



Role of Business Environment and Size Between Company Capabilities and Crisis Management for Catering Enterprises

Chen Meihua^{1,3}

Alireza Mohammadi^{1,2*}

Li Qiaoling^{1,4}

Amer Hamzah Jantan¹

He Sun⁵

City Graduate School, City University Malaysia, Petaling Jaya¹

Faculty of Business Management, City University Malaysia, Petaling Jaya²

Nanchang Institute of Technology, China³

Nanchong Vocation and Technical College⁴

School of Physical Education, Henan University, China⁵

Abstract

This study aims to investigate the impact of various factors on crisis management for catering enterprises in Nanchang, Jiangxi, China. The research focuses on the intervening role of the business environment, organisational resilience, human resource capability, financial capability, and organisation size in influencing crisis management strategies and capacities for catering companies. The significance of the study lies in its contribution to the crisis management theory by exploring the link between company capabilities, business climate, and company size, particularly in the context of catering firms in Jiangxi Province, China. The research adopts a deductive approach and employs a quantitative research design to analyse the effects of crisis management on catering businesses in Jiangxi, China. The study's population comprises all catering enterprises in Jiangxi, and a stratified random sampling method is utilised to select a representative sample based on the size of operations and the headquarters location. Data collection is carried out through questionnaires administered to the selected businesses, addressing various aspects such as types of crises encountered, crisis management strategies, and the impact of crises on revenue and customer satisfaction. Descriptive statistics will be used to analyse the characteristics of the study population. In contrast, inferential statistics, including chi-square tests and multiple regression analysis, will be employed to test hypotheses and draw conclusions about the relationships between crisis management strategies, corporate factors, and business performance. By shedding light on the influences of the business environment, organisational resilience, human resource capability, financial capability, and organisation size on crisis management, this study will Jiangxi, China.

Keywords: Crisis management, Business environment, Organisational resilience, Human resource capability, Financial capabilities, Size of organisation

Corresponding Author*

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Background of the Study

In 2020, the outbreak of a new infectious disease called COVID-19 wreaked global havoc and developed into an emerging public health crisis (World Health Organization, 2020a). The pandemic has greatly impacted real economic activity, particularly in the catering and tourism sectors (Dunford et al., 2020). As international and domestic tourism plummeted as a result of mandatory lockdowns, the hospitality industry was hit the hardest. According to the economic data of the catering industry of the National Bureau of Statistics of China, Chinese catering enterprises have been developing steadily for nearly six years, and due to the impact of the epidemic in 2020, the income of China's catering industry has dropped by 44.01 billion RMB compared with 2019 (Figure 1).

During COVID-19, social isolation and partial lockdowns mean that restaurants can't serve customers in their dining rooms but can still take orders for takeout and delivery. The food sector is the second largest in Nanchang, Jiangxi, China, a developing country with a consumer base of around 200 million, and it accounts for about 16% of the total employment among SEs. Fast food and other food-related businesses find the Chinese city of Nanchang, Jiangxi, the eighth largest market in the world. Despite the critical nature of the restaurant and food service industry in Jiangxi, China, little crisis management research has focused on the industry. From the 2008 global financial crisis as shown to the terrible floods in Jiangxi, China in 2010, to the London riots of 2011, and the current wars in the Middle East, crises can be complex and have far-reaching effects. The fundamental causes of difficulties confronting Nanchang's enterprises, the steps taken to address the crisis, and the approaches (strategies) for transforming and adapting to new condition.

