

AIRLINE ADAPTATION STRATEGIES IN A DYNAMIC TOURISM MARKET**Corina Mădălina PINTILEI***Stefan cel Mare University of Suceava, 720229, Romania**corina.pintilei@usm.ro***Pavel STANCIU***Stefan cel Mare University of Suceava, 720229, Romania**pavelstanciu@usm.ro***Abstract**

The passenger air transport industry is a fundamental pillar of the global economy and a determining factor in the development of international tourism, facilitating mobility for business, educational and medical travel, as well as for leisure tourism, relaxation stays, exotic holidays and city breaks. This paper aims to provide a systematic analysis of the strategies used by airlines to adapt to contemporary market requirements, highlighting their role in increasing competitiveness and improving the passenger experience. The analysis of the literature highlights the evolution of air transport from a service intended for a limited segment of users to an essential factor in the democratization of travel and the increased accessibility of tourist destinations.

The study focuses on the main strategic directions adopted by airlines, such as innovation, digital transformation, revenue management and sustainability strategies, highlighting the interdependence between strategic adaptation, organizational performance and consumer satisfaction in the tourism industry.

Key words: *Passenger air transport; adaptation strategies; tourism market; competitiveness; passenger experience; international tourism.*

JEL Classification: L93; Z32.

I. INTRODUCTION

Passenger air transport is an essential component of global mobility and a determining factor in the development of international tourism, influencing the accessibility of destinations, the structure of tourist flows and the behavior of travelers. The evolution of this sector has transformed air travel from an exclusive service into a catalyst for the democratization of tourism, facilitating the development of city breaks, short stays and experiential tourism (Lăpăduși and Căruntu, 2023).

The strategies adopted by airlines directly influence the competitiveness of tourist destinations, as route frequency, pricing policies and service quality determine travel decisions and tourist satisfaction levels (Taneja, 2016, pp. 123–145). In this context, the integration of digital technologies, advanced data analytics and artificial intelligence allows for the personalization of offers and the optimization of the passenger experience, orienting business models towards added value and loyalty (Omido and Luke, 2025).

At the same time, pressures related to sustainability and reducing environmental impact are driving airlines to adopt innovative strategies with direct implications for brand image and the tourist appeal of the destinations they serve. Thus, air transport

is positioned as a key element of sustainable tourism development, at the intersection of economic performance, social responsibility and tourist experience (Zhang and Yarde, 2025, pp.15-35).

This paper analyses the adaptation strategies of passenger air transport companies, highlighting the relationship between strategic management, organisational competitiveness and the dynamics of contemporary tourism, with the aim of contributing to the consolidation of the theoretical and applied framework of research in the field of aviation and tourism.

II. AIR TRANSPORT: THE ENGINE OF GLOBAL TOURISM

To understand how air transport shapes and supports the development of international tourism, it is essential to analyze recent data on global passenger traffic. Trends and projections provided by international bodies such as Airports Council International (ACI World) and the International Civil Aviation Organization (ICAO) offer a clear perspective on post-pandemic recovery, medium- and long-term growth, and the role of air transport in stimulating tourism mobility and the global economy.

According to the strategic and statistical analysis document jointly prepared by two key

international aviation organizations, published by the Airports Council International (ACI World) and the International Civil Aviation Organization (ICAO) on global passenger traffic trends and outlook, the aviation industry has seen a significant recovery from the decline caused by the COVID-19 pandemic (2020), exceeding pre-pandemic levels in 2024 with an estimated total of 9.5 billion passengers (104% compared to 2019) and a solid recovery in traffic indicators and passenger kilometres (RPK).

