

Dynamic capabilities and Business Model Innovation in the Dutch hospitality industry

A multiple case study in times of strategic disruption following COVID measures in 2020

MSc. Business Administration

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Abstract

The COVID-19 pandemic has caused a crisis within the Netherlands since the beginning of 2020, presenting a challenge for firms, the government and the Dutch society (Clark et al., 2020). To deal with the effects of this pandemic, the Dutch government imposed a series of new regulations upon the Dutch society, leading to the closing down of operations for organizations within the hospitality sector. This thesis was set out with the purpose of examining how organizations respond to such crisis situations and to provide an answer to the following research question, *“how do owners and managers of organizations within the hospitality sector change their business model to recover from profit loss, while taking into account the demand of their guests, during the COVID-19 pandemic?”*. In addition, several sub-questions will be answered to get a better and more detailed answer on the central research question. The questions are asked with the notion of making sense of how and if dynamic capabilities are used and what the effect will be of the change for business owners, managers and consumers

Aforementioned research questions will be addressed utilizing two data collection methods, namely semi-structured interviews and the usage of archival data. In order to accomplish a broader perspective three organizations in the hospitality industry will be examined in greater depth. This will be done using the multiple case study approach. The semi-structured interview questions are roughly based on literature on dynamic capabilities, Business Model Innovation and change in times of crisis.

This study revealed that the majority of respondents, including restaurant, bar and hotel owners, changed one or more elements of their pre-pandemic business model. A large part of these modifications were in relation to services and activities that were offered before the pandemic, whereas only a small number of respondents added a service to their business model that was not

connected to any of these previous key activities. However, a minority of the Business Model Innovations were permanent.

The permanent BMI encompasses those related to the usage of unoccupied locations or buildings that were already in possession of the business owners. As a consequence, these modifications required minimal extra expenditure. Moreover, one of the respondents using dynamic capabilities to invest in BMI, changed their operating industry. Nonetheless, this was the only respondent successful in Business Model Innovation while transferring key activities to another industry. Therefore, additional research is required to determine whether this is a factor for successful BMI During times of crisis.

The majority of BMIs have been identified by owners through direct contact with guests. Other approaches of business opportunity identification include using social media to look for upcoming trends in the industry and to collaborate with other restaurants in close proximity. BMIs originated as a result of the need of an organization to generate revenue or in order to remain a good business-consumer relationship.

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1. Introduction

1.1 Foundation

A considerable amount of literature has been published on business models. These studies describe the phenomenon of business models as the way organizations illustrate activities associated with manufacturing and selling products, while answering questions concerned with the most successful way of capturing, delivering and creating value for customers (Doz & Kosonen, 2010; Aspara et al., 2011). Once defined by management, a business model is exposed to the conditions of the market. If these conditions change, the business model should be reevaluated and revised in order to stay aligned with the external environment (Becker et al., 2005; Teece, 2010). However, not all organizations are able to adapt their business model in correspondence with both threats and opportunities in their environment, this depends on the strength of existing dynamic capabilities within an organization (Achtenhagen et al., 2013; Doz & Kosonen, 2010; Demil & Leqcoq, 2010). Teece (2018) defines dynamic capabilities as the “sensing, seizing and transforming needed to design and implement a business model”. Sensing includes the identification of opportunities, seizing encompasses the definition and improvement of business models, whereas transforming covers the realignment of structure and culture (Teece, 2010; Teece, 2018). Several articles mention the importance of dynamic business models for organizational performance (McGrath, 2010; Sosna et al., 2010). In times of change, organizations try to adapt their business models as a means of utilizing new opportunities (Franke et al., 2008; Markides, 2013). According to this line of thought, Business Model Innovation (BMI) is used as a way of rejuvenating an organization (Demil & Lecocq, 2010; Sosna et al., 2010), and ensuring the survival of organizations (Perlow et al., 2002).

Crisis can be seen as one of the main drivers for change (Prastacos et al., 2002; Hamal & Prahalad, 1996). A crisis can produce both long-term and short-term changes within an organization. These changes are not necessarily negative, but they can also have positive effects for stakeholders. A crisis can help stimulate business model innovation and the identification of new market opportunities (Faulkner, 2001). One example of the long- and short-term consequences of crisis situations are the terrorist attacks on the eleventh of September. They sparked a brief downturn in the air travel industry. However, they also had a positive effect on this sector, specifically it led to a permanent change in the degree of surveillance and monitoring at airports. Another event, the epidemic of SARS 2003 in China, is recognized as one of the main motivators driving the transition of brick and mortar organizations to e-commerce. Organizations that strive to recover from a crisis need to develop their awareness of shifting habits. If they want to survive crisis situations and create a better position for themselves compared to competitors, organizations have to refine their business models and invest in the strength of their dynamic capabilities (Jacobides & Reeves, 2020).

Recently, the COVID-19 pandemic has confronted almost all organizations, governments and society worldwide with a challenge (Clark et al., 2020). Due to the COVID-19 pandemic, some sectors only encountered inconsiderable consequences, while other sectors were completely out of business for several months (Baum & Hai, 2020). One of the sectors with the highest consequences is the hospitality industry. Most of their products have an expiration date, meaning that there is no likelihood to account for the long-term lack of sales (Israeli & Reicher, 2003; Mansfeld, 1999). There are researchers that have proposed a possible solution for the hospitality sector to recover and emerge from the COVID-19 pandemic, specifically to temporarily innovate their business model (Kraus et al., 2020). These organizations can innovate their business model

by changing the capabilities, elements and/or its configuration. In turn, addressing such opportunities improves the firm performance helping organizations to stabilize and recover from the damage caused by the worldwide pandemic (Foss & Saebi, 2017).

Zott & Amit (2013) mentioned that business models are considered to be the most structural element within the contingencies of the organizations. In addition, Teece (2018) stated that for a business model to be designed and implemented, an organization needs to make use of its dynamic capabilities. Recently, there has been an increase in the literature about dynamic capabilities as a framework. One of the main reasons behind this increase is that the framework can help organizations better understand and respond to changes in the market (Di Stefano et al., 2014; Eisenhardt & Martin, 2000; Teece, 2010; Teece, 2018). Given the disruptive nature of a mandatory shutdown of restaurants for a longer period of time during the pandemic, the dynamic capabilities framework can be seen as a lens for examining the change that these aforementioned organizations underwent. Particularly, organizations need to build dynamic capabilities with a higher level of strength to sense change, seize opportunities and transform the organization to stay relevant during breakdowns over a longer time period (Achtenhagen et al., 2013; Jacobides & Reeves, 2020).

1.2 Research problem and research questions

The Government of the Netherlands has forced restaurants, clubs and bars to close down (Rijksoverheid, 2020), leading these organizations to experience a loss in profits. This situation can be compared to the SARS epidemic in 2003 in China. However, the aforementioned epidemic did not reach the Netherlands (Jacobides & Reeves, 2020). In addition, the economy, culture and politics of China and the Netherlands are different from each other. Kaplan & Orlikowski (2013) write about managing in the face of breakdowns by creating temporal work.

Breakdowns can be triggered by environmental pressures, social pressures or political pressures (Oliver, 1992). These pressures can instigate the creation of temporal work, a reconsideration of future, past and present concerns, the production of alternatives or the creation of alternative settlements. However, breakdowns make it more difficult for organizations to reach decisions and if these decisions are not reached, the current breakdowns are prolonged. Temporal work can also lead to newer breakdowns (Kaplan & Orlikowski, 2013).

During the COVID-19 crisis, some of the existing businesses have already changed their operations. Several of these organizations are now producing protective clothing or hand sanitizers (Chesbrough, 2020). However, a variety of questions remain. Did these firms think about the long-term effects of the changes and what do these mean for their future business models? How can organizations improve their resistance to crisis situations in the future and how did they make the changes happen? Organizations can make use of existing dynamic capabilities to instigate BMI or they can create new dynamic capabilities. This literature leads to the following research question, *“How do owners and managers of organizations within the hospitality sector change their business model to recover from profit loss, while taking into account the demand of their guests, during the COVID-19 pandemic?”*.

Furthermore, sub-questions will be asked to be able to give a more detailed response to the research question. These following questions are asked with the notion of making sense of how and if dynamic capabilities are used and what the effect will be of the change for business owners, managers and consumers, *“How are the needs and values of consumers determined by business owners or managers?”*, *“How do owners and managers look to the future, taking into account changes they made to the business models?”* and *“In what ways have the dynamic capabilities been used?”*

1.3 Research methodology

Qualitative research can help to determine what kind of temporal Business Model Innovations (BMI) will remain after the COVID-19 pandemic for organizations within the hospitality sector, and what types of dynamic capabilities were used that enabled them to change their business model. More specifically, two data collection methods within qualitative research are used for this thesis study. These are semi-structured interviews and the collection of archival data. Additional information will be gathered using multiple case studies.

The semi-structured interviews will be conducted with 15 different business owners or managers of organizations located within the Netherlands and will consist of questions about the changes made to their business models during the COVID-19 pandemic, other initiatives taken to keep their business afloat, the way the owners or managers experienced the mandatory closing of their pubs and restaurants, and about the way they view their business model in the future. Additionally, the interviews will also include questions about the creation of new dynamic capabilities, the usage of existing dynamic capabilities and the circumstances in which the dynamic capabilities have been created. The fifteen different business owners will be selected with regard to purposive sampling, which is a method that prioritizes cases rich in information. The selection is based on location, years of existence of the organization and size.

Adding multiple case studies and the collection of archival data from social media and local newspapers includes gathering data from a broader range of data sources to address a basis for triangulation. In this way, a deeper understanding and engagement with a number of organizations within the hospitality industry can be established. Additionally, more stakeholder perspectives can be taken into account. Eisenhardt & Graebner (2007) mention the possibility of

adding theory to a variety of topics while using multicase research, in this case BMI while using dynamic capabilities.

Subsequently, all of the available data will be analyzed according to the coding methodology of Gioia et al. (2013). Gathered data will be coded in three different rounds, the first order concepts, second order themes and third aggregate themes. The first round of coding is done using open coding in order to remain as closest as possible to the initial interviews. In this way, the developed codes can become a basis for new theory development or hypotheses used for future research. This process can be defined as grounded theory (Gioia et al., 2013).

1.4 Research scope

As mentioned in the foundation and in the central research question, the general purpose of this thesis is to determine how business owners or managers of organizations within the hospitality industry changed their business models during the COVID-19 pandemic, taking into account the perspectives of multiple stakeholders. To gather data for the creation of an answer to the research question, semi-structured interviews will be conducted with 15 different business owners, in the possession of a restaurant, a bar or a pub. However the establishments of the business owners need to be founded at least three years prior to the COVID-19 pandemic. Additional interviews will be conducted with a small number of employees working in the larger establishments adding a supplementary perspective to the theory that will be constructed from this thesis. Moreover, these employees need to be employed for at least three years at the organization, in order to notice a change in the operations. The data for this thesis study will be gathered over a small time span, specifically a time span of two months. To get a representative sample of business owners and managers in the Netherlands, the data should be collected in at least three different villages or cities.

1.5 Theoretical and practical contribution

This thesis study provides new insights for both the theoretical and practical perspectives. Literature and empirical findings from semi-structured interviews, will add to the understanding of researchers and scholars on the interplay between BMI, dynamic capabilities and crisis. This thesis study will also expand the current knowledge on the question of how organizations within the hospitality sector developed dynamic capabilities that helped them to innovate their business model during a pandemic. Although there are several scholars that write about BMI and dynamic capabilities intertwined with economic crises, none of these scholars take the possibility of a health crisis into account. The only similar health crisis, over the last few years, is the 2003 SARS epidemic in China. However, this situation is not comparable to the current pandemic for organizations in the Netherlands. There is a big difference between politics, economics and culture between China and the Netherlands. What could have been a solution for China, could not function in a similar situation in the Netherlands.

One of the practical contributions of this thesis study will be the accurate understanding gained from the semi-structured interviews about BMI during a crisis. There is already much research available on BMI during an economic crisis, however this thesis will add to the existing literature by addressing another type of crisis, a health crisis followed by the mandatory closing of organizations. Business owners and managers will be able to learn and see how others developed their business models during the COVID-19 pandemic. They might want to progress their own skills to ensure resilience in future crisis circumstances. Additionally, the obstacles faced by business owners will also add to a more detailed understanding of the BMI phenomenon during unexpected events hereafter.