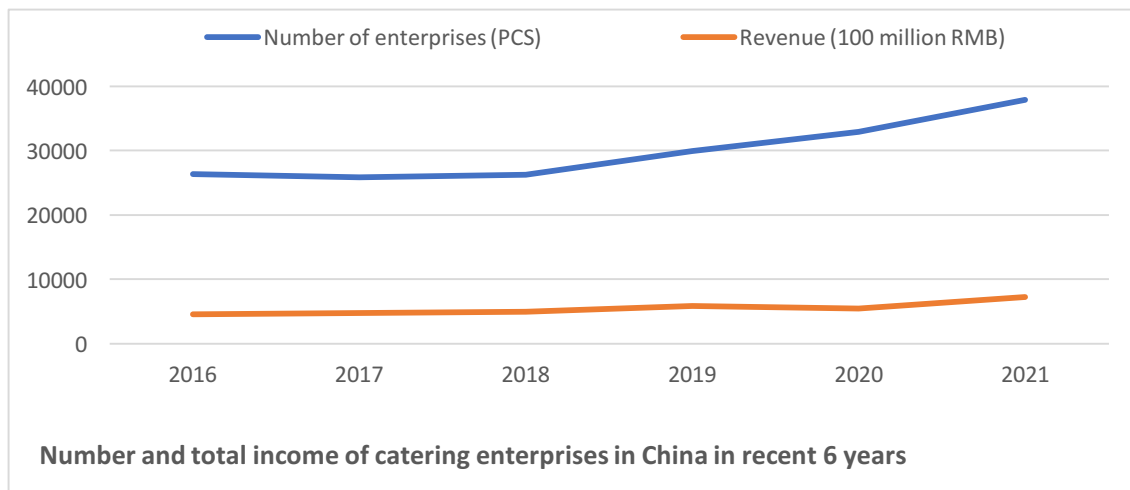


Figure 2: Number and total income of catering enterprises

Since the global business community was caught off guard by the COVID-19 pandemic and now sees its impacts first-hand, studies are expected to focus on how companies responded during and after the outbreak. The future of the business climate and scale and the connection between organisational skills and crisis management will have significant repercussions for catering companies. These repercussions will also be crucial. Within the scope of this comprehensive investigation, we will study various facets, considering a diverse range of possible reasons and circumstances that may affect the scenery. The term "business environment" refers to the aggregate of the general

circumstances, trends, and external variables that influence enterprises operating within a certain industry or sector . If catering firms have the skills essential to compete successfully in today's fast-paced business climate, they stand a far higher chance of achieving financial and professional success .

It is essential to carry out detailed risk assessments in order to identify potential dangers and areas of vulnerability. Catering service providers must develop all-encompassing plans for crisis management, including procedures for a wide range of possible outcomes. Catering companies must guarantee that their supply chains are sustainable to remain competitive . A rise in people's concern for the environment could result in a shift towards catering practices that are more ecologically responsible . Not a great deal of previous research addresses the mediating function that business environment and company size play in the context of catering businesses in Jiangxi, China, is one of the most significant issues associated with this study topic.

Due to the lack of available literature, the researcher may be required to compile material from a variety of connected topics and modify it to apply to the catering sector's particular setting . Jiangxi, in China, is a large and diversified province, and the economic climate of its many cities and towns varies considerably from one another . This variety presents a difficulty when it comes to the collecting and analysis of data since businesses that provide catering services might be subject to varying economic situations, regulatory settings, and client preferences depending on their location. The researcher must consider these variables to guarantee that the findings effectively reflect the distinctive qualities that catering organisations in Jiangxi possess. There may be obstacles in gaining access to relevant and trustworthy data to carry out research on this subject. It's possible that catering businesses, particularly smaller ones, don't have data readily available on their corporate skills, crisis management techniques, or specific performance metrics. In order to collect data that is both extensive and accurate, researchers may need to make use of a variety of data-gathering methods, such as questionnaires, interviews, and observations.

Research Questions

This study examines the mediating effects of the business environment and organisation size on the competence and crisis management of catering enterprises in Jiangxi Province. In Jiangxi, research data on crisis management in the catering industry are still lacking. This paper fills in some gaps affecting crisis management research by examining the mediating and moderating effects of firm environment and organisation size. Therefore, this study raises the following questions:

1. What are the important company capabilities that affect the crisis management of Jiangxi catering enterprises?
2. What is the relationship between organizational resilience, human resource capability, financial capability, business environment and crisis management in Jiangxi catering enterprises?
3. What is the impact of organization size in crisis management for catering enterprises in Jiangxi, China?
4. Does the business environment act as an intermediary between a company's capabilities and crisis management?
5. Does organizational size play a moderating role between corporate capacity and crisis management?

Scope and Significance of the Study

The research will examine the relationship between company competencies and crisis management in Jiangxi, China. It will take into account multiple viewpoints to create the study direction, capturing distinctive characteristics, difficulties, and possibilities peculiar to the Jiangxi catering business. Furthermore, the study will consider the broader context of the business climate, organisational capabilities, and crisis management.