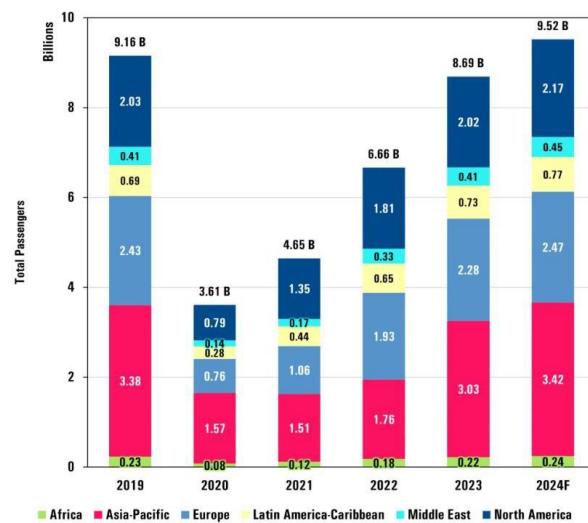


Figure 1 - Global air traffic growth 2019–2024

Source: <https://aci.aero/2025/01/28/joint-aci-world-icao-passenger-traffic-report-trends-and-outlook/>

The Figure 1 illustrates global air traffic growth for 2019–2024, highlighting the impact of the COVID-19 crisis and the industry's rapid recovery. In 2019, before the pandemic, total passenger traffic reached 9.16 billion, with the highest volumes in Asia-Pacific (3.38 billion), Europe (2.43 billion) and North America (2.03 billion). In 2020, traffic drops dramatically to 3.61 billion passengers as a result of international travel restrictions, with severe declines in all regions, especially in Asia-Pacific and Europe.

Starting in 2021, a gradual recovery is observed, with 4.65 billion passengers, and in 2022 traffic rises to 6.66 billion, showing a partial recovery of the global market. In 2023 and 2024, traffic is estimated at 8.69 billion and 9.52 billion respectively, exceeding pre-pandemic levels, indicating a strong recovery and sustainable growth in international mobility. Regionally, Asia-Pacific and Europe remain the main drivers of global traffic, followed by North America, while Africa, the Middle East, and Latin America and the Caribbean are growing more slowly but steadily. The graph highlights both the post-crisis recovery trend and the differences in pace between regions, underscoring the importance of airlines adaptive strategies in the context of international tourism.

Furthermore, as can be seen in Figure 2, the analysis highlights optimistic medium- and long-term projections, according to which global passenger traffic could exceed 12 billion by 2030, driven in particular by the growth of international traffic in regions such as Asia-Pacific and the Middle East, and could almost double by 2042, reaching approximately 19.5 billion passengers. These developments suggest that the expansion of air transport continues to be a key factor in international mobility and tourism development, and structural trends in air travel demand reflect both recovery from the crisis and long-term growth potential in the context of globalisation and the rise of the middle class in emerging markets (ACI World, 2025)

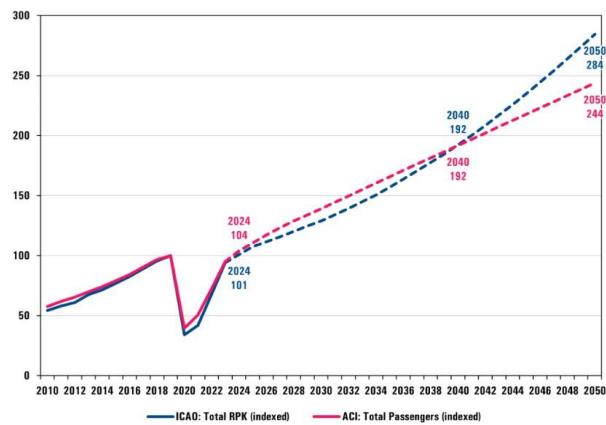


Figure 2 - Long-term forecast for the global passenger market

Source: <https://aci.aero/2025/01/28/joint-aci-world-icao-passenger-traffic-report-trends-and-outlook/>