1.6 Thesis structure

A total of six themed chapters will be included in this thesis study. With the first section of this thesis encompassing the introduction. Chapter two begins by laying out the theoretical dimensions of the research and looks at how these are interconnected with each other. The next chapter is concerned with the methodology used for this research and chapter four analyses the results of the semi-structured interviews and the multicase studies undertaken during the whole research period. Chapter five discusses the findings written down in the former chapter and lastly, chapter six includes the conclusion of the thesis study.

2. Theoretical framework

2.1 Deinstitutionalization of practices in times of crisis

Deinstitutionalization of practices in organizations can be defined as a process intended to change the current behavioral patterns of organizations or entire societies. This can be done by rulemaking, rule adaptation or rule changing (Van de Ven & Sun, 2011). These three methods of deinstitutionalization drive organizational change and shape the nature of that change across multiple levels and contexts. Van de Ven & Poole (1995) define organizational change as “a difference in form, quality, or state over time in an organizational entity”. Organizational change can be initiated by an individual, a group, a subunit within an organization, one whole organization or by the intra organizational relationships with other firms. Measuring change can be done by observations. Usually one entity is being observed over a longer period in time. If there is an apparent difference between the various points in time, it can be assumed that the firm has changed. The majority of literature on organizational change has focused on two different questions, specifically, what and how is change caused or produced, and how can change be sustainably and constructively managed over various points in time (Van de ven & Poole, 1995; Van de ven & Sun, 2011).

Oliver (1992) states that there are three moderating and predicting causes of deinstitutionalization in organizations, specifically political, functional and social pressures. Aforementioned pressures can occur either in relation to the environment or they can be intraorganizational. Political pressures at the intra organizational level can include political distributions supporting or opposing an established practice. Besides the intra organizational level, political pressures at the level of the environment can include a change in an alliance between companies and governmental institutions. Greenwood, Suddaby & Hinings (2002) state

that political pressures are mainly the outcome of alterations in both the interests and power distributions within governmental institutions about current institutional structures. These changes in interest may arise as a result of performance crises, environmental changes, or other conditions that force organizations to assess the validity of a certain practice.

Functional pressures can include changes of the perceived utility of a practice at inter-organizational level, and a change in incentives at environmental level (Oliver, 1992). Lee & Pennings (2002) mention that both levels of functional pressures originate from perceived difficulties in overall performance of institutionalized practices. These difficulties can be connected to several market related changes, including increased competition for resources, mergers and acquisitions, and other market challenges.

Finally, the last pressure encompasses change in the social consensus regarding the legitimacy of a practice at the intra-organizational level, and change that can occur randomly at the environmental level. (Powell, 1985) Legitimacy of a practice may be questioned by “new members with backgrounds and experiences that differ from existing members”, they “bring different interpretive frameworks and social definitions of behavior to the organization that act to diminish consensus and unquestioning adherence to taken-for-granted practices” (Oliver, 1992). According to Zilber (2002), social pressures are concerned with differences in groups, the presence of divergent views and behaviors, and changes in social expectations which make it difficult to continue an established practice.

A health crisis such as the COVID-19 pandemic may drive a government to impose new regulations, adjust existing rules or change restrictions for and to societies, firms or specific industries (Oliver, 1992; Van de Ven & Sun, 2011). The COVID-19 pandemic can be seen as both a political and social pressure (Oliver, 1992) producing different outcomes for an

organization, both short-term and long-term. The most well-known long-term change was induced by a crisis, specifically the terrorist attacks on the eleventh of September. It sparked only a brief, short-term downturn in the air travel industry. But, the event also led to a permanent change in the level of surveillance and monitoring at airports. Increasing the security at airports. Another event was the epidemic of SARS 2003 in China. This was recognized as one of the main motivators for a drive towards e-commerce, as Chinese giants like AliExpress started investing in web-based stores.

As stated above, the COVID-19 pandemic can be seen as both a social and political pressure to change current practices in organizations. It can be viewed as a political pressure, since it involves an environmental change that forces governments and organizations to assess the validity of their current way of operating. In addition, it can be seen as a social pressure, because it sparked a discussion about regulations, consumer needs, vision and policies between different groups in society. This debate encompasses a wide range of stakeholders, including hospitality organizations, their guests, the government and Koninklijke Horeca Nederland (KHN). All these stakeholders have opposing views about how current practices should be altered to fit the new crisis situation.

Jacobides & Reeves (2020) argue that, if an organization wants to survive a health or financial crisis and create a better position for themselves compared to competitors, an organization should invest in Business Model Innovation (BMI) and the strength and level of their dynamic capabilities.

2.2 Environmental, political and social pressures and dynamic capabilities

Dynamic capabilities are of high importance in fast-paced environments (Frank, Güttel & Kessler, 2017; Girod & Whittington, 2017). Global crisis, disasters caused by nature,

technology advancements, political pressures and increasing competition all put pressure on organizations to adapt to environmental change in order to survive. The higher the level of environmental volatility in the environment of an organization, the more crucial it is for an organization to possess the ability to sense both threats and opportunities. In addition, it is also important to reconfigure resource capabilities through the development and application of dynamic capabilities. Several academics agree that fast-paced environments drive an organization to acquire dynamic capabilities in order to rearrange their resources for dealing with continuous change (Di Stefano, Peteraf & Verona, 2010; Easterby-Smith, Lyles & Peteraf, 2009; Vogel & Güttel, 2013).

The ability to deal successfully with crisis situations suggests that dynamic capabilities with a high level of strength are present within the organization. Firstly, this is attributed to the fact that dynamic capabilities enable an organization to sense both threats and opportunities and in turn, specify possible actions to cope with them (Teece, 2010; Teece, 2018). Furthermore, dynamic capabilities assist an organization in capitalizing on business opportunities by determining the right resource action and then putting these resources into place. Third, dynamic capabilities change and align resources to dynamics available in the environment of the organization (Teece, 2010; Jantunen, Ellonen & Johansson, 2012). In essence, dynamic capabilities help organizations to adapt to dynamic environments by contributing to the “environment-organization fit and thereby, allow them to compete in dynamic and complex environments (Di Stefano et al., 2014).

2.3 Dynamic capabilities

Dynamic capabilities are based on the innovativeness and creativity of an organization to create, modify and extend the current resources of a firm (Di Stefano et al., 2014). Teece (2018) defines dynamic capabilities as the “sensing, seizing and transforming needed to design and

implement a business model”. Sensing includes the identification of new market opportunities, seizing encompasses the definition and improvement of the existing business models, whereas transforming covers the realignment of structure and culture within an organization (Teece, 2010; Teece, 2018). It is possible for dynamic capabilities to differ in strength (Achtenhagen et al., 2013). This difference impacts the degree of alignment between the resources of an organization with the and aspirations of the consumers. Organizations can only achieve an alignment if they are able to “sense” and “seize” new market opportunities and “transform” these market opportunities into a new company culture. When the alignment of dynamic capabilities is established, firms can address opportunities and threats when they are arising (Teece, 2018). Schoemaker et al., (2018) describes “sensing” as the ability of an organization to be aware of changes within the market before competitors do. In rapidly changing environments, it is of high importance for organizations to discover changes and to understand its implications for the overall market. To be able to do this effectively, they need to possess the ability to notice emergent change, and to be able to “see around the corner”. Moreover, Schoemaker et al., (2018) define “seizing” as the expertise to take advantage of opportunities in a timely manner, by effectively innovating and introducing new structures which take advantage of changes in the external environment. Lastly, Shoemaker et al., (2018) mention that merely dealing with a change is not enough for BMI to be successful. An organization needs to be able to “transform”, to reshape its structure and their ecosystem to reap the benefits of its new business model.

2.4 Business models

Several researchers have indicated that the existing literature on business models is young and extremely dispersed in terms of its definition and interpretation (Zott & Amit, 2013; Baden-Fuller & Haefliger, 2013). According to Zott & Amit (2013), this is due to the lack of an

explicit definition. Nonetheless, the existing definitions of the concept “business model” only partially overlap, resulting in a decreased understanding of the topic (Teece, 2010). A variety of researchers define the construct of the business model as “a unifying unit of analyses that captures the value creation arising from multiple sources” (Johnson, Christensen & Kagermann, 2008; Morris, Schindehutte & Allen, 2005). This definition is built on various constructs, specifically the concept of a value chain, the value systems and strategic positioning created by Porter (1985; 1996), the resource-based theory developed by Barney (2001), the strategic network theory originated by Jarillo (1995), the concept of firm boundaries by Barney (1999) and lastly, to the transaction cost economics theory of Williamson (1981).

A more recent stream of literature defines business models as a “system of interdependent activities that are performed by the firm and by its partners and describes the mechanisms that link these activities to each other” (Chesbrough & Rosenbloom, 2002; Teece, 2010; Zott & Amit, 2013). Flier, Bosch & Volberda (2003) point out that an organization should be able to change its ways through reshaping and adapting to its environment, by “emphasizing the importance of managerial intentionality of decision makers being the intermediary between organizations and their environments”. Teece (2010; 2018) defines a business model as a model which “describes the design or architecture of the value creation, delivery, and capture mechanisms which a firm employs”, Teece also mentioned that “the essence of a business model is in defining the manner by which the enterprise delivers value to customers, entices customers to pay for value, and converts those payments into profit”. Organizations develop a business model to help them identify the needs of new and existing consumers, to help specify the technology needed and to set out the activities needed for an organization to run. A business model includes the following three categories, value proposition, revenue model and cost model. Three different elements can

be found within the first category, specifically product and service, consumers needs and geography. Pricing strategy, channels and consumer interaction can be found in the second category. Lastly, the third category encompasses the elements of core assets and capabilities, core activities and the network of partners. Ritter (2014) mentioned that for a business to be effective, all of the elements must be aligned. The previously mentioned definition of a business model by Teece (2010; 2018), is the definition used for this thesis study.

2.5 Business Model Innovation

Given the extremely dispersed nature of literature about the definition of business models, there are also a variety of views among researchers and practitioners as to the definition of the Business Model Innovation (BMI) concept (Schneider & Spieth, 2013; Teece, 2010; Zott & Amit, 2013). Bucherer, Eisert & Gassmann (2012) define BMI as a change process or as a reconfiguration. Whereas Lindgardt et al. (2009) state that “innovation becomes BMI when two or more elements of a business model are reinvented to deliver value in a new way. BMI can provide companies a way to break out of intense competition, under which product or process innovations are easily imitated”. Massa & Tucci (2013), describe BMI as “the activity of designing - that is, creating, implementing and validating - a new business model and suggest that the process of business model innovation differs if an existing business model is already in place vis-à-vis when it is not”. However, they also mention that BMI can only be generated if the change in the business model brings either novelty or uniqueness to the current operations of an organization. Another definition is given by Teece (2018), “the ability to develop and refine business models” making use of dynamic capabilities. The definition developed by Teece (2018) is the definition that is used for this thesis study. If organizations are successful in BMI, a sustainable competitive advantage originates for businesses utilizing BMI. Additionally,

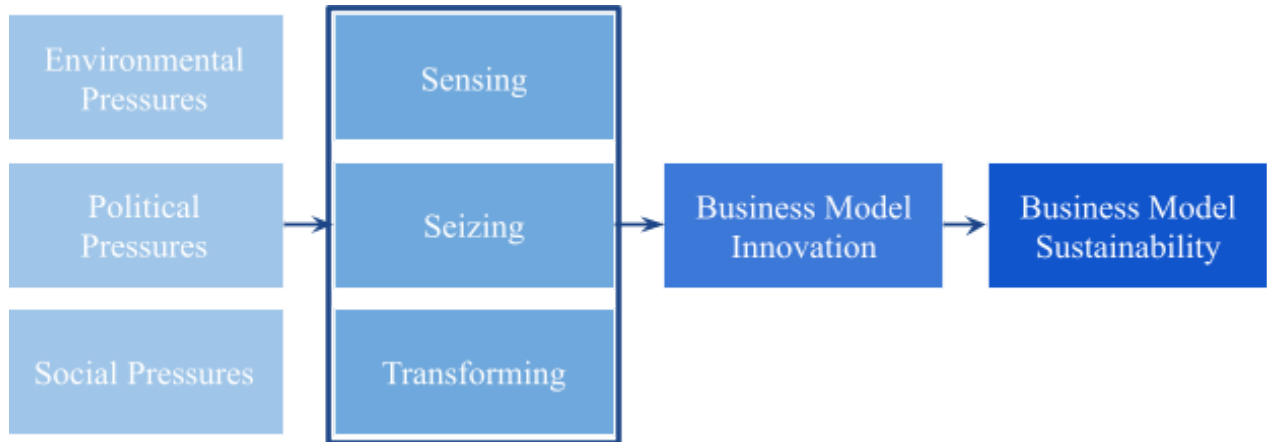
successfully implemented BMI can create a leverage for improving their performance and sustainability in the future (Teece, 2010; 2018). However, there are several barriers to BMI. One of these barriers is hesitance due to feelings concerned with worry of losing out on profit based on the revenue streams generated by current operations. New innovations may be less appealing to their current customers or may only appeal to less-demanding consumers (Chesbrough, 2020). Another barrier, also mentioned by Chesbrough (2020), is the inability of organizations to commercialize novel and unique disruptive technologies in their established business model. Incumbents may fear that the new business model will perform worse than the older established one. This will lead to a discouragement in managers and business owners in the development of a new business model concerning the disruptive technology (Sosna et al., 2010). Von der Eichen, Freiling & Matzler (2015) mention other barriers to BMI, specifically organizational inertia, organizational cultural problems, and cognitive barriers concerned with a lack of creativity. In addition, Hahn et al., (2014) state that a problem with the valuation of benefits of BMI can also be seen as a barrier.