This study provides an addition to the corpus of knowledge relevant to the theory of crisis management by studying the link between the capabilities of a firm, the business climate, and its size within the context of catering companies. Specifically, the study focuses on the relationship between these three factors in catering enterprises. The research provides a more in-depth understanding of how aspects such as business climate and size affect the crisis management strategies and capacities of catering firms by investigating how these aspects play as mediators in the interaction between the two. As a consequence of the research carried out in Jiangxi, China, the findings have the potential to enhance existing theories and frameworks for crisis management to be enhanced by integrating the specific dynamics and nuances present in the catering company there.

The purpose of this study is to evaluate the link between the state of the economy and the ability of the catering business to effectively manage crises. By analysing the current economic climate, regulatory environment, technological advancements, and sustainability trends, the research sheds light on how the aforementioned factors influence the crisis management practices of catering organisations. This contributes to a better understanding of the connection between the business climate and the efficiency of crisis management. It also provides insights into how the business climate influences organisational responses to crises. This contributes to a better understanding of the connection between the nature of the corporate environment and the efficiency with which crisis management is carried out.

Literature Review

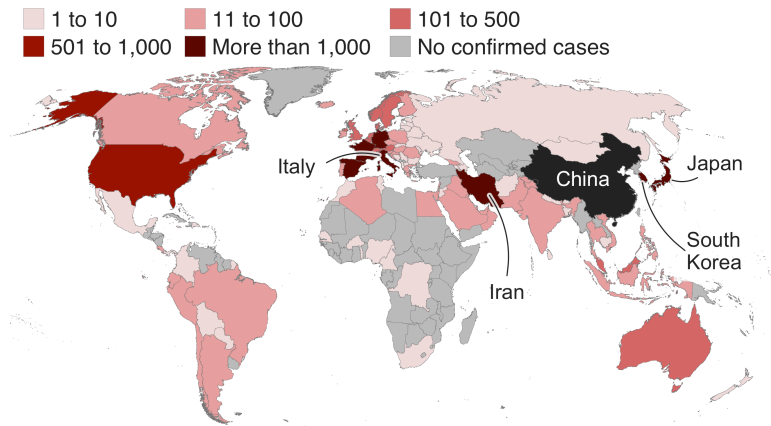
Crisis management for catering enterprises

Crises threaten high-level objectives, and managers do not have time to respond to them (Hermann, C.F. 1963). Effective crisis management is about minimising potential risks before a critical event occurs. When responding to crisis events, it is necessary to properly handle the improvisation and interaction of key stakeholders to ensure the interests of all stakeholders. Make timely adjustments to individual and organisational behavior and emotional responses after a crisis (Christine M.P. 1998). Crisis management is defined as a dynamic and ongoing process, which mainly includes active and passive responses. In order to effectively identify the crisis, deal with the crisis, and solve the crisis. The crisis management process is divided into three stages: pre-crisis, crisis and post-crisis (Emin O'cala 2006). Crisis includes uncertainty, urgency and threat (Boin, A.& P.' T Hart 2007). Uncertainty means that we cannot predict or foresee it. Urgency refers to the need to act in a situation of high uncertainty. Threats are existential threats to high-value social assets (Brinks & Ibert, 2020).

The hotel and catering industry was severely impacted by the COVID-19 epidemic and its associated restrictions, which could lead to the closure of many establishments and the loss of jobs for millions of people worldwide (Rodriguez-Antón & Alonso-Almeida, 2020). One hundred and twelve million jobs were jeopardised, and the tourism industry lost \$1.3 trillion in 2020 due to the pandemic. According to GFK data, both catering revenues and the number of catering businesses in Poland dropped significantly during the epidemic. The PLN 28.5 billion market value in 2021 was a 22% decline from 2019. Over that period,

there was a drop from 65,000 to 63,000 businesses. As a result of the pandemic, the number of businesses in operation in the economy has recovered to pre-crisis levels. Experts agree that the COVID-19 outbreak has devastated the catering industry and emphasise the need for a recovery plan. Identifying the variables driving the resiliency of hospitality firms and caterers throughout the crisis is crucial in designing a financial recovery strategy and new food ordering and delivery platforms.