After 2024, when global passenger traffic surpassed pre-pandemic levels, the upward trend is expected to be sustained over the long term. During the 2025–2030 period, global traffic is forecast to exceed 12 billion passengers, driven primarily by the expansion of international markets and the development of airport infrastructure in regions characterized by strong demand, such as Asia-Pacific and the Middle East. This growth is projected to continue at an accelerated pace between 2031 and 2042, when global traffic could reach approximately 19.5 billion passengers—nearly double the level recorded in 2024. For the 2043–2050 interval, a significant expansion of the global airline industry is anticipated; by 2050, passenger traffic is expected to reach approximately 244% of the level recorded in 2019, while demand, measured in Revenue Passenger Kilometers (RPK), is projected to increase by 284% relative to the same baseline year. These projections reflect both the dynamics of post-pandemic recovery and the structural expansion prospects of global air transport, underscoring the importance of emerging markets and infrastructure development in sustaining future growth.

Long-term forecasts of the global passenger market provide not only statistical insights but also delineate the strategic framework within which the aviation industry is evolving, highlighting emerging opportunities and challenges at the global level. This perspective is directly linked to the analysis of theory and the specialized literature, which explores concepts and models related to airlines' adaptive strategies in response to the dynamics of the tourism market. In a context characterized by economic instability, rapid shifts in demand, and technological transformation, understanding long-term trends becomes essential for the formulation of proactive and resilient strategies. The linkage between market forecasts and the academic literature underscores that airline success depends critically on their ability to anticipate market developments and to adapt operational structures, business models, and commercial policies to the complex flows of global tourism.

III. THE THEORETICAL FRAMEWORK FOR AIRLINES ADAPTATION STRATEGIES TO CHANGES IN THE TOURISM MARKET

Tourism plays a crucial role in the economic landscape, with the air transport industry being one of the essential links in the global tourism system, playing a decisive role in facilitating international tourist mobility and shaping travel flows. In this context, airlines are forced to adapt their strategies to respond to changes in tourism demand and to maintain their competitiveness within the tourism value chain. The theoretical framework for adaptation strategies is based on strategic management theories applied to industries dependent on tourism demand, in particular the theory of resources and capabilities and the theory of dynamic capabilities. These approaches emphasise that the competitive advantage of airlines derives from their ability to anticipate changes in the tourism market, leverage internal resources, and rapidly reconfigure operational and commercial structures in response to tourist behaviour (Teece, 2018, pp.40-49).

Table 1. Classification of airlines adaptation strategies to the dynamics of the tourism market

Type of strategy	Definition
Strategies for adapting to tourism demand and seasonality	These strategies aim to adjust transport capacity according to seasonal tourist flows and variations in demand. They include reorganising route networks to emerging tourist destinations, changing flight frequencies and optimising fleet utilisation. The literature highlights that operational flexibility is essential for airlines operating in tourism markets that are sensitive to seasonality and external shocks (Doganis, 2023, pp.215-248).
Strategies for adapting tourism-oriented business models	The transformation of business models is a strategic response to structural changes in the tourism market. Airlines are increasingly adopting hybrid models, which allow them to serve price-sensitive tourism segments more efficiently while maintaining differentiated services for high-end tourists. This adaptation reflects the need to align with the diversification of tourist types and intensified competition in the global tourism market (Bieger and Wittmer, 2022, pp.1-9; Karaman, 2025, pp.45-63).
Commercial and tourism value chain integration strategies	Airlines are adapting their commercial strategies by developing integrated tourism packages, dynamic pricing policies and ancillary services geared towards the tourist experience. These strategies enable increased revenues and strengthen the airline's position as a key player in the tourism ecosystem, not just as a transport provider (O'Connell and Williams, 2023, pp.1-12).
Strategies for cooperation with players in the tourism industry	Strategic alliances, codeshare agreements and partnerships with travel agencies, hotels and digital platforms are mechanisms for adapting to the complexity of the global tourism market. These forms of cooperation facilitate access to new tourism markets and enable airlines to respond more effectively to the demands of international tourists (Wensveen and Leick, 2023, pp.301-337).
Digital strategies geared towards tourist behavior	The digitisation of processes and the use of artificial intelligence enable airlines to analyse tourist behaviour, personalise their offerings and optimise the management of tourist demand. Recent studies highlight the role of digital technologies in increasing the resilience of airlines in the face of tourism market volatility (Moghadasian and Tayarani, 2024, pp.1-10).
Strategies for adapting to sustainable tourism	Pressures related to the environmental impact of tourism are driving the integration of sustainability into airline strategies. Reducing emissions, modernising fleets and aligning with sustainable tourism policies are becoming essential factors in strategic adaptation, influencing both tourists' travel decisions and long-term competitiveness (Gössling et al., 2024, pp.75-86).
Strategies for adapting to tourism demand and seasonality	These strategies aim to adjust transport capacity according to seasonal tourist flows and variations in demand. They include reorganising route networks to emerging tourist destinations, changing flight frequencies and optimising fleet utilisation. The literature highlights that operational flexibility is essential for airlines operating in tourism markets that are sensitive to seasonality and external shocks (Doganis, 2023, pp.215-248).