2.6 Conceptual framework

The literature mentioned above has contributed to the development of the conceptual framework in **figure 1**.

Figure 1

Conceptual Model based on the theory of Oliver (1992) and Teece (2010; 2018)



3. Methodology

3.1 Research design

Exploratory research can help to determine what kind of temporal Business Model Innovations will remain after the COVID-19 pandemic for organizations within the hospitality sector, and what types of dynamic capabilities were used that enabled them to change their business model. This type of research is especially useful when there is a lack of information about the topic, which is the case for this dissertation. Most of the “healthy” organizations within the hospitality sector in the Netherlands have not yet experienced a mandatory shut down of their operations due to a health crisis or a crisis in general. Exploratory research will help to develop theory, operational definitions and concepts (Blumberg, Cooper & Schindler, 2014) which can lead to a better understanding of managing during breakdowns for organizations dealing with a health crisis. Since the aim of this thesis study is to acquire insights into the area of business model innovation and the usage of dynamic capabilities in times of crisis, the most appropriate research design is qualitative research. Silverman (2016) mentioned the necessity for researchers to have an in-depth and thorough understanding of various different social phenomena, while doing qualitative research. Within this type of research, a variety of methods are used, for instance diary studies, ethnography or narrative research. One of the methods applied to this thesis is interviewing, which is also seen as the most used data gathering method used in qualitative research (Taylor, 2005). Another method used is archival data. The secondary data used for this thesis will be derived from newspaper articles and social media. Additionally, a multiple case study will be used to gain additional insights into the topics and to analyze data, both within and across each situation (Yin, 2012). All different types of data will be analyzed using the coding method created by Gioia et al., (2013).

3.2 Research sample

To be able to answer the research question, enough data needs to be collected from a sample. The sample size for this study will include 13 respondents. These participants own or manage firms within the hospitality sectors, either a restaurant, a pub or a hotel located in the Netherlands. Participants will be chosen by means of purposive sampling. According to Bernard (2017), this sampling method is used in qualitative data to ensure rich informative cases. Organizations are selected based on size, location and years of existence. However, the owners within the sample size should have their restaurants and pubs located across the Netherlands, in at least three different cities or villages to be representative of the Netherlands.

Table 1

Sample of interviewed restaurant owners

Name	Amount of employees	Key activity	Location
Adventure	38	Restaurant	Geesteren
Breakfast	39	Bar	Oldenzaal
Cooperation	22	Restaurant	Oldenzaal
Decoration	38	Restaurant	Utrecht
Experience	27	Bar	Oldenzaal
Fireplace	26	Restaurant	Alphen aan den Rijn
Generation	36	Bar	Enschede
Hospitality	15	Restaurant	Overdinkel
Investment	58	Restaurant and hotel	Lattrop
Journal	17	Restaurant	Overdinkel

In addition, three of the larger establishments will be studied more thoroughly as it will make it easier to indicate similarities and differences between the different organizations.

Table 2

Sample of interviewed restaurants for the purpose of a multiple case study

Name	Amount of employees	Key activity	Location
Knowledge	52	Restaurant	Enschede
Lifestyle	63	Bar	Zwolle
Motivation	50	Restaurant and bar	Lonneker

3.3 Semi-structured interviews

DiCicco-Bloom & Crabtree (2006) state that the most used format, within the method interviewing, is called the semi-structured interview. Aforementioned data collection format has several advantages, for example a high response rate in comparison with a survey (Austin, 1981), the convenience and ease with which attitudes, motives, beliefs and values of respondents can be compared (Richardson, Dohrenwend & Kleint, 1965; Smith, 1975), validity by observing non-verbal signs of respondents (Gordon, 1975), and finally, no possibility for the respondent to get assistance for formulating the response to the interview question (Bailey, 1987). The semi-structured interview will consist of questions about the changes made to their business models during the COVID-19 pandemic, other initiatives taken to keep their business afloat, the way the owners experienced the mandatory closing of their pubs and restaurants, and about the way they view their business model in the future. Additionally, the interviews will also include questions about the use of new dynamic capabilities, the usage of existing dynamic capabilities and the circumstances in which the dynamic capabilities have been created. The structure of the semi-structured interviews is determined beforehand and are based on prior literature (the semi-structured interview question can be found in **Appendix A**), in order to test the theoretical framework presented in this dissertation. Furthermore, follow-up questions may be asked during the interviews to gain a deeper understanding of the answers.

3.4 Additional secondary data sources

Secondary data sources can be defined as “data collected by someone other than the primary user” and can include information collected by government agencies, organizational records, journals, newspapers and websites (Chapman & Ellinger, 2009). The usage of secondary

data sources has multiple advantages, especially the data is mainly collected using a non-obtrusive approaches, is less susceptible to biases, the data is less likely to skew the objectivity of the research, is available in greater quantity and it is easier for other researchers to use for replication purposes (Cantor et al., 2010; Chapman & Ellinger, 2009). Secondary data sources used for this dissertation include newspapers articles, social media posts and organizational data records.

3.5 Multiple case studies

Multiple case studies are used to gain a better understanding of the similarities and differences between several cases (Baxter & Jack, 2008). According to Creswell (2013), multiple case studies are used to “explore a real-life, contemporary bounded system or multiple bounded systems over time, through detailed, in-depth data collection involving multiple sources of information”. Yin (2012) mentioned that multicase studies are used for two different reasons, either to indicate contrasting results or to indicate similar results in a study. In this way, it is easier for the researcher to clarify the value of the results (Eisenhardt, 1991). One significant scientific fact is that the results created from multicase studies are known to be reliable, strong measures (Baxter & Jack, 2008). All in all, multiple case studies allow researchers to explore a wider range of research questions, to test multiple hypotheses and theories, to develop new theories or to add to existing knowledge (Baxter & Jack, 2008; Eisenhardt, 1991; Yin, 2012). In this thesis study, the three largest establishments will be studied more thoroughly. Besides the owners or managers of that organization, several employees will be interviewed to gain a broader stakeholder perspective. A more in depth study of three larger establishments will make it easier to indicate similarities or differences between the organizations.

3.6 Data analysis

Data collected from semi-structured interviews, secondary data and multicase analysis can be analyzed in different ways, specifically a thematic analysis, rhetorical analysis, narrative analysis, and lastly, a discourse analysis. This thesis follows the thematic approach based on the coding methodology of Gioia, Corley & Hamilton (2003) and the grounded theory, because it allows for a lot of flexibility in interpreting the data. In turn, the possibility of identifying an addition to a theory will be more likely. Miles & Huberman (1994) define codes as tags or labels that assign meaning to data gathered from interviews. The first step in the coding process is to generate first order concepts, followed by the creation of a second order theme. Furthermore, the last step in the methodology of Gioia et al., (2013) is to formulate third-order aggregate concepts. An overview of the coding process can be found in **Table 3**. A total of 227 first order codes were developed in the first round of coding. In the second step, 32 second order themes have been developed. Lastly, the last step includes formulating third order aggregate concepts, of which this research has brought 12. The first round of coding was solely based on the thematic approach as the first order codes were developed looking at the content of the data available. Subsequently, in the second and third rounds of coding, themes were developed based on existing literature in order to more accurately formulate an answer to the research questions.

A total of three ways of coding for interview data are common, in-vivo coding, open coding or closed coding. This MSc thesis uses open coding, entailing the collected data to be coded based on the definition and meaning of the text keeping the generated codes as close as possible to the initial interviews. In this methodology, data structures are created to make the whole coding process visible to interested readers (Gioia et al., 2013). A codebook existing of the emerged codes is such a data structure, and it can be defined as a “set of codes, definitions, and examples

used to guide, help and analyze interview data” (DeCuir-Gunby, Marshall & McCulloch, 2011). Several scholars mention the importance of constructing a codebook for analyzing data. They see it as a “formalized operationalization of the codes” (Fereday & Muir-Cochrane, 2006; Fonteyn, Vetesse, Lancaster & Bauer-Wu, 2008). The codebook can be found in **Appendix B**.

Table 3

Frequency table of the coding process

Third order concepts	Second order themes	Frequency	
Services and activities offered before the pandemic	Accommodation activities before the pandemic	2	
	Dining services before the pandemic	7	
	Festivity activities before the pandemic	1	
Services and activities offered during the pandemic	Dining services during the pandemic	13	
	Game activities during the pandemic	1	
	No change in service/activities	1	
	Other activities during the pandemic	2	
	Retail activities during the pandemic	5	
	Business Model Innovation	BMI in anticipation of lockdown	1
		BMI is a permanent change	2
BMI will be reversed		1	
Difficulty of BMI		1	
Reasons behind BMI		9	
Successful BMI		1	
Sensing		Identifying business opportunity	6
		Communicating goals	6
Seizing		Definition and improvement in BM	2
		Mobilization of resources	3
	No realignment in culture	1	
Transforming	Realignment in culture	1	
	Expectation of guests	Expectations of guests were known beforehand	1
		Identification of expectations of guests	3
No satisfaction in expectations of guests		2	
Satisfaction in expectations of guests		4	
Feelings towards change	Reaction to mandatory closing down	8	
	Social media protest	Fear of damages	2
		Following rules and guidelines	4
		Other opinions social media protest	1
		Understanding social media protest	2
		Looking at the future	Future of hospitality sector
Governmental support	Governmental compensation	4	
Work experience	Work experience	1	

3.7 Validity and reliability

Internal validity can be defined as the extent to which the reported results in a study represent the truth in the studied population (Campbell, 1986; Van de Ven, 2007). Within this study, internal validity is strengthened because of the extensive literature review, including a variety of different perspectives and theories that function as the foundation for the proposed theoretical framework. Nevertheless, new constructs, concepts and theory will be added to the theoretical model after the data collected from semi-structured interviews and secondary data sources is analyzed.

The extent to which data found in one study can be generalized to different contexts is known as external validity (Bryman, 2016). Even though only 15-20 interviews will be conducted from organizations within the hospitality industry, the external validity of this dissertation finds its strength in the fact that the majority of organizations in different industries have been ordered to close down their operations. However, a threat of external validity may be present due to differences in size or culture of the participating organizations.

Conclusion validity covers the degree to which the conclusions reached from research are reasonable (Van de Ven, 2007). Due to the fact that this study will involve not only the owner of the establishment, but also the views of other stakeholders, a rather complete overview of data can be acquired. Besides, the usage of a standardized coding procedure reduces the change of irregularities in the results.

The last category of validity is called construct validity and can be defined as the extent to which inferences can be drawn from operationalizations, in a legitimate way, to theoretical constructs on which they are based (Campbell, 1986). As with internal validity, the constructs, theoretical framework and semi-structured interviews are based on an extensive literature review.

4. Results

4.1 The usage of dynamic capabilities for BMI in times of crisis

In this study, it was demonstrated that Business Model Innovation was an effective strategy for organizations within the hospitality industry to survive and restart their operations after a crisis. The majority of hospitality organization owners made use of dynamic capabilities in order to successfully implement BMI, even when only temporarily. In most cases, hospitality organizations modified one or more elements of their pre-pandemic business model either permanently or temporarily. The majority of business model modifications include small adjustments to services or activities that were already offered to guests before the pandemic. In the majority of these cases, a change in the business model element channels could be found. Rather than serving guests inside the restaurant, bar or hotel, the main focus of owners during the COVID-19 pandemic was on take-away. This transition was made easier with the introduction of websites like Thuisbezorgd.nl, UberEats.com and Deliveroo.nl. Only a minority of business owners modified more than one element of their pre-pandemic business model, including key partners, key activities, consumer segments and key resources. Modified key activities include retail activities, online gaming activities and hiking tours across different parts of a city.