Cases of coronavirus outside China



Source: WHO, health ministries. Updated: 11 Mar 06:00 GMT

BBC

Figure 3: COVID-19 Impact

The epidemic has had a devastating effect on the tourism and catering industry. Chinese New Year tourism in 2022 was down 2% from 2020, with 251 million people celebrating the holiday, according to the Ministry of Culture and Tourism. The rise in imported cases of COVID-19 has nearly ground international travel to a halt as more and more inbound aircraft have been delayed or cancelled. Chinese airlines have consistently lost money in 2021. Companies in these industries have struggled to recover from the pandemic's consequences, but they are finally getting back on their feet. Customer trust and expenditure have dropped for businesses caught in the crossfire of strict COVID-19 preventative measures introduced in response to isolated outbreaks. As a result of these persistent issues (Adesokan, 2022), China has launched a variety of measures to support small businesses in sectors hit particularly hard by the pandemic. The NDRC's current policy list includes several efforts directed squarely at small businesses in China's catering, retail, and travel sectors. These include tax cuts and instructions to internet platforms to decrease merchant costs.

Organisational Resilience

Organisational resilience is defined as the ability of an organisation to withstand adverse conditions and pressures, maintain its position, and benefit from adverse conditions (Kantur and Iseri-Say, 2015). A resilient catering business can continue to provide its services to customers despite difficult circumstances, such as economic downturns, market fluctuations, and unforeseen events. This category includes the ability to plan strategically, adapt quickly, allocate resources efficiently, and resume operations effectively. Resilience as a company's ability to effectively attract, create situational responses, and ultimately engage in transformational activities is effectively utilised in crisis management (Salamzadeh, 2022).

Organisational resilience is key to responding to crises and improving responses to threats and disasters. Designing response systems such as crisis, disaster, and safety

management requires a multi-level and multi-angle approach. One such approach is organisational resilience, which is comprehensive and multi-dimensional, as it not only strengthens an organisation's ability to respond to current crises but also gives it the ability to prevent future crises. The survival of enterprises in times of crisis depends on their resilience. The author believes that organisational resilience enables enterprises to manage crises effectively (Channa, 2019).

H1: Organizational resilience has a significant impact on crisis management in Jiangxi catering enterprises.

Human resource capability

Human resource management is the delegation, development, evaluation, compensation and management of an organisation or its members. Effective human resource management requires managers to hire the right people to achieve business objectives and improve organisational performance. The achievement of an organisation's goals depends primarily on the ability of human resources to develop knowledge and skills in their areas of responsibility. Human resource competence can be interpreted as an employee having the knowledge, skills, work experience, etc., to perform the work assigned to him to perform his duties correctly (Rahmad & Sabri, 2021). Human resource capability is an effective combination of optimisation capability and productivity, which plays an important role in the resilience and performance of a company. Therefore, the key factor for the success of an enterprise comes from within the enterprise, which is the dynamic ability of the enterprise to change and innovate (Zairil & Djameluddin, 2022). Human resource capability includes all employees' abilities and knowledge within a catering company. Employee skills, knowledge, experience, and the team's responsiveness and adaptability in times of crisis play a role .

Human resources play a vital role in crisis management, from preparing for a disaster to dealing with its aftermath. Human resources' job is to keep workers safe and make sure they're helping the company recover after a tragedy so that it can continue operating. Human resources are responsible for crafting crisis communication strategies, ensuring security and safety efforts protect workers, and teaching, leading, and empowering personnel to respond effectively to emergencies. Human resources play a crucial part in crisis management by providing necessary training so that workers can carry out the strategy as intended (Liu et al., 2020). The training and improvement of workers' talents provide them with the expertise needed to speed up the healing process. Human resources is responsible for either spearheading or contributing to workshops that help staff members psychologically prepare for times of crisis. As part of this process, a training programme will be established to provide workers with the information and abilities they'll need to handle emergencies.

H2: Human resource capability significantly impacts on crisis management in Jiangxi catering enterprises.

Financial capabilities

Financial capacity symbolises the long-term viability of a company, taking into account factors such as cash on hand, liquidity, access to capital, profits, and the ability to invest in crisis response measures (Dikau, et al., 2020). Financial capability is a measure of a company's strength and is reflected in revenue, profit and market share growth. Capital is a necessary resource for any business. Financial capacity reflects the size of capital, the ability to raise funds, the efficiency with which capital is used, and access to financial services.