Based on analyses in the specialized literature on the dynamics of the contemporary tourism market, airlines' adaptation strategies can be structured across a set of interdependent dimensions that reflect responses both to fluctuating tourist demand and to technological, economic, and sustainability-related pressures. This classification makes it possible to highlight how air transport operators integrate considerations related to the tourism experience, seasonality, digitalization, and sustainability into their strategic decision-making processes (Bieger and Wittmer, 2022; Karaman, 2025; O'Connell and Williams, 2023; Moghadasian and Tayarani, 2024).

An examination of the classification of adaptation strategies indicates that airline success in the context of contemporary tourism depends on a coherent combination of operational, commercial, digital, and sustainability-oriented measures. Adaptation is not limited to cost optimization or improvements in operational efficiency; rather, it directly involves the ability to respond to continuously evolving tourism demand, to integrate passenger experience into the tourism value chain, and to anticipate global trends, including those related to sustainability and digitalization. Consequently, strategic adaptation should not be understood as a one-time process, but as an ongoing one, shaped by the interdependence between air transport and developments in international tourism.

The specialized literature further confirms that integrated, flexible, and tourism-oriented strategies enable airlines to maintain competitive advantage, enhance organizational resilience, and contribute to the sustainable development of global tourism. In conclusion, the adoption of a holistic, data-driven strategic approach grounded in an understanding of tourist behavior represents a key determinant of performance in the contemporary airline industry.

IV. METHODOLOGICAL FRAMEWORK AND RESEARCH OBJECTIVES

This research adopts a qualitative and exploratory approach, based on the analysis of specialized literature and the use of secondary data relevant to the air transport industry and the global tourism market. The methodology aims to capture the adaptation strategies of airlines in the context of contemporary tourism dynamics, characterized by seasonality of supply and demand, technological transformations, and sustainability pressures.

The study is based on the analysis of institutional reports from international organizations (ACI World, ICAO), current trends in the tourism market, and academic papers indexed in Web of Science, and also, the examination of relevant papers published between 2005 and 2025. A critical analysis of these sources allows us to identify the main strategic

directions adopted by airlines and highlight the interdependence between air transport and the development of international tourism.

The overall objective of the research is to analyze the adaptation strategies of passenger airlines in relation to the dynamics of the tourism market. Regarding to the specific objectives of this paper are to identify recent trends in air traffic, systematize the main types of adaptation strategies highlighted in the literature, and highlight their impact on competitiveness and passenger experience.

In order to capture in depth the dynamics of the airline industry and its interdependence with contemporary tourism, the next step in the research is to analyse a representative set of recent studies. An extensive database was extracted from the Web of Science methodological framework, comprising 24,449 papers published between 01.01.2005 and 31.10.2025. From this corpus, ten articles out of a total of seventeen were selected, considered particularly relevant due to their thematic relevance and number of international citations, which serve as the basis for a critical and comparative analysis of the adaptive and innovative strategies implemented by airlines in the context of the dynamic tourism market. The selection was made based on keywords and expressions relevant to the objectives of the study: air transport, airline industry, "airline company", "airline companies", passenger, "adaptive strategy", "adaptation strategies", "development strategy", market adaptation, business and innovation.