The minority of BMIs associated with the usage of unoccupied locations or buildings or with a switch of operations to another industry were permanent. A possible explanation for this might be that because the owners of the restaurants and bars already owned these buildings, the BMIs needed little further expenditure. However, as only one of the respondents investing in permanent BMI started operating in a completely different sector, additional research is needed to determine whether this is a determining factor for successful BMI during crisis situations.

A rather large part of BMIs have been identified by owners through direct contact with guests. Other approaches of business opportunity identification include using social media to look for upcoming trends in the industry and to collaborate with other restaurants in close proximity. BMIs originated as a result of the need of an organization to generate revenue or in order to remain a good business-consumer relationship. One of the most prevalent reasons for the shift in pre-pandemic business models was the necessity to continue operating in order to generate revenue to overcome the COVID-19 pandemic. Other motivations include the urge to satisfy guests, establish brand awareness and loyalty, and to innovate. Feelings of misfortune, disbelief and creativity also sparked BMI for several hospitality organizations.

Surprisingly, it was found that the majority of hospitality organization owners did not completely “transform” their business model in order to match the Business Model Innovation, as they deemed their current culture and structure a good fit with the BMI. The majority of BMIs were temporary. The decision to not completely “transform” their organization in order to fully reap the benefits of the innovation might explain these findings. According to Schoemaker et al. (2018), relying just on the dynamic capabilities of sensing and seizing is insufficient for successful implementation of BMI. As a result, it is likely that permanent Business Model Innovation will only emerge if all three dynamic capabilities are employed.

The next subsections will discuss the results in more detail and include the topics of feelings towards change, Business Model Innovation, dynamic capabilities, expectations of guests, services and activities offered during the pandemic, the social media protest and lastly, the future expectations of the owners of hospitality organizations about their industry.

4.1.1 Feelings towards change

The mandatory closing down of organizations within the hospitality industry due to the COVID-19 pandemic and the pandemic itself released a variety of emotions. One of the respondents mentioned that a feeling of boredom was experienced, *“we hardly get any customers at the take-away. It is very boring”* (Respondent 7), while others felt more creative as time went on, *“the commotion became less, and our employees became more creative and entrepreneurial. They came forward to us with new ideas for the menu”* (Respondent 12). Feelings of disappointment were common among multiple respondents and feelings of disbelief were especially mentioned by one respondent, *“I do understand why we had to close, but why does it take so long for us to re-open. I did not understand the fact that other branches were allowed to continue”* (Respondent 1). A majority of the respondents also expressed that they felt insecure and uncertain about the situation during the first lockdown, *“there was not enough work for the full-time employees and certainly not for the majority of flex workers”* (Respondent 10). An overview of the frequency of first order concepts and their second order themes can be found in

Table 4.

Table 4

Frequency table feelings towards change

Third order concepts	Second order themes	Frequency
Reaction to mandatory closing down	Feelings of boredom	1
	Feelings of creativity	3
	Feelings of disappointment	1
	Feelings of disbelief	3
	Feelings of insecurity	1
	Feelings of misfortune	2
	Feelings of uncertainty	1
	Feelings of unpleasantness	1

4.1.2 Dynamic capabilities

Sensing. Schoemaker et al., (2018) and Teece (2018) describe “sensing” as the ability of an organization to be aware of changes within the market before competitors do and to identify market opportunities in general. As a majority of the respondents in this study changed or innovated something in their pre-pandemic business model, they must have made use of the “sensing” dynamic capability.

In some cases, the respondents reported that guests reached out to them, *“we hear from our guests that they would like to make use of a take-away option. We have tried to be innovative with this idea and have come up with something that not many other restaurants do in order to get profit”* (Respondent 6), while other respondents mentioned that they saw the service or activity that they have included *“somewhere else across the country”* (Archival data 2). Social media also proved to be a convenient way to spot new market opportunities as *“I increasingly came across dried flower bouquets on social media”* (Respondent 3). Others have had a meeting with *“employees to discuss and look at the possibilities”* (Respondent 6). One last way to identify a new business opportunity according to a minority of the respondents, is to talk directly to guests, *“we certainly received questions from guests whether we wanted to add take-away as a service. But this is not beneficial for us. During the holidays, we also had an ice cream cart, a cocktail bar, and a barbecue menu card. We also got questions about these extra services”* (Respondent 13). An overview of second order themes and first order concepts related to the dynamic capability sensing can be found in **Table 5**.

Table 5*Frequency table sensing*

Third order concepts	Second order themes	Frequency
Identifying business opportunity	Guest reached out to owner	2
	Identification of a new business idea general	4
	Identification of a new business idea social media	1
	Meeting with employees	1
	New business idea in collaboration with other restaurants	1
	Talking directly with guests	3

When expectations of guests are known beforehand, remaining open during the crisis with slight changes or big changes in a business model presents fewer difficulties. A minority of the respondents that had included the service take-away in their pre-pandemic business model already knew what guests expected from them in that area and this made it easier for them to expand this service. *“Remaining open would provide the only income during the crisis. Even before the COVID-19 pandemic, many guests came to us for our take-away. And because of this, we knew that those guests would keep coming back. We did not have to open for a small group of guests and we could expand the service based on what we already learned from the behavior of our guests”* (Respondent 10).

However, with a sudden change in operations due to the COVID-19 pandemic, a majority of the organizations had to try and think of new ways to satisfy the expectations and demands of their guests or new consumers. For example, *“you notice now that more people are working from home and are staying at home. They want to make it cosy at home. Garden centers and home furnishing stores are closed, so they look for this online”* (Respondent 3). To anticipate shopping online during the COVID-19 pandemic, an online dried flower webshop has been created. In addition, one has to think about many aspects of an initiative, especially with a drive-thru, *“a curry with noodles and chicken is served. All neatly in a cardboard container, so that it is easy to*

eat with a fork. We have, of course, taken this into account when compiling the menu. All dishes can be eaten with one hand. And for ambiance, there are Christmas lights everywhere, some even brighter than others” (Archival data 2).

Although every organization has tried to anticipate the expectations and demands of guests, a minority of the respondents have found that they were not able to satisfy the expectations of their guests, *“our experience is that guests still see the measures imposed by the government as a limitation. Several guests have indicated that this detracts from their expectations. Despite clear communication from the government, our website and our confirmations, many guests were not aware of the measures. Many guests associated the measures with not feeling welcome. We always saw ourselves as a company where no was never an answer. This picture changed due to the imposed measures. We encountered a lot of resistance from our guests. (...) they kept looking for and testing the limits”* (Respondent 9).

However, a majority of the respondents reported that they have, in a way, satisfied the expectations and demands of their guests. One of the respondents indicated that they did not only satisfy the expectations of their regular guests, but also the expectations of new guests as, *“new guests have come into contact with us through the drive-thru. (...) they have mentioned to us that they will come more often in the future”* (Respondent 6). Another possibility is to indeed satisfy the expectations and demands of guests but in a smaller area than usual, *“I think we have only satisfied the expectations of guests who live near. We normally receive guests from a variety of different locations. However, our range has become much smaller”* (Respondent 4). Whereas other respondents reported that they have received *“positive feedback from the guests that have ordered food”* (Respondent 11). An overview of second order themes and first order concepts concerned with the expectations of guests can be found in **Table 6**.

Table 6*Frequency table expectations of guests*

Third order concepts	Second order themes	Frequency
Expectations of guests known beforehand	Expectations of guests were known beforehand	2
Identification expectations of guests	Expectations of consumers at home	1
	Expectations of guests during the drive-thru	1
	Expectations of guests visual experience	1
No satisfaction in expectations of guests	Did not satisfy the expectations of guests	2
	Experiencing resistance	1
Satisfaction in expectation of guests	Guests were appreciative	2
	Satisfied expectations of new consumers during the pandemic	2
	Satisfied expectations of guests in a smaller area than usual	1
	Satisfied the expectations of guests	14

Seizing. Schoemaker et al., (2018) define “seizing” as the expertise to take advantage of opportunities in a timely manner, by effectively innovating and introducing new structures which take advantage of changes in the external environment. This can be achieved in a couple of ways, for instance by communicating the objectives of the innovation clearly, by giving a clear definition of the change in a business model and lastly by a mobilization of current or new resources.

The goals of the change were communicated in a variety of ways, specifically “*it was told directly to us by the owner*” (Respondent 7), “*through weekly meeting with full-time employees*” (Respondent 10), “*an application where messages are posted per department or in general by the management*” (Respondent 9), “*via email*” (Respondent 2), “*by phone*” (Respondent 2), and finally “*via a Whatsapp group, were we communicated changes to full-time and flex workers*” (Respondent 10).

A clear and focused definition of a business model is needed to effectively introduce the new structures. One respondent reported that their pre-pandemic key activity has changed, “*in the*

restaurant, the trout has made its way for flora and fauna. I now have a dry flower studio. (...) an online webshop has been created for the flower shop as a new channel. At the same time, the demand for dried flower bouquets increased. This was also added to the website as an extra service” (Respondent 3).

In order to realize a change in business models, resources are needed. These resources can include different types of channels and financial resources. For instance, one can “*think about a webshop, sales from within the restaurant or the opening of a store next to a restaurant selling products from that restaurant” (Archival data 4). “I decided to make some dried flower bouquets that I wanted to sell through Facebook. But yes, then you have to invest first. So I bought supplies for 500 euros. I thought that was very exciting, investing in something of which I did not know how it would eventually turn out to be” (Respondent 3). Flexibility of employees is also important when one wants to quickly implement a change, because “it was needed to switch very quickly, because of the sudden closing down of our restaurant. (...) within two weeks, we had set up our delivery service and it stayed that way until we were allowed to re-open last month” (Respondent 11). An overview of second order themes and first order concepts related to the dynamic capability seizing can be found in **Table 7**.*

Table 7*Frequency table seizing*

Third order concepts	Second order themes	Frequency
Communicating goals	Communication directly by owner	1
	Communication during meetings	5
	Communication over application	1
	Communication over email	1
	Communication over phone	2
	Communication over WhatsApp	6
Definition and improvement in BM	Changes in the business model	1
	Refinement of the new business idea	1
Mobilization of resources	Different business model channels	3
	Investing in a new business idea	2
	Quick switch to other services	3

Transforming. Transforming covers the realignment of structure and culture within an organization (Teece, 2018), and the ability to reshape structure and ecosystems to reap the benefits of its new business model (Schoemaker et al., 2018). A strong and flexible culture can help implement a change more effectively and efficiently, because the understanding of why the change is happening in the first place can be communicated more easily. The majority of respondents have suggested that their organizational culture has helped them implement the innovation more effectively, and a few of the respondents argued that their organizational culture has remained the same, *“as the culture within the company is comparable to the organizational culture before the lockdown”* (Respondent 5).

One of the organizational cultures that had improved the effectiveness of the implementation of the change was the culture of conviviality, in which it was tried to discuss as much as possible with full-time employees, *“and involve them during the meetings. During the COVID-19 pandemic, there have also been several meetings in order to discuss possibilities of offering different services. In addition, in the Whatsapp group, a message was sent to each flex worker after each COVID press conference with the state of affairs. When we were told that the terraces*

were allowed to re-open, we talked to all the employees face-to-face to find out whether they, and how much they wanted to work” (Respondent 10). In this case, every employee had all the information impossible to keep up with changes within the organization. Another culture that has helped organizations deal with the crisis is one focused on innovation and flexibility, “we have been very creative within the organization, and we tried to show that in our take-away menus. These changed every three weeks. This flexibility also allowed us to switch quickly” (Respondent 11). Others tried to focus on making decisions together to increase the effectiveness of BMI, “we are a fairly small organization and we usually are a lot in contact with each other. Our full-time and flex workers are involved, as much as possible, in the decision making process. Although, this was not always easy during the COVID-19 pandemic” (Respondent 6). One last organizational culture that helped implement changes at a faster pace, was a tight-knit family culture, “we have a small team, we all feel like family. We do not have a large organization. You see, there is a friendly atmosphere. Half of the employees are related to each other. My aunts work at the restaurant too, and my nieces and nephews sometimes as well. It just feels like a real family. The flex workers often stop by for a drink. We have a lot of contact with both the full-time employees and the flex workers” (Respondent 4). An overview of second order themes and first order concepts concerned with the dynamic capability of transforming can be found in **Table 8**.