The ability of a catering business to quickly adjust its financial strategies and operations in response to changing market conditions is referred to as "financial flexibility." This includes gaining access to additional capital, renegotiating existing contracts, and implementing measures that will further cut costs. According to the findings of a study that was carried out by Anderson et al. (2019), catering businesses that were more financially flexible were more successful in managing crises. During an economic turmoil, they successfully reallocated resources, negotiated favourable terms with suppliers, and adapted their business models to meet the shifting demands of the market (Pan et al., 2023; Qi et al., 2023). The availability of financial support from outside sources can significantly impact the crisis management practices of catering businesses. Having access to emergency loans, grants from the government, or insurance coverage can provide the necessary financial backing to cope with the disruptions caused by a crisis. According to the findings of Jansen and Wagner (2020), catering companies with access to financial support from outside sources were better positioned to recover quickly from a crisis. This kind of support not only helps cover immediate costs but also makes it easier to continue operating the business and reduces the negative impact on long-term finances.

In order for catering businesses to effectively anticipate and respond to potential crises, effective financial risk management practices are an absolute necessity. This involves performing exhaustive risk assessments, developing contingency plans, and ensuring adequate insurance coverage is maintained. According to the findings of a study conducted by Chen and Liu (2019), catering companies with well-established risk management strategies were more resilient in the face of crises. They were better able to identify and respond to potential risks, minimising the financial impact and allowing for a faster recovery. The availability of financial resources is another factor that influences the adoption of innovative technologies and practices, which, when implemented successfully, can improve crisis management capabilities. In times of emergency, catering businesses that have invested in technological advancements such as cloud-based systems, mobile ordering platforms, and data analytics have an advantage over their rivals. During times of crisis, these investments make it possible to communicate effectively, conduct operations remotely, and make decisions based on data. According to the findings of research conducted by Li and Zhang (2021), catering companies with advanced technological capabilities were better able to manage crises, which led to improved business performance and increased customer satisfaction.

H3: Financial capabilities have a significant impact on crisis management in Jiangxi catering enterprises.

Organisation size

Organisation size is important, and it is related to organisational structure, complexity, culture, finance, and other factors. Enterprises of different sizes have different abilities to acquire resources, including human resources, financial resources, competitive advantages and so on (Eilert and Walker, 2015). Practitioners in small organisations seem more alert to internal and prolonged crises than those in large organisations. This may be due in part to their sense of urgency about the limited size of their staff and a greater need for a higher level of situation monitoring. Practitioners from large organisations may have more confidence in staff size and HR support, making them feel less at risk (Jin, 2010).

The operational and administrative scale of a catering business is what is meant by the term "size of organisation." Employee count, income, market share, assets, and geographic reach are all possible indicators. Thus, the correlation between organisational

capabilities and crisis management in catering enterprises may change depending on the organisation's size.

H4: There is a direct relationship between organization size and crisis management in Jiangxi catering enterprises.

H5: Organization size moderates the relationship between organizational resilience and crisis management in Jiangxi catering enterprises.

H6: Organisation size moderates the relationship between Human resource capability and Crisis management in Jiangxi catering enterprises.

H7: Organisation size moderates the relationship between Financial Capability and Crisis management in Jiangxi catering enterprises.

Business environment

The business environment can be divided into political stability, capital supply capacity, tariff protection, and so on (Stobaugh, 1969). The business environment is influenced by regulatory constraints, taxation, corruption, rules that define competitive behavior, and uncertainties in enforcing commercial contracts and property rights (Asaftei, & Kumbhakar 2008). The basic premise for developing enterprises and the growth of a country's international competitiveness is to have a good business environment, which can create conditions for long-term sustainable economic growth (Civelek and Ključnikov, 2016).

The business environment's factors are complex and mainly involve three important areas: the broader business environment, the competitive environment and the narrower business environment (Pan et al., 2023; Qi et al., 2023). The broader business environment includes a variety of factors at the macroeconomic level, such as political, economic, technological, and social factors. The competitive environment includes buyer power, supplier power, entry barriers, substitution threats and competitive competition. The narrow business environment includes customers, competitors, suppliers and employees (Cepel and Stasiukynas, 2018).