These articles form the basis for a critical and comparative assessment, highlighting recent trends in the adaptive and innovative strategies of airlines, as well as their impact on the evolution of international tourism.

V. THE INTERDEPENDENCE BETWEEN AIR TRANSPORT AND TOURISM. AN ANALYTICAL PERSPECTIVE ON RECENT RESEARCH

Recent transformations in organisational management and developments in the air transport sector highlight complex interactions between economic, technological, geopolitical and social factors. The expansion of air transport and international tourism, digital innovations, market liberalisation and the development of regional and global hubs have generated significant structural changes in the strategies and operating methods of airlines. Major global events, such as the 2008–2009 financial crisis, the COVID-19 pandemic, oil price fluctuations and geopolitical conflicts, have tested organisational resilience and stimulated the adoption of adaptive and innovative strategies.

The synoptic analysis of the ten articles presented in the table in Appendix 1 highlights the profoundly multidimensional nature of organizational

adaptation in the tourism and air transport industries, within a context marked by instability, uncertainty, and accelerated structural transformations. The relevance of the selected studies is supported not only by their thematic diversity, but also by their significant academic impact, reflected in high citation counts (ranging from 49 to 96) as well as their publication in Web of Science-indexed journals (SSCI, SCI-EXPANDED, ESCI).

A first major direction identified concerns adaptation to exogenous shocks, such as natural disasters and systemic crises, as illustrated by the studies of Urbani et al. (2025) and Yanuarni et al. (2024). Both recently published and highly cited, these works demonstrate that the impact of disruptive events on tourism is both profound and long-lasting, and that recovery processes are often incomplete.

The findings emphasize that resilience is not determined solely by government support, but primarily by internal adaptive capacity, knowledge management, and strategic flexibility. These results are particularly relevant for airlines, whose business models are highly sensitive to external shocks and for which short-term, reactive strategies prove insufficient in the absence of an integrated adaptive vision.

A second dominant thematic axis, supported by studies with sustained academic impact (Pathak et al., 2021; Herrera-Cano and Herrera-Cano, 2017; Karatzoglou and Spilanis, 2010), focuses on adaptation to climate change and the integration of sustainable development principles. These studies highlight a clear transition from traditional management models toward adaptive and systemic paradigms that combine risk management, environmental responsibility, and long-term strategic planning. In relation to air transport, these perspectives are essential given the increasing pressures to reduce emissions, adapt infrastructure, and integrate ESG criteria into corporate strategies. The reviewed literature suggests that adaptation becomes a continuous process, institutionalized at the strategic level, rather than a one-time reaction to external constraints.

A third analytical dimension concerns the role of technological and digital innovation as a central mechanism of adaptation, as illustrated by the study of Casillo et al. (2025), which proposes adaptive solutions based on the Internet of Things (IoT), real-time analytics, and intelligent systems. Although focused on cultural tourism, the study has cross-cutting relevance, as it demonstrates how technology can support service personalization, flow optimization, and enhanced competitiveness. These conclusions can be directly extrapolated to the airline industry, where the digitalization of operational processes, the use of big data, and the adaptation of offerings to passenger behavior constitute essential pillars of strategies aimed at responding to the dynamics of tourism demand.

In addition, the strategic and human dimensions of adaptation are addressed by the studies of Uyar et al. (2023) and Srivastava et al. (2025), which highlight the relationship between firm strategy, corporate social responsibility, and organizational performance. The high citation counts of these works reflect the growing scholarly interest in integrating sustainability and human capital considerations into adaptive strategies.