Table 8

Frequency table transforming

Third order concepts	Second order themes	Frequency
No realignment in culture	No change in culture	2
Realignment in culture	Change in culture	1
	Culture of conviviality	3
	Culture of innovation	1
	People centred culture	1
	Tight-knit, family culture	1

4.1.3 Business Model Innovation

A comparison of the previous results reveal that most of the organizations participating in this study, changed something in or added anything to their pre-pandemic business models. The majority of the respondents reported that they have innovated their business model by adding take-away as an extra service offering. Additionally, only one of the respondents had changed its business model completely, specifically into an online flower shop. Whilst the other respondents that changed something, added a service that was similar to existing services within the hospitality industry.

One of the respondents had anticipated that there would be a lockdown in the Netherlands and started implementing the Business Model Innovation before the lockdown happened, *“we had already started the week before. The fifteenth of March was the first lockdown, and we had already started delivery on the tenth of March. It is mostly because my brother saw it coming. We also saw the decreasing number of guests. People were getting scared”* (Respondent 4). Even though they started innovating in anticipation of the lockdown, *“the switch was very difficult. You go from one thing, serving people, to another, home delivery, in one go. The whole system, your operational activities are completely focused on serving food and not on delivering food. You have to turn that around completely. We have found it to be difficult in such a short amount of time”* (Respondent 4).

Although the switch to other activities and services was found difficult by a variety of respondents, some of the organizations were successful with the implementation of their Business Model Innovation, *“it is really unbelievable. Orders are pouring in all day long. (...) I try to make a number of dried flower bouquets in advance, but I hardly have time for that. I keep selling out all the stock. I had to order much more.”* (Respondent 3).

A total of nine reasons have been identified as reasons for wanting to innovate a business model during the COVID-19 pandemic, one of these reasons is a need for brand recognition, “*we did not start with delivery for the profits, because if we did not offer food delivery services, we would get more government support. We deliver our food, because we want to remain known to our regular guests*” (Respondent 4). Another reason involves the fear of losing guests. One respondent stated that if they “*did not offer food delivery services, guests would order somewhere else. There is a possibility that guests would favor the other option. Then, when everything re-opens, they will go to the other restaurant and they will not come back to use. That is dangerous. You have to be aware of this. You have to be proactive*” (Respondent 4). Listening to guests was also an important reason for BMI, “*by adding take-away, we can show our guests that we are listening to them. (...) They have indicated that they would really like it if we were open for take-away alone*” (Respondent 12). The measures published by the Dutch Government were also seen as a reason, as one respondent indicated that “*the main reason behind the change, was of course the measures that the government regularly published and adjusted. We have tried to keep our services within this package as much as possible*” (Respondent 9). “*We had a meeting with several restaurants in the area, within this meeting we looked at possibilities and services that were already offered by other restaurants*” (Respondent 6). This quote showed that another reason for investing in BMI was to follow upcoming trends. One other reason includes the need for innovation, “*innovation is mostly a good thing and therefore, we try to be as innovative as possible*” (Respondent 6). The last three reasons for BMI are “*to show guests that the business is still up and running. Otherwise, people will think that you are going bankrupt*” (Respondent 2), “*to stay in contact with our guests*” (Respondent 11) and to “*keep our employees*

working” (Respondent 11). An overview of Business Model Innovation related second order themes and first order codes can be found in **Table 9**.

Table 9

Frequency table Business Model Innovation

Third order concepts	Second order themes	Frequency
BMI in anticipation of lockdown	Change of services in anticipation of lockdown	1
	Change of services is permanent	2
BMI is a permanent change	Part of the new business idea is permanent	1
	Change of service is not permanent	10
BMI will be reversed	Change to other services was difficult	1
Difficulty of BMI	Delivery and take-away services for brand recognition	1
	Fear of losing guests	1
Reasons behind BMI	Listening to our guests	1
	Logical cause-and-effect due to the pandemic	4
	Looked at upcoming trends	2
	Need for innovation	2
	Set up take-away to let the guests know that we exist	2
	Staying in touch with our guests	1
	Taking care of the employees	1
Successful BMI	New business idea is successful	2

4.1.4 Services and activities offered during the pandemic

The same data collection method was also used to examine whether the services and activities provided by the organizations within the hospitality industry changed during the COVID-19 pandemic. Some of the respondents did not change anything to their business model, while a majority changed their business models only slightly or completely. Four categories of changed services and activities emerged from the interview data, including dining services, game activities, retail activities and other activities.

Dining services during the COVID-19 pandemic ranged from take-away services to outside restaurants in unusual places. One organization specialized in delivering the concept of “breakfast in bed” during the pandemic (Archival data 5), while another wanted to keep their guests satisfied by still serving their coffees outside, because “*everyone needs his or her shot of*

caffeine” (Archival data 1). A slight change to their business model was done by “*delivering food boxes across the whole country (...) in order to stay in touch with the guests and for personnel to stay working throughout the pandemic*” (Respondent 11). One initiative that was done by two different groups of organizations was the idea of a drive-thru, where “*participants are driving to five different locations in one region. In each region the participant gets a different course*” (Archival data 2). The two organizations that had take-away included in the pre-pandemic business model, both decided to expand this service while another changed its business model based on the motto “*nice and spinning, where entrepreneurs from the catering industry, among other things, have installed a fifty-meter high Ferris wheel (...) a full-day catering program is run in this. In the morning, it is time for coffee with a Bossche bol, in the afternoon there are lunches. According to a tradition in Brabant, there is also an afternoon drink, followed by two dinner shifts and drinks in the evening until eleven o’clock*” (Archival data 3). Another unusual place for a restaurant is a soccer stadium, “*in the Johan Cruijff Arena in Amsterdam, according to the motto Along the Lines, a dinner terrace was opened alongside the playing field*” (Archival data 3). Other organizations matched their services with the holidays, for example one respondent mentioned that “*for holidays such as Christmas and Valentine’s Day, we went the extra mile with cocktail packages and a collaboration with Hendricks Gin (...), we also set up a bar outside on King’s Day*” (Respondent 11). A few organizations used their empty locations in order to expand their services, for instance “*after the mandatory closing down, we knew that the other location could not be used for parties or other festivities. That is why we have taken the decision to convert this facility into a lunchroom*” (Respondent 10). Lunch boxes could be delivered to a “*park of one’s choice*” as a way of still getting together and enjoying a meal with each other (Archival data 5). Most of the organizations within the hospitality sector that did not

include the service of take-away in their pre-pandemic business models, added that to their business models during the pandemic. For example, one respondent stated that a *“take-away has been added to the restaurant, where you can pick up sandwiches, cold and hot drinks. But we also sell ice cream”* (Respondent 7).

Another category of services or activities that was added to the business model during the COVID-19 pandemic is the game activity category. One of the respondents mentioned that *“they organized an online bingo together with other hospitality organizations”* (Respondent 2).

One other frequent added activity was retail. A variety of organizations sold food boxes, healthy products or holiday themed packages. One organization *“has put together a package with five nice beers, two glasses, sausages and a cheese, and a coupon for two draft beers for when the cafe is open again”* (Archival data 1). Other organizations choose to *“sell their wares directly to customers. The sale concerns beautiful products or semi-finished products from their own kitchen or from carefully selected suppliers”* (Archival data 4). Another hospitality organization *“had put together Christmas packages, which other companies could buy to give to their employees”* (Respondent 2), whereas one other opened a *“store selling beer bottles in order to still generate some profit”* (Respondent 5). Lastly, one of the aforementioned possibilities included the selling of healthy packages, which was done in the form of *“vitamine C-packages to battle the corona pandemic”* (Archival data 1).

“Four entrepreneurs opened an Ibiza-village at a lake in which a maximum of 99 guests can rent their own lounge bed or even a cabana for a particular part of the day. Plus, if desired, wine, champagne and all kinds of snacks can be bought” (Archival data 3). The abovementioned service was added to the business model of entrepreneurs in the events industry. One last addition to the pre-pandemic business model of one of the respondents was a walk-thru, *“in*

which people could sign up and then they could walk a prescribed route through the city past various dining establishments. At these places, they could get something to eat and something to drink” (Respondent 10). Je moet af en toe ook wel iets van je laten horen. Anders denken mensen dat het niet goed gaat.

However, not everyone changed something in or added anything to their pre-pandemic business models. *“The main reason behind the decision to remain closed is that it would not be profitable (...) adding take-away dishes would just cost more than it would yield”* (Respondent 13). In addition, one of the respondents remained closed, but only temporarily. The decision to re-open for take-away was purely taken *“to show guests that the business is still up and running. Otherwise, people will think that you are going bankrupt”* (Respondent 2). An overview of second order themes and first order codes related to the services and activities that were offered during the pandemic can be found in **Table 10**.

Table 10*Frequency table of services and activities offered during the pandemic*

Third order concepts	Second order themes	Frequency	
Dining services during the pandemic	Breakfast in bed delivery	1	
	Coffee to go	1	
	Delivery	2	
	Drive-thru collaboration with other restaurants	2	
	Expanding the take-away service	1	
	Ferris wheel restaurant	1	
	Football stadium diner	1	
	Holiday theme packages	2	
	Kings day bar	2	
	Lunchroom	1	
	Picnic at the park	1	
	Started take-away two months before re-opening	1	
	Game activities during the pandemic	Online Bingo with guests	1
		No change in services/activities	Adding services would not be profitable
Closed due to restriction			1
Closed for a couple of months during the pandemic			1
No service at the moment			2
Other activities during the pandemic	Take-away service is not profitable	1	
	Pop-up village	2	
Retail activities during the pandemic	Walk-thru	1	
	Beer packages for sale	1	
	Catering business shops	1	
	Made Christmas packages for sale	1	
	Opened a store selling beer	1	
	Selling vitamin C boxes	1	

4.1.5 Social media protest

During the first lockdown and second lockdown, several restaurants and bars in Tilburg, Breda, Amsterdam, Alkmaar and Vlaardingen threatened to reopen their organizations on social media and some of them did go through with it. None of the respondents have reported to participate in these threats. A reason for this is the possibility of financial damages, *“it makes no sense, because an hour later law enforcement can come and then you have to close again and you can get a fine”* (Respondent 2) and these *“fines cannot be paid”* (Respondent 5).

A majority of the respondents indicated that they would rather follow the rules and guidelines imposed by the Dutch Government in such situations, *“otherwise we could get ourselves into trouble”* (Respondent 1). *“My first instinct is to follow the rules. However, I also know that this is difficult at times when the financial situation is dire. There are rules for a reason, so we stick to them”* (Respondent 6). In addition, one of the respondents did not feel any pressure from the messages on social media, as their first priority is *“the safety of the guests and the health of the personnel”* (Respondent 11). Another reason for wanting to follow the rules and guidelines, is the financial stability from the services and activities offered during the pandemic, *“we are with the four of us, (...) We can deliver relatively cheaply. If you are alone, with only one owner, and have to hire people for delivery, you might not even break-even. With minimal income and governmental support, we are still fine and never thought about re-opening”* (Respondent 4).

Another common opinion towards the social media messages about re-opening is feelings of understanding, *“the messages and actions are very understandable. I agree with the statement of the Koninklijke Horeca Nederland, which also indicates that the hospitality industry actually checked and facilitated everything neatly. A very minimal number of infections can be traced back to visitors of a restaurant or a hotel”* (Respondent 9). An overview of social media protest related second order themes and first order concepts can be found in **Table 11**.

Table 11*Frequency table social media protest*

Third order concepts	Second order themes	Frequency
Fear of damages	Feelings of no use towards re-opening	1
	Re-opening is not a good idea	1
Following rules and guidelines	Do not want to get in trouble	1
	Following governmental guidelines	4
	Health is a priority	1
	Take-away and delivery had relatively low costs for the restaurant	1
Other opinions social media protest	Ill-thought-out social media action	1
Understanding social media protest	Feelings of understanding in general	8
	Feelings of understanding towards entrepreneur	1

4.1.6 Future expectations

Some of the Business Model Innovations will remain permanently, while others will be reversed. One of the innovations that will remain is the “*lunchroom, this will certainly continue to exist. We are really happy with the results*” (Respondent 10). One other change to a business model that will remain, is the addition of the key activity selling flowers in an online webshop, “*this idea, inspired by social media, seemed to be a golden opportunity. (...) I would like to give workshops to the partners of the fishermen who come to our restaurant. I like this too much to give up*” (Respondent 3).

