tell if it works as a means of interactive and immersive promotion if we do not try while other more proactive companies already enjoy this benefit?

6 Conclusions

Touristic activities in Arenal Volcano National Park, as well as on La Fortuna, have been affected by the effects of the measurements taken by the country in order to contain the pandemic. These measurements include avoiding visitors to enter using any means. Since this is a community which depends directly on tourism and 95% on foreign tourists, they are trying to move on with their national touristic activities. However, the alert measurements, transit restrictions, local closures on weekends, and other measurements, have caused a negative effect on the sustainable development and collaborative economy companies are used to, as a local tour operator affirms. This area has specialized on tourism for many years by developing at least 80 different activities, including adventure, resting, and relaxation on hot springs. This area welcomes 85% of the visitors who come to the country because of the cone-shaped active volcano and its
closeness to the town, which is approximately 12.5 km away, where it is easy to appreciate such imposing volcano. The area includes many hotel companies and hot springs, but just as many touristic SME’s, it has been affected, although the impact is more evident on small organizations. A common factor in the area in its commitment to the environment and protocols are many years of specialization and cohabitation with nature, both on the national park and its attractions, including hotels which even produce their own organic products as a prime matter of their activities, always trying to improve their competitiveness hand-in-hand with the conservation of resources by avoiding waste. This is congruent with the efforts to minimize the contaminating energy, water, and prime matter consumption in other contexts [44].

The area has overcome difficult financial situations in the past. They have been resilient, especially by implementing available resources for low seasons and to face financial duties that come from great investments. However, near four months of profit affectation has forced them to look for clever solutions, which take advantage of the loyalty and love for the activity from many collaborators in a mutual help relationship, where, instead of competing for visitors in the area, companies support each other, since there are other areas in the west of the country offering all-inclusive deals that attract visitors given the health measurements which change depending on different areas of the country. The problematic is transcendental, since tourists visit different small locations that offer tours before arriving to La Fortuna, such as the chocolate or coffee tour, or enjoying a lunch at a typical restaurant, which provides a chaining that allows for sustainable development and promote productive activities to provide assets and services to these places.

Nowadays, the resources are limited and now may be the time to reinvent. While the borders are closed, usual promotion strategies shall change. Local platforms using social networks, emails or those providing great operators are dominating the market. Small touristic companies are the most affected ones due to the little availability of resources and state aid to face the emergency, and so, promotion efforts are not aggressive, and people turn to local operators or big platforms, such as Airbnb. However, low visitation and focusing on big companies is a scenario that discourages many businesspeople. Before the situation we are facing, resilience from previous experiences is a temporary solution that is running out. Here is where virtual reality can become a disruptive technology for this case and for these companies. While people are confined, they can enjoy a VR application that allows the tourist to be immerse in this synthetic world and enjoy the adventure or the peace of being in a national park, even as an alternative to reduce stress and taking advantage of a smart, empathetic promotion in a relational marketing where we come close to our customers in a personalized manner, and placing their marks for future visits or to take the opportunity to develop a new service.

One limitation for this research is not counting with large databases that allow for the analysis of these new services, as well as the governmental support for these small businesspeople that are developing their promotional videos with virtual reality technology. Future studies can analyze the impact of VR promotion that allows to compare the positive impact on the intention of use before and after the measurements taken which prevent foreign tourists from entering the country.
References

1. Holling, C.S.: Resilience and stability of ecological systems. Ann. Rev. Ecol. Syst. 4(1), 1–23 (1973). https://doi.org/10.1146/annurev.es.04.110173.000245
2. Grewal, R., Tansuhaj, P.: Building organizational capabilities for managing economic crisis: the role of market orientation and strategic flexibility. J. Mark. 65(2), 67–80 (2001). https://doi.org/10.1509/jmkg.65.2.67.18259
3. Tognazzo, A., Gubitta, P., Favaron, S.D.: Does slack always affect resilience? a study of quasi-medium-sized Italian firms. Entrepreneurship Reg. Dev. 28(9–10), 768–790 (2016). https://doi.org/10.1080/08985626.2016.1250820
4. Fainshmidt, S., Nair, A., Mallon, M.R.: MNE performance during a crisis: an evolutionary perspective on the role of dynamic managerial capabilities and industry context. Int. Bus. Rev. 26(6), 1088–1099 (2017). https://doi.org/10.1016/j.ibusrev.2017.04.002
5. Yilmaz-Börekçi, D., İşeri Say, A., Rofcanin, Y.: Measuring supplier resilience in supply networks. J. Change Manag. 15(1), 64–82 (2015). https://doi.org/10.1080/14697017.2014.889737
6. Ortiz-de-Mandojana, N., Bansal, P.: The long-term benefits of organizational resilience through sustainable business practices. Strateg. Manag. J. 37(8), 1615–1631 (2016). https://doi.org/10.1002/smj.2410
7. Varela, R., Bedoya Arturo, O.L.G.A.: Conceptual model of business development based on competencies. Manag. Stud. 22(100), 21–47 (2006)
8. Holburn, G.L., Zelnner, B.A.: Political capabilities, policy risk, and international investment strategy: evidence from the global electric power generation industry. Strateg. Manag. J. 31(12), 1290–1315 (2010). https://doi.org/10.1002/smj.860
9. Wernerfelt, B.: On the role of the RBV in marketing. J. Acad. Mark. Sci. 42(1), 22–23 (2013)
19. Cardona, R.: Resource and ability-based strategy. Assessment criteria and the process of development. In: Electronic Magazine Forum Doctoral, vol. 4, no. 1, pp. 113–147. EAFIT University (2011)