Finally, the contribution of Li et al. (2022) brings to the forefront the importance of adaptive foresight tools in supporting managerial decision-making in a sector characterized by seasonality, risk, and high instability. The ability to anticipate performance and to incorporate uncertainty into decision-making processes is identified as a key element of strategic adaptation, with direct implications for airlines, which must continuously adjust capacity, route networks, and commercial strategies in line with developments in the tourism market.

The analysis of the corpus of articles in Appendix 1 confirms that airlines' adaptation strategies to the dynamics of the tourism market must be analyzed in an interdisciplinary framework that integrates economic, managerial, technological, and sustainability perspectives. The literature converges on the idea that adaptation is not a one-off response to the crisis, but a fundamental strategic competence, essential for resilience, competitiveness, and long-term development. Thus, the analyzed table provides a solid theoretical basis for further research and reinforces the relevance of the topic addressed in this paper.

VI. CONCLUSIONS

According to the literature, air transport not only stimulates growth in tourist demand, but also shapes destination development strategies, influencing their competitiveness and global tourism consumption patterns. Studies show that the proportion of international tourists using air transport has increased significantly in recent decades, highlighting its central role in the dynamics of contemporary tourism. In addition, the interdependence between airlines, airports, and destination authorities creates a complex system of relationships that affects both economic performance and strategies for adapting to external changes, including recent global crises.

It is clear that tourism plays a significant role in the global economy, and passenger air transport is a strategic pillar of international mobility, contributing to the democratization of travel and the development of international tourism.

According to recent analyses by ACI World (2025), global passenger traffic exceeded pre-pandemic levels in 2024, reaching approximately 9.5 billion, reflecting a rapid and consolidated recovery of the industry, but also the need to adopt sustainable adaptive

strategies to maintain competitiveness in the medium and long term.

However, the tourism industry has been severely affected by exogenous crises, including the COVID-19 pandemic, natural disasters, and climate pressures, highlighting the vulnerability of organizational structures and the need for strategic resilience. Studies by Urbani et al. (2025) and Yanuarni et al. (2024) emphasize that the recovery of the tourism sector cannot be guaranteed by external interventions alone, but critically depends on the internal capacity of firms to implement adaptive measures, knowledge management, and operational flexibility, which are also essential for airlines operating in an environment characterized by high volatility and marked seasonality.

According to the literature review, the adaptation strategies adopted by airlines are structured around multiple interdependent dimensions: adjusting capacity and flight frequencies according to seasonality and demand, transforming business models towards diversified tourism segments, digitizing processes and personalizing the passenger experience, integrating sustainability and corporate social responsibility, and developing strategic partnerships in the tourism value chain. Encouragingly, the trend observed in 2024 and 2025 points to an accelerated recovery in international traffic, suggesting that these adaptive strategies not

only support the survival of companies, but also strengthen their competitive advantage and expand their ability to respond to fluctuations in the tourism market.

The tourism sector itself has become one of the most important drivers of the global economy, and air transport is positioning itself as a key player in the integration of tourism infrastructure, promoting personalized experiences and optimizing tourist flows (Srivastava et al., 2025; Uyar et al., 2023). Given the industry's results and contribution, it is clear that the success of airlines depends on their ability to anticipate market developments, leverage predictive technologies, and implement holistic, integrated, and sustainability-oriented strategies that include economic, social, and environmental considerations.

The new strategic line provides not only for the optimization of routes and pricing policies, but also for the strengthening of organizational capacity through digitization, innovation, and strategic partnerships, creating a framework for continuous adaptation to the dynamics of the global tourism market.

Last but not least, adopting a continuously adaptive approach, based on passenger behavior analysis, estimated data, and the integration of sustainability into operational decisions, is a determining factor in the performance and resilience of airlines, providing a sustainable competitive advantage in the context of international tourism development.