Other respondents were looking forward to “*the period when we are open again and can receive our guests in the restaurant instead of in the parking lot*” (Archival data 2). Another respondent has already closed down their take-away service, because “*the restaurant is allowed to be open again. We no longer need to have take-away*” (Respondent 12).

One of the respondents suggested that a change in behavior of their guests is expected after the COVID-19 pandemic has ended, they are “*going to act a bit more reserved. Pay more attention to hygiene. I think that would be the focus in the coming months, and maybe years to come.*”

Hygiene. Space. You used to see many restaurants, where everything was as full as possible. And I think people want a bit more space now” (Respondent 4).

A majority of the respondents would not change anything about how they have handled the COVID-19 pandemic situation, *“I do not think we would do anything differently. We had the opportunity to renovate the terrace and restaurant during the pandemic. And we turned the other location into a lunchroom. I think we have achieved the best possible result” (Respondent 10).*

However some other respondents would quit if something similar as a pandemic happened. Only one of the respondents has mentioned that, if a similar situation occurred, they would look at other possible solutions in order to still make profit, *“I think that, maybe, we could have put a little more effort and time into a take-away menu for lunch dishes. We have managed to lure many guests to our outdoor sales shop with garden articles, through social media. Maybe we could have set up some holiday activities, such as the ice cream truck or the cocktail bar in the parking lot next to the outdoor sales. In this way, guests could be satisfied in a variety of expectations and demands” (Respondent 13).* An overview of second order themes and first order codes and their frequency can be found in **Table 12**.

Table 12

Frequency table future expectations

Third order concepts	Second order themes	Frequency
Future of hospitality sector	Future change in the behavior of guests	1
	Hope to get back to the normal situation	1
	Positive view on the near future	1
	Would not do anything differently	5
	Would quit if a similar situation occurred	1
	Would try to think of other options to satisfy guests	1

4.2 Cross-case analysis

The multiple case study on the larger organizations Knowledge, Lifestyle and Motivation revealed that they share a relatively similar approach and perspective towards the COVID-19 pandemic. Out of these three organizations, Knowledge was the only organization to invest temporarily in Business Model Innovation, while the other two organizations invested in permanent BMIs. However, all of these organizations more thoroughly studied showed the importance of BMI to survive crisis situations. During the pandemic, Knowledge focused on take-away and delivery instead of offering the value of the classical restaurant which was their key activity before the pandemic. Lifestyle also added the service of take-away to their pre-pandemic business model, as did Motivation. However, Lifestyle had significantly changed the way they were creating value by opening a store selling all kinds of liquor. Motivation opened a lunchroom during the pandemic, but they also focused on adding extra key activities to their pre-pandemic business model that were not related to their previous services and activities in any way. For example, they organized hiking tours or they rented out scooters.

Financial pressure, a good business-consumer relationship, and the availability of time and space were the primary reasons for these organizations to initiate BMI. The findings demonstrate that having large available time capacities are not sufficient to invest in permanent Business Model Innovation. However, a combination of available time capacities, financial pressure and pressure of guests resulted in the need to change permanently. Nevertheless, when looking at all thirteen different organizations, availability of time cannot be seen as a main motivator for initiating BMI for a minority of the respondents.

Existing literature shows that guests play an important role in the creation and identification of new business ideas (Kallmuenzer, 2018). The results of this study demonstrate the critical role of

guests in both the identification of business opportunities and the motivation for the initiation of BMI. For all of these organizations, guests were of significant importance during the lockdowns as they stayed in contact with the owners. In this way, owners could not only identify new business opportunities, but also identify the needs, values and expectations of their guests. This was also the case for the majority of all thirteen hospitality organizations.

5. Discussion

This study set out with the aim to acquire insights into the area of business model innovation and the usage of dynamic capabilities in times of a crisis and to answer the following research question, *“how do owners and managers of organizations within the hospitality sector change their business model to recover from profit loss, while taking into account the demand of their guests, during the COVID-19 pandemic?”*. The most obvious finding to emerge from the data was the addition of take-away and delivery services to the pre-pandemic business model of organizations within the hospitality industry. A possibility for this phenomenon is that take-away and delivery services have grown in popularity in recent years, in a-la carte restaurants but also as a service alone (Janssen et al., 2018). Websites such as [thuisbezorgd.nl](https://www.thuisbezorgd.nl) and [ubereats.com](https://www.ubereats.com) have already been established and hospitality organizations can easily add their menus on these platforms. Another reason for the switch to take-away and delivery services is that it can be seen as a service comparable to what they have been doing before the COVID-19 pandemic. Therefore, the mindset of the owners and employees do not have to be completely changed and a change to similar activities will be more easy and run more effectively. The addition of retail activities as key activities can also be seen as one made in a similar mindset compared to the decision made to include delivery services or take-away. A majority of the hospitality organizations engaging in retail activities did so, by selling products related to food. These products could be food boxes, healthy products or products originating from the kitchen of a restaurant. Most of the products to be sold are products that the hospitality organizations are already acquainted with, which gives them the know-how and know-why needed to sell these products. Subsequently making the switch to retail more attractive for organizations. That the switch to services related to previous activities has less complications, is evident from the results.

Only one of the respondents has changed their business model completely by including services and activities usually offered in another industry. Switching to another industry can be difficult as new competencies need to be created. In addition, one needs to invest in training, because the skills needed for the new industry are not yet in possession (Griffeth, Hom & Gaertner, 2000). The reason for the successful switch of one respondent from a restaurant to an online flower shop can be possibly attributed to the small size of the organization. No employees needed extra training, since the innovation was implemented only by the owner and her husband.

Organizations within the hospitality industry had to create dynamic capabilities in order to successfully implement the BMI. The “sensing” dynamic capability includes ways to identify new market opportunities. A majority of the respondents looked at upcoming trends and one way to accomplish this is by using social media. This is especially an useful method of identifying market opportunities during a health crisis comparable to the COVID-19 pandemic, as the society had to stay home as much as possible during the pandemic. Guests have also used social media to contact the hospitality organizations or talked directly with them to make their expectations more clear. In order to “seize” the market opportunity, the hospitality industry organizations have communicated their objectives clearly. Subsequently, the organizations that made a switch to retail activities have created new channels via which they could sell their products. These channels include webshops, unused locations and market stalls. As most of the shopping is done online nowadays, webshops are a logical choice for the selling of products. In addition, these webshops are also used for take-away and delivery services. Lastly, the last dynamic capability, “transforming”, is used by organizations to align the new innovation with the current culture and structure of the organization. None of the respondents changed something in their pre-pandemic organizational culture. However, a majority of the respondents reported that

their existing organizational culture helped them implement the BMI more effectively. From the results it can be concluded that open communication, flexibility and creativity are necessary to successfully implement a BMI at a fast pace. These three aspects are needed, because it helps to accelerate the switch. In this way, the least amount of time, as well as profit, are lost.

As became evident from the results section, owners and managers have determined the expectations of their guests in multiple ways, for instance by checking social media, talking directly with guests, by looking at upcoming trends and by anticipating on the behavior of guests during the lockdown by evaluating their behavior before the lockdown.

Furthermore, the majority of the changes made to the business model will be reversed or have been reversed as most of the hospitality organizations want to focus on the key activities where they have been trained for. Only a minority of the respondents permanently changed their whole or a part of their business model. The Business Model Innovations that are permanent include the innovations that are connected with the usage of empty owned locations or locations that have no use for a part of the day. In this way, these innovations require little extra investment. Moreover, one respondent changed not only their key activity, but also the industry in which they are operating. Aforementioned innovation is also one of the few permanent BMIs. However, as this is the only respondent that was successful in BMI when switching to another industry, considerably more research is needed to determine whether this is a factor for successful BMI during times of crisis.

This study has shown that Business Model Innovation can be used as an efficient strategy for organizations within the hospitality industry to survive a crisis situation, with the likes of the COVID-19 pandemic, and rebuild when a crisis comes to an end. The results of this study also showed that the majority of the BMIs are incremental changes, in order to be more easily and

quickly implemented. Financial pressure, a good business-consumer relationship, and the availability of time and space have also been highlighted as important determinants for BMI. In addition, the results also made clear that larger organizations with more available resources react in a more proactive manner in the initiation of Business Model Innovation.

Based on the aforementioned results, it can be proposed that a crisis can serve as a political and social pressure to initiate Business Model Innovation within the hospitality sector, assisting organizations that have been forced to close down to creatively innovate their business model and open up again. However, a combination of financial pressure, availability of enough resources and good business-consumer relationships will need to be in place as motivators to stimulate permanent BMI.

6. Theoretical and practical implications

Literature on business models and Business Model Innovation is scarce in the hospitality sector and the existing literature is relatively new. For example Bogers & Jensen (2017) studied differences in business models to assess the potential for investing in Business Model Innovation in the gastronomic sector. Additionally, Souto (2015) adds to the literature by highlighting that BMI can encourage both incremental innovation and radical innovation in the hotel industry. This dissertation adds to aforementioned literature by addressing business models and BMI in times of crisis in the hospitality industry. Whereas, crisis situations and the hospitality industry have formerly only been addressed in the context of terrorism or financial crisis (Butler & Baum, 1999).

Research demonstrated that, most of all, governmental monetary support helps organizations to survive a crisis (Mansfeld, 1999). This dissertation indicates that monetary support alone is not good enough to survive such a disruptive crisis and demonstrates that Business Model Innovation might be a viable solution to overcome a crisis in the hospitality industry.

In existing literature, guests have been identified as one of the most valuable sources of new business ideas in the hospitality industry and especially in the travel industry (Clauss, 2017; Grissemmn & Stockburger-Sauer, 2012). This thesis shows that guests are indeed critical in the identification of new business opportunities for BMI, even in crisis situations.

In this context, owners of organizations within the hospitality industry, and business owners in general, can use guests as a source of inspiration to overcome crisis situations in the future. In addition, this dissertation showed that owners can initiate BMI in order to generate revenue during a crisis in order to survive and rebuild when the crisis is coming to an end.

7. Limitations and future research

Due to the COVID-19 pandemic, only a small amount of interviews could be held one-on-one. A few have been held via Zoom and others have been conducted via the telephone. Sometimes small parts of the interview have been erased due to a bad internet connection or phone connection. Therefore, there is a possibility that the transcriptions are not fully complete.

Another limitation is about the findings of the study. Since this research is of qualitative nature it was more difficult and time consuming to characterize in a visual way, compared to quantitative research. In future research, a more quantitative study should be conducted, to ensure better validity and reliability of the research.

Furthermore, another limitation of research is about the respondents. Due to the COVID-19 pandemic, it took quite a long time to gather the minimum amount of data. Instead of the fifteen respondents that were proposed in the research design, a total of thirteen organizations have been interviewed. In addition, only one of these respondents had changed their pre-pandemic business model to include a key activity that was completely focused in a different industry. Considerably more research is needed to determine whether this is a factor for successful BMI during times of crisis. If this topic is to be moved forward, a study can be conducted which can help evaluate which personality traits are needed for permanent and successful BMI in times of crisis. Such research can explain why the switch to another industry was successful, while a mere transition to take-away was not.

Moreover, the findings of this study are grounded on cases of restaurants, bars, and one hotel located in the Netherlands. Future research should extend both the scope of types of organizations within the hospitality sector and the geographical context to further explore the usage of dynamic capabilities to initiate BMI and add to the validity of findings

8. Conclusion

The purpose of this thesis was to determine to what extent owners or managers of organizations within the hospitality industry changed their business models during the COVID-19 pandemic. Semi-structured interviews and archival data revealed that a majority of the restaurant, bar or pub owners did change something within their pre-pandemic business models. Most of these changes were related to services they already provided and only a minority of the respondents added services and activities to their business model that were not related to dining in any way. However, as the majority of respondents initiated BMI successfully during the COVID-19 pandemic, either temporarily or permanently, it can be said that it was an effective strategy for organizations to cope with crisis situations. The three dynamic capabilities as described by Teece (2018) have helped organizations within the hospitality industry to improve their pre-pandemic business models. However, a large part of organizations did not completely “transform” their organization to fit the new BMI, which could be a possible explanation for the majority of BMIs being temporary. In addition, this study has identified several motivational factors for the initiation of Business Model Innovation including financial pressure, availability of time and space, and a good business-consumer relationship. The majority of respondents have shown that guests played the most critical role in the identification of business opportunities, as well as being the main motivator for BMI.