The catering industry in Jiangxi, China, is facing a challenging business environment that requires effective crisis management. This literature review highlights the importance of risk assessment and mitigation strategies in crisis management. Key elements of an effective crisis management strategy include an adaptable business model, open communication channels, comprehensive employee training, and a resilient supply chain. Jiangxi catering enterprises can learn from previous research and experience, improve their crisis management ability, and ensure enterprises' long-term sustainable development (Mohammadi et al., 2017; Yao et al., 2024).

H8: There is a direct relationship between business environment and crisis management in Jiangxi catering enterprises.

H9: Business environment mediates the relationship between organizational resilience and crisis management in Jiangxi catering enterprises.

H10: Business environment mediates the relationship between human resource capability and crisis management in Jiangxi catering enterprises.

H11: Business environment mediates the relationship between financial capability and crisis management in Jiangxi catering enterprises.

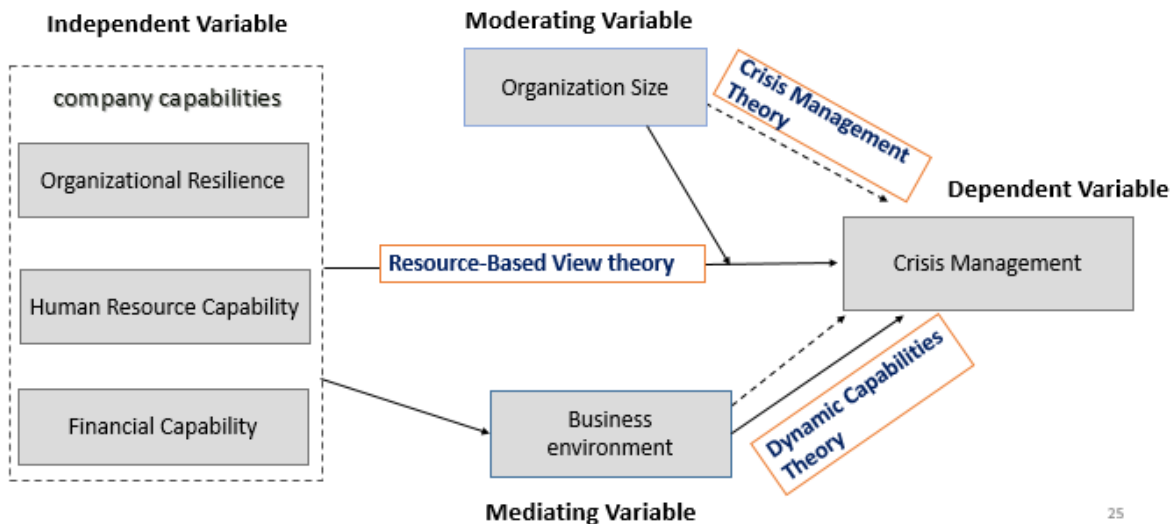


Figure 4: Theoretical Framework

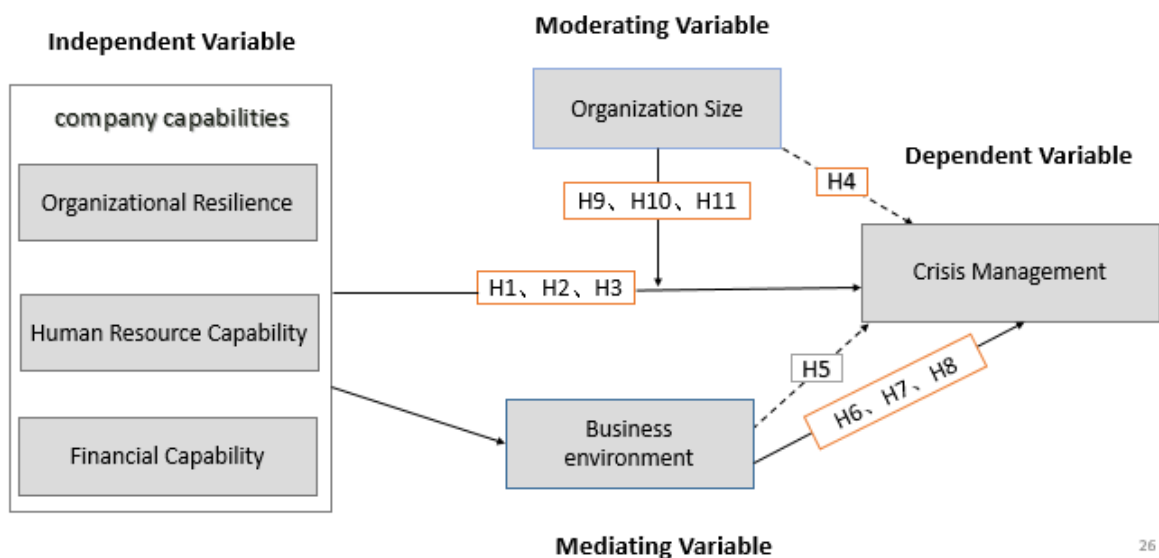


Figure 4: Conceptual Framework

Methodology

Research Paradigm and Design

We used a deductive approach to examine the effects of crisis management on Jiangxi, China's catering companies. Some of these companies can be found in China. The term "research paradigm" describes a certain approach, framework, or model for conducting studies. In the context of this research on the effects of crisis management on catering firms in Nanchang, Jiangxi, China, these ideas, beliefs, or understandings serve as a framework for applying theories and practices. Positivism and interpretivism, both forms of research technique, are the sources of most research paradigms (Sun et al., 2022, 2024).

This investigation into the influence of crisis management on catering businesses in Jiangxi, China, uses a quantitative research approach as its design for the study. The two main components of a quantitative research design are collecting numerical data and drawing conclusions from that analysis through statistical methods. The study's design will be cross-sectional, meaning that data will be collected at a single point in time throughout the

investigation. The study population will include all of the catering businesses located in Jiangxi, China. A stratified random sampling method will be utilised to select a representative sample of businesses. A stratified random sampling approach will be utilised to ensure that the sample is representative of the population as a whole, with businesses being categorised according to the size of their operations and the location of their headquarters (Jie et al., 2023; Tingfeng et al., 2022).

Population and Sample