VII. APPENDIX

A. The most representative works on airlines' adaptation strategies to the dynamics of the tourism market*

Authors	Cita-tions	Representative work / Year of publication	Summary of the work	Source
Urbani, R; Colantoni, F; Persio, R; Stanková, V	71	<i>Adaptive recovery and regional response: The impact of an earthquake on tourism industry dynamics</i> (2025)	The article analyses the impact of the 2009 earthquake in L'Aquila on the local tourism industry using the Synthetic Control Method (SCM). The study shows a sharp decline in tourism supply in the short term, followed by a partial average recovery, highlighting the limited resilience of the tourism sector to exogenous shocks. The authors emphasize the need for targeted policy interventions and investments in risk management, providing valuable lessons for adaptive recovery planning in regions vulnerable to natural disasters.	Urbani, R., Colantoni, F., Persio, R., and Stanková, V. (2025). <i>Adaptive recovery and regional response: The impact of an earthquake on tourism industry dynamics</i> .
Pathak, A; van Beynen, PE; Akiwumi, FA; Lindeman, KC	77	<i>Climate adaptation within the tourism sector of a small island developing state: A case study from the coastal accommodations subsector in the Bahamas</i> (2021)	The article examines the adaptability of the tourism sector in the Bahamas in the face of climate change, focusing on the coastal accommodation subsector. The study shows that adaptation efforts are limited, focusing mainly on short-term hurricane preparedness, and that a lack of financial resources, knowledge and skilled personnel reduces the capacity to adapt. The authors propose complementary strategies, including ecosystem-based adaptation and the promotion of green jobs.	Pathak, A., van Beynen, P. E., Akiwumi, F. A., and Lindeman, K. (2021). <i>Climate adaptation within the tourism sector of a small island developing state: A case study from the coastal accommodations subsector in the Bahamas</i> .
Casillo, M; Colace, F; Lorusso, A; Santaniello, D	57	<i>Integrating Physical and Virtual Experiences in Cultural Tourism:</i>	The article proposes an adaptive multimodal recommendation system for cultural tourism that integrates physical and virtual experiences using technologies such as IoT and Context and Situation	Casillo, M., Colace, F., Lorusso, A., Santaniello, D., and Valentino, C. (2025). <i>Integrating</i>