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Appendix A

Questions semi-structured interview

Hello, my name is ... Thank you for joining me during this interview. For my dissertation, I am doing research about the relationship between business model innovation and the usage of dynamic capabilities in times of crisis, specifically the COVID-19 pandemic. Before we start, the interview will take a maximum of an hour and if it is alright with you, I will be recording the information we discuss here. The information shared during this information will be confidential and only reported anonymously in the dissertation.

To start off the interview, could you please introduce yourself, your position within the organization and maybe shortly a summary of your working experience?

(Manager + Employees) What activities/operations were included in the business model of the organization before the COVID-19 pandemic?

(Manager + Employees) How did you perceive the mandatory closing down of your operations at the beginning of the COVID-19 pandemic? Did this view change as time progressed?

(Manager + Employees) What is your view on the messages that many restaurants and bars are threatening to re-open?

(Manager) How are you currently compensated for the loss of revenue during the pandemic?

(Manager + Employees) What are the current active operations/activities at the organization?

(Manager) How did you determine the needs, values and expectations of your consumers during the COVID-19 pandemic?

(Manager + Employees) Do you feel that the needs, values and expectations of the consumers are met during the COVID-19 pandemic?

If activities changed

(Manager + Employees) What are the main reasons behind choosing to add or change the activities/operations of the organization?

(Manager) How did you identify the opportunity to add a new activity/operations to your business model?

(Manager) How did you communicate the change of activities/operations with the employees in your organization? Do you feel they understood why the change was implemented?

(Employees) How was the change in activities/operations for the new business model communicated?

(Employees) Did you understand what the change in activities/operations exactly meant in terms of improving previous activities?

(Manager) How did you implement the change of activities in the culture of your organization?

(Employees) Did you feel a change in the culture of the organization? How did you experience that change?

(Manager + Employees) Do you think you will keep selling that service or product to your consumers? How do you see that future?

If activities did not change

(Manager) Why did you choose not to add to or change the operations in the business model of the organization?

(Manager) If a situation similar to the COVID-19 pandemic occurred again, would you do something different? What would you do?

(Employees) What do you think of the decision not to add to or change the operations in the business model of the organization?

(Employees) If you were manager of this organization, what would your decision be? Adhering to the Government or changing the business model created before the COVID-19 pandemic? And why?

Appendix B

Codebook

Third order concepts	Second order themes	First order concepts	Quotes
Services and activities offered before the pandemic	Accommodation activities before the pandemic	Hotel	We zijn een logiesverstrekkend bedrijf.
		Wellness center	We hebben een wellness center, welke tevens toegankelijk is voor gasten wie niet bij ons in het hotel verblijven.
	Dining services before the pandemic	A la carte restaurant	Het restaurant waar ik werkzaam ben was voor de pandemie een drukbezocht eet- en drinkgelegenheid in de regio. Waar onze gasten zowel kunnen genieten van lunch als diner.
		A la carte restaurant and terrace	We hebben lunch, diner en een terras om drankjes te doen.
		Barbecue service	Wij hebben ook nog een barbecue voor gebruik op het tweede terras
		Food and drinks central to beer	We hebben veel verschillende soorten speciaal bier, borrelhapjes, verschillende gedistilleerde dranken en verschillende soorten wijnen.
		High tea	Wij bieden ook high tea's aan
		Lunch	Gasten van het tuincentrum komen hier terecht voor een hapje en een drankje tijdens hun bezoek. Binnen kon er gegeten worden, maar er is ook een terras.

			Uitsluitend voor de lunch.
		Take-away before pandemic	In het restaurant hebben wij ook afhaal voor een meerderheid van de gerechten op de dinerkaart staan.
	Festivity activities before the pandemic	Room for parties and other festivities	Tevens verzorgen wij feesten, vergaderingen en bruiloften als dan niet in combinatie met een overnachting in ons hotel
Services and activities offered during the pandemic	Dining services during the pandemic	Breakfast in bed delivery	(...) bezorgt zeven dagen per week ontbijtjes door heel Arnhem.
		Coffee to go	Alle horeca is dicht, dus ergens een kop koffie drinken zit er voorlopig even niet in. Maar omdat iedereen toch z'n dosis cafeïne nodig heeft, tapt (...) gewoon lekker buiten een bak koffie voor je! Wel to go, natuurlijk
		Delivery	We hebben echt volledig gefocust op het bezorgen
		Drive-thru collaboration with other restaurants	Wij bieden samen met vier andere restaurants een vijf-gangen diner route aan.
		Expanding the take-away service	Wij hadden al onze afhaal, maar hebben dit uitgebreid. Wij draaien dus elke avond afhaal voor onze gasten, hiermee hebben we het erg druk.

Ferris wheel restaurant	Op de Pettelaarse Schans in Den Bosch gaan de gasten de hoogte in, al gaat dat in het Smakenrad wel iets verder dan in Venlo. Onder het motto verdraaid lekker hebben ondernemers uit onder meer de cateringbranche een vijftig meter hoog reuzenrad laten plaatsen op het vestingeiland. Hierin wordt een dagvullend horecaprogramma gedraaid: in de ochtenduren is er tijd voor koffieleuten met een Bossche bol, 's middags zijn er lunches. Naar Brabantse traditie is er dan nog een middag borrel, gevolgd door twee diner shifts en aan avondborrel tot elf uur.
Football stadium diner	In de Amsterdamse Johan Cruijff Arena is onder het motto Restaurant (...), de hele maand juli vijf dagen per week een diner terras geopend langs het speelveld. Gasten parkeren op het ArenA-dek en kunnen in het stadion een blik werpen in de Ajax-kleedkamer
Holiday theme packages	We hebben voor feestdagen als Kerst en Valentijn een beetje extra uitpakket met cocktail pakketten en samenwerkingen met Hendricks Gin.
Kingsday bar	We hebben op koningsdag een bar buiten neergezet
Lunchroom	Wij hebben de beslissing genomen om deze gelegenheid om te

		bouwen naar een lunchroom.
	Picnic at the park	Al het goede van (...) in een picknickmand, haal deze af met je favoriete koffie of laat de mand vol lekkers bezorgen in een park naar keuze.
	Started take-away two months before re-opening	We zijn de laatste twee maanden begonnen met afhaal.
	Take-away services	Tijdens de volledige sluiting van het restaurant en de (...), hebben wij afhaal gerechten aangeboden
Game activities during the pandemic	Online Bingo with guests	We hebben ook nog een online Bingo gedaan met een paar andere horecazaken.
No change in service/activities	Adding services would not be profitable	De grootste reden achter de beslissing is dat het anders niet rendabel zou zijn. Het tuincentrum mocht voor een groot gedeelte wel open blijven. En toen het tuincentrum zelf ook gesloten moest zijn, zijn wij overgegaan op buitenverkoop. Een buitenverkoop was voor de Brasserie zelf niet gunstig geweest, in verband met de kosten, de openingstijden en de locatie achter in het tuincentrum.
	Closed due to restrictions	Volgens de regels mag de horeca niet open.
	Closed for a couple of months during the pandemic	Wij zijn ook heel lang dicht geweest.
	No services at the moment	Helaas was het voor ons niet voordelig om met afhaalgerechten te werken. Dit met name, doordat wij sluiten als het

		tuincentrum ook sluit. Dit zou alleen maar meer kosten dan het zou opleveren. De locatie achter in het tuincentrum is ook niet voordelig.
	Take-away service is not profitable	Vooral met afhaal en dat soort dingen. Dat levert niet veel geld op.
Other activities during the pandemic	Pop-up village	Het meest imposante corona concept in de vaderlandse horeca is ongetwijfeld het pop-up dorp Insight Beach bij het (...). Ondernemers openden op 1 juli aan de plas een Ibiza-village waarin gasten een eigen loungebed of zelfs cabana kunnen huren, altijd inclusief strandlakens, een fles mineraalwater en zonnebrandcrème. Plus, indien gewenst wijn, champagne en allerhande hapjes.
	Walk-thru	Dat was samen met meerdere horecazaken in Enschede, daar deden we mee aan de stadswandeling Enschede. Hier konden mensen zich voor aanmelden en dan konden ze een voorgeschreven route door Enschede lopen langs verschillende horecazaken. Hier konden ze dan wat lekkers te eten en te drinken krijgen.
Retail activities during the pandemic	Beer packages for sale	Helaas, we kunnen geen biertjes meer drinken in de stad. (...) heeft daar een oplossing voor gevonden! Zij hebben een pakket samengesteld met vijf mooie biertjes, twee glazen en een droge worst en een kaasje en een coupon voor twee

			tapbiertjes als het café straks weer open is.
		Horeca shops	(...), (...) & (...) verkopen tegenwoordig ook hun nering direct aan de klanten. De verkoop betreft niet complete maaltijden, maar vaak mooie producten of halffabricaten afkomstig uit eigen keuken of van zorgvuldig gekozen leveranciers. Dus de patés van (...) de sauzen van (...) of de fior di latte van (...)
		Made christmas packages for sale	En we hebben kerstpakketten gedaan samen met andere horecazaken op de markt. We hebben kerstpakketten samengesteld wat bedrijven konden kopen.
		Opened a store selling beer	Tijdens de sluiting hebben wij een bier winkel geopend om toch nog wat omzet te kunnen generen. Deze is momenteel ook nog geopend.
		Selling vitamin C boxes	Bij (...) gaan ze helemaal op de gezonde toer: zij verkopen namelijk vitamine C-pakketten in de strijd tegen corona.
Business Model Innovation	BMI in anticipation of lockdown	Change of services in anticipation of lockdown	Wij waren eerlijk gezegd, de week ervoor al begonnen. (...) En wij zagen het ook in de terugloop van gasten. Mensen waren een beetje bang.
	BMI is a permanent change	Change of service is permanent	De lunchroom blijft zeker bestaan. Dit is ons heel goed bevallen. Het is een blijvende verandering.
		Part of the new business idea is permanent	Maar wat gebeurt er met (...) na de lockdown? Ik zou dan teruggaan naar de keuken. Misschien ga ik

		er workshops bij geven aan de partners van vissers die hier komen. Hebben zij ook wat te doen. Ik vind de droogbloemen te leuk om op te geven.
BMI will be reversed	Change of service not permanent	Nee zeker niet. Tenminste dat hoop ik niet. Als het aan mij ligt gaan we snel weer terug naar het normaal, en is de afhaal niet meer nodig.
Difficulty of BMI	Change to other services was difficult	Omschakelen was heel moeilijk. Je gaat in één keer van mensen serveren naar thuis bezorgen. Het hele systeem, jou operationele activiteiten zijn geheel gericht op eten serveren en niet op eten bezorgen. Dat moet je dan helemaal omdraaien.
Reasons behind BMI	Delivery and take-away for brand recognition	Wij bezorgen niet om er winst mee te behalen, want als wij niet zouden bezorgen zouden we meer steun krijgen en levert het precies hetzelfde op. Wij bezorgen omdat we nog een beetje bekend willen blijven bij de klanten. En dat is eigenlijk de enige reden dat wij bezorgen en afhaal doen. Wij hebben het ook wel heel druk met bezorgen en afhalen, maar het is toch anders.
	Fear of losing guests	Stel dat wij niet zouden bezorgen en ze bestellen ergens anders. En het bevalt ze heel goed. Dan zullen ze als alles open gaat, dan daar naartoe gaan er niet meer bij ons. Dat is het gevaar waar je een beetje voor moet waken. Daar moet je een beetje op inspelen.
	Listening to our guests	Zo kunnen we aan onze

		gasten laten zien dat we naar ze luisteren. Oog voor ze hebben. Zij hebben ons aangegeven dat ze het al heel fijn vinden, als we alleen al voor take-away openen.
	Logical cause-and-effect due to the pandemic	De voornaamste reden achter de veranderingen is uiteraard het maatregelenpakket welke de overheid regelmatig naar buiten brengt en aanpast. Wij hebben onze services zoveel mogelijk proberen te behouden binnen dit pakket.
	Looked at upcoming trends	Wij hebben met meerdere restaurants gekeken naar opkomende trends bij andere restaurants in de omgeving.
	Need for innovation	De compensatie was niet genoeg en daarom waren wij genoodzaakt om innovatief te zijn en samen te werken met andere restaurants
	Set up take-away to let the guests know that we exist	Je wel iets van je laten horen. Anders denken mensen dat het niet goed gaat.
	Staying in touch with our guests	Zodat we in contact konden blijven met onze gasten.
	Taking care of the employees	Zodat ons personeel aan het werk kon blijven
	Successful BMI	New business idea is successful Het is echt ongelooflijk. De bestellingen stromen de hele dag door binnen. (...) weet nog steeds niet wat haar overkomt. Ik probeer een aantal droogboeketten op voorraad te maken, maar daar heb ik amper tijd voor.