The catering businesses located in Jiangxi, China make up the entirety of the study's target population. The random method will be utilised throughout the sampling process. The approach of simple randomisation is helpful because it ensures that every person has an equal opportunity to respond to the questionnaire and, as a result, become a part of the overall sample. Once the total population has been determined, it is easy to implement and does not contain biases. As a result, a straightforward random sampling process will be utilised, and the utilisation of the Cochran formula will be the primary focus to determine the appropriate sample size. Approximately 40 to 60 businesses are anticipated to be a part of the overall sample size. Using Krejcie and Morgan's sample size formula and guidelines from similar studies a total number of 383 participants is required for the present study (Krejcie & Morgan, 1970; Song et al., 2023; Tingfeng et al., 2022). These businesses will then have their information solicited to better understand their perspective on the use of this. The confidence interval for this prediction is 95%.

Instruments

The research questionnaire is adopted from Kumar et al. (2022); Dabbagh, (2020), and further improved to suit the objectives of the present study. The survey will include questions relating to the impact of crisis management on the performance of catering enterprises, such as the types of crises encountered, the strategies employed to manage crises, and the impact of crises on revenue and customer satisfaction. Questions with limited response options, such as those based on Likert scales or multiple-choice formats, are used to compile "numerical data." After the researcher, has disseminated your survey to the individuals whose participation is most important to the success of your endeavour, it will be simple for the researcher to quantify the replies to each answer option.

Overview of Data analysis

In this study, data analysis will be conducted using SPSS and SmartPLS. Several statistical measures, such as the mean, median, mode, and standard deviation are calculated for the study variables, including revenue, customer satisfaction, and the strategies used for crisis management. Based on the data that was collected from the samples, inferential statistics will be utilised to test hypotheses and draw conclusions regarding the study population. The use of regression analysis will be employed in order to determine the nature of the connection that exists between crisis management strategies and business performance, with other important aspects of the business, such as its size and location, serving as controls. The use of multiple regression analysis is going to be done in order to determine the most critical factors that predict the performance of the business and to determine how the various crisis management strategies will affect revenue and the level of satisfaction felt by customers.