Authors	Cita-tions	Representative work / Year of publication	Summary of the work	Source
D; Valentino, C		<i>An Adaptive Multimodal Recommender System</i> (2025)	Awareness. The system collects and analyses data in real time to adapt tourist itineraries to visitor preferences and environmental conditions. Experimental validation in the Archaeological Park of Pompeii demonstrated the system's effectiveness in enhancing the cultural experience and guiding visitors in a personalised manner.	<i>physical and virtual experiences in cultural tourism: An adaptive multimodal recommender system.</i>
Herrera-Cano, C; Herrera-Cano, A	64	<i>Maldivian Disaster Risk Management And Climate Change Action In Tourism Sector: Lessons For The Sustainable Development Agenda</i> (2017)	The study analyzes how the tourism sector in the Maldives manages disaster risks and climate change, offering lessons for achieving sustainable development goals. The study highlights adaptive mechanisms and opportunities for integrating climate action into sustainable development strategies, emphasizing their relevance for other international organizations pursuing sustainability standards in the context of the Post-2015 Development Agenda.	Herrera-Cano, C., and Herrera-Cano, A. (2017). <i>Maldivian disaster risk management and climate change action in tourism sector: Lessons for the sustainable development agenda.</i>
Karatzoglou, B; Spilanis, I	59	<i>Sustainable Tourism in Greek islands: the Integration of Activity-Based Environmental Management with a Destination Environmental Scorecard Based on the Adaptive Resource Management Paradigm</i> (2010)	The article explores sustainable tourism in the Greek islands, proposing the integration of activity-based environmental management with a Destination Environmental Scorecard, based on the Adaptive Resource Management paradigm. The study highlights how continuous monitoring tools and the provision of relevant and accurate information enable tourism companies to manage their impact on the environment and shared resources, promoting sustainable practices and informed decisions in the hotel and tourism sector.	Karatzoglou, B., and Spilanis, I. (2010). <i>The integration of activity-based environmental management with a destination environmental scorecard based on the adaptive resource management paradigm.</i>
Srivastava, S; Agarwal, A; Madan, P; Kautish, P	92	<i>How do green CSR initiatives influence green employee engagement among tourism and hospitality employees?</i> (2025)	The paper investigates how green corporate social responsibility initiatives influence employee engagement in tourism and hospitality. The study applies social identity theory to analyze the role of green organizational identity and green service-oriented behavior. The results highlight that green CSR practices contribute to strengthening organizational reputation and increasing employee identification with the company's sustainability values.	Srivastava, S., Agarwal, A., Madan, P., and Kautish, P. (2025). <i>How do green CSR initiatives influence green employee engagement among tourism and hospitality employees?</i>
Yanuarni, E; Iqbal, M; Astuti, ES; Mawardi, MK; Alfisyahr, R	82	<i>Determinants of business recovery: The role of government support as moderator (a study on tourism SMEs affected by Lombok earthquake, Indonesia)</i> (2024)	The study examines the determinants of business recovery among tourism SMEs affected by the Lombok earthquake in Indonesia, analyzing the role of government support as a moderator. The study highlights that knowledge management, risk mitigation strategies, and business adaptability are essential for success in the recovery process, while government support did not significantly influence these relationships.	Yanuarni, E., Iqbal, M., Astuti, E. S., Mawardi, M. K., and Alfisyahr, R. (2024). <i>Determinants of business recovery: The role of government support as moderator.</i>
He, XT; Zang, TG; Zhou, TC; Ikebe, K	49	<i>Historic Conservation and Tourism Economy: Challenges Facing Adaptive Reuse of Historic Conservation Areas in Chengdu, China</i> (2022)	The paper investigates the adaptive challenges of reusing historic conservation areas in Chengdu, China, in the context of integrating culture and tourism. The study highlights the impact on the local economy, cultural sustainability, and urban life, emphasizing the importance of strategically adapting historic buildings and areas to support sustainable tourism development and cultural heritage conservation.	He, X. T., Zang, T. G., Zhou, T. C., and Ikebe, K. (2022). <i>Historic conservation and tourism economy: Challenges facing adaptive reuse of historic conservation areas in Chengdu.</i>
Uyar, A; Koseoglu, MA; Kuzey, C; Karaman, AS	96	<i>Does firm strategy influence corporate social responsibility and firm performance? Evidence from the</i>	The article explores how corporate strategy influences corporate social responsibility (CSR) engagement and organizational performance in the tourism industry. The study analyzes the differences between cost leaders and differentiators in terms of CSR commitment and shareholder reaction, using	Uyar, A., Koseoglu, M. A., Kuzey, C., and Karaman, A. S. (2023). <i>Does firm strategy influence corporate social responsibility and</i>

Authors	Cita-tions	Representative work / Year of publication	Summary of the work	Source
		<i>tourism industry (2023)</i>	data and applying panel statistical analysis and Hayes's moderation analysis. The results indicate that corporate strategies determine the level of CSR involvement and, indirectly, their performance, highlighting the link between strategy, sustainability, and organizational success.	<i>firm performance? Evidence from the tourism industry.</i>
Li, H; He, LY; Yang, J	62	<i>Forecasting the medium-term performance of restructured tourism firms with an adaptive integrated predictor (2022)</i>	The analysis proposes an adaptive integrated predictor for forecasting the medium-term performance of restructured tourism companies, taking into account the temporal heterogeneity and seasonality characteristic of the tourism industry. The proposed model proves to be more effective than the reference models, providing a robust approach to risk management and strategic planning in the context of restructuring tourism companies.	Li, H., He, L. Y., and Yang, J. J. (2022). <i>Forecasting the medium-term performance of restructured tourism firms with an adaptive integrated predictor.</i>

* The research database was constructed by querying the ISI Web of Science platform in 2025, with the selection focusing on the ten most representative and highly cited articles relevant to the research topic.

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