20. Barney, J.B., Ketchen Jr., D.J., Wright, M.: The future of resource-based theory: revitalization or decline? J. Manag. 37(5), 1299–1315 (2011). https://doi.org/10.1177/0149206310391805

21. Kozenkova, I.V., Samaha, S.A., Palmatier, R.W.: Resource-based theory in marketing. J. Acad. Mark. Sci. 42(1), 1–21 (2013)

22. Meyer, R.J.: A descriptive model of consumer information search behavior. Mark. Sci. I(1), 93–121 (1982). https://doi.org/10.1287/mksc.11.93

23. Ritchie, B.W.: Chaos, crises, and disasters: a strategic approach to crisis management in the tourism industry. Tour. Manag. 25(6), 669–683 (2004). https://doi.org/10.1016/j.tourman.2003.09.004

24. Gittell, J.H., Cameron, K., Lim, S., Rivas, V.: Relationships, layoffs, and organizational resilience: airline industry responses to September 11. J. Appl. Behav. Sci. 42(3), 300–329 (2006). https://doi.org/10.1177/0021886306286466

25. Winn, M., Kirchgeorg, M., Griffiths, A., Linnenluecke, M.K., Günther, E.: Impacts from climate change on organizations: a conceptual foundation. Bus. Strategy Environ. 20(3), 157–173 (2011). https://doi.org/10.1002/bse.679

26. Mafabi, S., Munene, J., Ntayi, J.: Knowledge management and organizational resilience: organizational innovation as a mediator in Uganda parastatals. J. Strategy Manag. 5(1), 57–80 (2012). https://doi.org/10.1080/175542512121200455

27. Venkataramany, S.: Methodology for the design of an internal control mechanism for transnational banks (1999)

28. Minichilli, A., Brogi, M., Calabrò, A.: Weathering the storm: family ownership, governance, and performance through the financial and economic crisis. Corp. Governance Int. Rev. 24(6), 552–568 (2016). https://doi.org/10.1111/corg.12125

29. Boyne, G.A., Meier, K.J.: Environmental turbulence, organizational stability, and public service performance. Adm. Soc. 40(8), 799–824 (2009). https://doi.org/10.1177/0095390407313838

30. Martinelli, E., Tagliazucchi, G., Marchi, G.: The resilient retail entrepreneur: dynamic capabilities for facing natural disasters. Int. J. Entrepreneurial Behav. Res. (2018). https://doi.org/10.1108/ijebr-11-2016-0386

31. Manfield, R.C., Newey, L.R.: Resilience as an entrepreneurial capability: integrating insights from a cross-disciplinary comparison. Int. J. Entrepreneurial Behav. Res. (2018). https://doi.org/10.1108/ijebr-11-2016-0368

32. Burnard, K., Bhamra, R., Tsinopoulos, C.: Building organizational resilience: four configurations. IEEE Trans. Eng. Manag. (2018). https://doi.org/10.1109/tem.2018.2796181

33. Jung, K.: Sources of organizational resilience for sustainable communities: an institutional collective action perspective. Sustainability 9(7), 1141 (2017). https://doi.org/10.3390/su9071141

34. Naudé, W.A., Bezuidenhout, H.: Migrant remittances provide resilience against disasters in Africa. Atlantic Econ. J. 42(1), 79–90 (2014). https://doi.org/10.1007/s11293-014-9403-9

35. Lin, C.Y.Y.: Intellectual capital explains a country’s resilience to financial crisis: a resource-based view. In: Crisis Management: Concepts, Methodologies, Tools, and Applications, pp. 1504–1526. IGI Global (2014). https://doi.org/10.4018/978-1-4666-4707-7.ch077

36. Essers, D.: Developing country vulnerability in light of the global financial crisis: shock therapy? Rev. Dev. Finan. 3(2), 61–83 (2013). https://doi.org/10.1016/j.rdf.2013.02.001
37. Powley, E.H.: The process and mechanisms of organizational healing. J. Appl. Behav. Sci. 49(1), 42–68 (2013). https://doi.org/10.1177/0021886312471192
38. Lengnick-Hall, C.A., Beck, T.E., Lengnick-Hall, M.L.: Developing a capacity for organizational resilience through strategic human resource management. Human Res. Manag. Rev. 21(3), 243–255 (2011). https://doi.org/10.1016/j.hrmr.2010.07.001
39. Khiste, G.P., Paithankar, R.R.: Analysis of Bibliometric term in Scopus. Int. J. Libr. Sci. Inf. Manag. (IJLSIM) 3(3), 81–88 (2017)
40. Wang, Q., Waltman, L.: Large-scale analysis of the accuracy of the journal classification systems of Web of Science and Scopus. J. Informetrics 10(2), 347–364 (2016). https://doi.org/10.1016/j.joi.2016.02.003
41. Bartol, T., Budimir, G., Dekleva-Smrekar, D., Pusnik, M., Juznic, P.: Assessment of research fields in Scopus and Web of Science in the view of national research evaluation in Slovenia. Scientometrics 98(2), 1491–1504 (2013). https://doi.org/10.1007/s11192-013-1148-8
42. Elsevier; Scopus. https://www.elsevier.com/solutions/scopus/content. Accessed 30 June 2020
43. Cobo, M.J., López-Herrera, A.G., Herrera-Viedma, E., Herrera, F.: An approach for detecting, quantifying, and visualizing the evolution of a research field: a practical application to the fuzzy sets theory field. J. Informetric 5(1), 146–166 (2011). https://doi.org/10.1016/j.joi.2010.10.002
44. Ojeda López, R., Mul Encalada, J.: Environmental management and its relationship to competitiveness: an applied study on SME’s in the State of Yucatan, Mexico. Bus. TEC 9 (2), 41–49 (2015). https://doi.org/10.18845/te.v9i2.2361