In the realm of contemporary social science research, SmartPLS emerges as a pragmatic instrument for conducting structural equation modeling (SEM), owing to its adaptability to small sample sizes and intricate model structures. Unlike covariance-based

SEM methods, SmartPLS operates on a partial least squares (PLS) algorithm, making it an ideal choice for studies encountering limited observations, a common scenario in social sciences. This characteristic renders SmartPLS particularly attractive to researchers in fields like psychology and management, where exploring intricate relationships between latent variables often transpires within constrained sample sizes.

Furthermore, SmartPLS boasts remarkable flexibility in modeling the complex constructs and relationships intrinsic to social science phenomena. Researchers often grapple with multifaceted theoretical frameworks necessitating the inclusion of both reflective and formative constructs within their models. SmartPLS adeptly accommodates such complexities, empowering researchers to construct and scrutinize intricate models that capture the nuanced nature of social phenomena. Its capability to handle intricate models facilitates exploratory analyses and hypothesis testing, vital for advancing theoretical comprehension within social sciences.

Moreover, SmartPLS caters to the predictive and exploratory nature inherent in social science research by prioritizing prediction-oriented modeling and facilitating exploratory analysis. Its arsenal of validation and assessment tools empowers researchers to assess model fit, reliability, and validity, ensuring the robustness of constructs and relationships under scrutiny. In social science research, where construct validity and reliability hold paramount importance, SmartPLS's validation tools furnish invaluable insights into the quality of research instruments and overall model integrity, thus solidifying its position as a preferred tool for SEM in social sciences. The present research will follow in the footsteps of Joseph F. et al., (2021) and Mohammadi, (2019) to organise and report the data analysis steps.

Conclusion and Future Study

This research carries profound significance as it seeks to augment the existing corpus of crisis management theory and frameworks by delving into the intricate dynamics unique to the catering industry in Jiangxi. The findings hold promise in illustrating how the prevailing business climate and varying company sizes exert influence on crisis management strategies and capacities. By scrutinizing the interplay between economic conditions and the crisis-handling prowess of catering businesses, this study stands to offer invaluable insights into refining crisis management practices for future contingencies. By juxtaposing crisis management strategies and outcomes amid diverse economic and regulatory contexts, this comparative approach can illuminate regional disparities and elucidate best practices in crisis management.

The significance of this research lies in its potential to contribute to the existing knowledge of crisis management theory and frameworks by incorporating the specific dynamics and nuances present in the catering industry in Jiangxi. The findings can demonstrate how the business climate and company size influence crisis management strategies and capacities. By assessing the relationship between the state of the economy and the ability of catering businesses to handle crises effectively, this study can provide insights into improving crisis management practices in the future.

In future, researchers can conduct a longitudinal study to observe crisis management practices and outcomes in catering enterprises in Jiangxi over an extended period. This will allow a deeper understanding of how crisis management strategies evolve and adapt to changing economic and environmental conditions. Expand the research scope to include a comparative analysis of catering businesses in different regions of Jiangxi. Comparing crisis management strategies and outcomes in diverse economic and regulatory contexts can provide valuable insights into regional variations and best practices. Conduct in-depth case

studies of specific catering enterprises that have demonstrated exemplary crisis management capabilities during the COVID-19 pandemic or other significant crises. Analysing successful crisis management cases can help identify effective strategies and lessons learned.

Incorporate the perspectives of customers and consumers in the study to assess their perceptions of crisis management efforts by catering businesses. Understanding customer satisfaction and trust during crises can help shape effective crisis management strategies. Investigate the impact of environmental concerns and sustainability trends on crisis management in catering enterprises. Assess how businesses can align their practices with eco-friendly initiatives and maintain resilience during environmental crises.

Explore the role of technology and digital transformation in crisis management for catering businesses. Investigate how the adoption of digital platforms and innovative technologies can enhance crisis response and recovery. Examine the importance of crisis management training and preparedness programs for catering enterprises. Assess how investing in employee training and crisis drills can improve organisational resilience. By addressing these future study recommendations, researchers can further enrich the understanding of crisis management in the catering industry in Jiangxi and contribute to the development of effective strategies for handling crises in this sector.

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