Sensing	Identifying business opportunity	Guests reached out to the owner	Ik dacht bij mijzelf, eigenlijk heeft dat helemaal geen zin, het kost alleen maar geld. Ik kreeg zoveel vraag dat ik toch maar open ben gegaan voor afhaal. Zodat mensen dit konden afhalen.
		Identification of a new business idea	Deze ontwikkeling komt vanuit de horeca zelf. Enerzijds hebben gasten behoefte aan de charcuterie of tiramisu van restaurants voor thuis. Anderzijds zijn de horeca marges krap en biedt retail een kans. Nu er binnen geen gasten mogen, is een extra inkomstenbron gewenst.
		Identification of a new business idea on social media	Je bekijkt social media.
		Meeting with employees	Daarnaast hebben wij met de medewerkers ook samen gezeten en gekeken naar de mogelijkheden.
		New business idea in collaboration with other restaurants	Naarmate de tijd vorderde hebben wij samen met vier andere restaurants in de regio een route georganiseerd waar de gasten per restaurant een gang van een vijfgangendiner kunnen afhalen. Dit bleek gelukkig een succes.
		Talking directly with guests	Bij het to-go luik spraken we veel gasten, en iedereen gaf voornamelijk aan dat ze vooral erg blij zouden zijn als we alleen al open gingen. Iedereen was erg meegaand.
Seizing	Communicating goals	Communication directly by owner	Het werd ons verteld door onze baas
		Communication during	We hebben, normaal

	meetings	gesproken, ook veel vergaderingen met het aste personeel om ideeën te bespreken. Dit hebben wij doorgezet tijdens de pandemie.
	Communication over application	Er is een app waar per afdeling of algemeen berichten geplaatst worden door de directie.
	Communicatie over email	Via de mail.
	Communication over phone	Over de telefoon.
	Communication over Whatsapp	Ja, ook hebben wij natuurlijk een Whatsapp groep. Daarmee hebben we de veranderingen en doelen naar de ambulante medewerkers gecommuniceerd.
Definition and improvement in BM	Changes in the business model	In het horecagedeelte (...) maakt forel nu tijdelijk plaats voor flora. Annemarie heeft daar haar droog bloemenatelier. Binnen een mum van tijd verkocht ze de kransen. (...) maakte een webshop voor de online bloemenwinkel. Tegelijkertijd steeg de vraag naar droogboeketten. Opnieuw gingen ze naar de inkoop. Om het nieuwe product te kunnen verkopen
	Refinement of the new business idea	Ja wij hadden geen lunch en dat zat er voor de sluiting al aan te komen, dit is met een stroomversnelling gekomen door de sluiting. Dit is ook een verbetering in ons aanbod.
Mobilization of resources	Different business model channels	Via Facebook, de webshop en Bol.com. Daar zijn we ook bij aangesloten.

		Investing in a new business idea	Ik besloot een aantal kransen te maken, die ik via Facebook wilde verkopen. Dan moet je eerst investeren dus kocht ik voor 500 euro in. Spannend, vond ik dat. Ik investeerde in iets waarvan ik niet eens wist hoe het zou lopen.
		Quick switch to other services	We hebben zelf heel snel geschakeld met het sluiten van de horeca, dus hebben gasten niet echt een kans gehad ons te benaderen dat ze iets van ons wouden. Binnen twee weken hadden we onze bezorg-service opgezet en dat is zo gebeven tot we weer open mochten afgelopen maand.
Transforming	No realignment in culture	No change in culture	In de onderlinge cultuur is eigenlijk niets veranderd
	Realignment in culture	Change in culture	(...) staat normaal voor gezelligheid. Een kop koffie drinken, samen zijn. Het is nu alles behalve gezellig.
		Culture of conviviality	Er is een open cultuur. We proberen zoveel mogelijk te bespreken en in het werkoverleg. Tijdens de pandemie zijn er ook meerdere bijeenkomsten geweest om alle mogelijke opties te bespreken. Daarnaast werd er in de abulante whatsapp groep, na elke persconferentie een bericht gestuurd naar deze medewerkers met de stand van zaken.
		Culture of innovation	Binnen het bedrijf zijn we heel erg creatief geweest, dat probeerden wij ook te laten zien in onze take-away menu's. Deze wisselden elke drie

			weken. Door deze flexibiliteit kunnen wij ook snel schakelen.
		People centered culture	Zelf zijn wij een redelijk kleine organisatie en hebben doorgaans ook veel contact met elkaar. De ambulante werknemers worden ook zoveel mogelijk betrokken in de beslissingen.
		Tight-knit, family culture	We hebben een klein team, we zijn eigenlijk een beetje familie. We hebben geen grote onderneming. Je ziet elkaar vaak. Er is een gemoedelijke sfeer. De helft van de werknemers is ook familie van elkaar. Mijn tantes werken ook mee, mijn neefjes en nichtjes soms ook. Het is gewoon echt familie. Jammer dat het nu niet kan. We zijn echt een eenheid. De oproepkrachten komen nog vaak langs om wat te drinken. We hebben veel contact met elkaar. Er is in deze cultuur niet veel veranderd.
Expectations of guests	Expectations of guests were known beforehand	Expectations of guests were known beforehand	Omdat wij onze afhaal allang hadden voor de COVID-19 uitbraak, was dit voor ons niet lastig. Wij wisten al welke gerechten er op de kaart zouden komen en hebben hierin ook uitgebreid.
	Identification expectations of guests	Expectations of consumers at home	Mensen werken thuis en zijn thuis, ze willen het daar gezellig maken.
		Expectations of guests during the drive-thru	Bij (...) wordt een curry met noedels en kip geserveerd. Allemaal in een keurig kartonnen bakje, zodat het

		gemakkelijk met een vork te eten is. Bij het samenstellen van het menu hebben we daar natuurlijk rekening mee gehouden. Alle gerechten zijn met één hand te eten.
	Expectations of guests visual experience	En hoewel het donker is en van het landschap niet veel meer te zien is dan donkere schimmen, is het rijden bepaald geen straf. Overal staat al kerstverlichting, de een nog bonter dan de ander. Voor Veurn en ett'n is het een extra attractie.
No satisfaction in expectations of guests	Did not satisfy the expectations of the guests	Nee, mensen willen gezellig zitten eten en drinken tijdens het winkelen. Die behoefte is zeker niet behaald. Maar naar de omstandigheden hebben we ons best gedaan, ook al denk ik dat niet veel mensen behoefte hebben aan de (...) take-away
	Experiencing resistance	Waar wij eerder en bedrijf waren waar nee nooit een antwoord was veranderde dit beeld toch door de opgelegde maatregelen. Wij ondervonden hiervan toch veel weerstand van onze gasten ook al werden de getroffen maatregelen duidelijk middels meerdere kanalen gecommuniceerd.
Satisfaction in expectations of guests	Guests were appreciative	Ik kon wel zien dat mensen dit konden waarderen
	Satisfied expectations of new consumers during the pandemic	Er zijn nieuwe klanten met ons in aanraking gekomen door de route. Dit zijn klanten die eerder niet kwamen en wellicht

			in de toekomst wel vaker bij ons zullen komen.
		Satisfied expectations of the guests in a smaller area	In zekere zin wel, maar ik denk alleen dat de gasten die in Enschede wonen. We zitten in Enschede, wij krijgen normaal gasten uit Glanerbrug, Hengelo, Haaksbergen etc.
		Satisfied the expectations of the guests	Na het eerste weekeinde zijn de organisatoren tevreden. (...) afgelopen weekeinde was het nog niet heel druk, maar dat wisten we, omdat het nieuw is en natuurlijk sinterklaas weekend. Voor komend weekend hebben we al veel boekingen en dat geldt eigenlijk ook voor de rest van de periode tot en met de kerstdagen.
Feelings towards change	Reaction to mandatory closing down	Feelings of boredom	Het is geen leuke ervaring, ik zat een tijdje zonder werk toen de Hema helemaal dicht ging en nu is het nog steeds niet leuk. Ik kon wel doorwerken in de winkel toen alleen de horeca dicht zat en de winkel nog open was, maar nu sta ik in mijn eentje hele dagen bij de take-away met nauwelijks klanten. Dit is erg saai.
		Feelings of creativity	Naarmate de tijd verstreek werd de onrust minder en werden medewerkers juist creatief en ondernemend.
		Feelings of disbelief	Ik begrijp het nog steeds wel maar waarom het zo lang geduurd. Het feit dat andere branches wel gewoon door mochten begreep ik niet, dus werd het onbegrip steeds groter.

		Feelings of disappointment	Hier baal je natuurlijk ontzettend van. Helaas is er niks aan te veranderen.
		Feelings of insecurity	Aan het begin was het voor iedereen moeilijk om je erbij neer te leggen, en was er veel intern overleg en onzekerheid.
		Feelings of misfortune	Er was niet voldoende werk voor de vaste werknemers en al helemaal niet voor het grote deel van de ambulante werknemers
		Feelings of uncertainty	In het begin ontstond er stress binnen ons bedrijf, er was veel onzekerheid. Zo wisten wij niet of klanten in de regio gebruik zouden maken van onze take-away en of we onze vaste lasten kunnen betalen van de tegemoetkomingen.
		Feelings of unpleasantness	Ja, hoe moet ik dat zeggen? Dat was niet leuk natuurlijk
Social media protest	Fear of damages	Feelings of no use towards re-opening	En als een soort van protest willen open gaan. Ik had zoets van, daar ga ik niet aan meedoen. Het heeft toch geen zin, want een uur later kan de handhaving komen en dan moet je toch weer dicht.
		Re-opening is not a good idea	Maar het is ook gewoon onhandig, je weet dat je er gezeur mee krijgt en een dikke boete die je al niet kan opvangen.
	Following rules and guidelines	Do not want to get in trouble	Zelf zouden wij hier niet aan meedoen om niet in de problemen te geraken.
		Following governmental guidelines	Hier kijken we niet echt naar, we hebben strikt gekeken naar de richtlijnen van de

			overheid en van de KHN. Ik vind dat iedereen zich grotendeels aan de regels moet houden moeten dicht blijven.
		Health is a priority	Wij delen dat perspectief zelf niet. Wij vinden het belangrijk dat gasten zich veilig voelen en dat ons personeel gezond is.
		Take-away and delivery had relatively low costs for the restaurant	Ja, ik vind het heel moeilijk. Hoe moet ik dit zeggen. Als ik puur naar ons kijk. Wij hadden het niet heel erg. Wij bezorgen nog wel wat. Wij zijn met z'n vieren. Mijn broertje, mijn moeder en vader en ik. Wij kunnen relatief goedkoop bezorgen. Als je alleen bent, één eigenaar, en je moet allemaal mensen inhuren om te bezorgen dan draai je misschien niet eens break-even. En wij hebben met de minimale inkomsten die we hebben, plus de steun hebben wij het nog wel prima. Wij hebben nooit echt gedacht, wij moeten nu open.
	Other opinions social media protest	Ill-thought-out social media action	Dit is iets wat niet goed doordacht is. Als er geroepen wordt moet er ook gedaan worden en dit is uitgebleven.
	Understanding social media protest	Feelings of understanding in general	Ik geef ze groot gelijk, je moet iets doen om rond te komen
		Feelings of understanding towards the entrepreneur	Een beetje dubbel, ik begrijp het wel vanuit de ondernemer
Looking at the future	Future of hospitality sector	Future change in the behavior of guests	Ik denk dat mensen, dat zie ik ook bij mezelf, wat meer gereserveerd gaan optreden. Wat meer letten

			<p>op hygiëne. Ik denk dat dat wel de komende maanden, misschien wel de komende jaren centraal zou komen te staan.</p> <p>Hygiëne. Ruimte. Vroeger zag je veel restaurants waar alles zoveel mogelijk vol stond. En ik denk dat mensen nu toch wat meer gereserveerdheid willen hebben. Iets meer ruimte</p>
		Hope to get back to the normal situation	Ik hoop dat deze tijdelijke veranderingen zo snel mogelijk terug gedraaid worden, zodat we weer ons normale ding kunnen doen, waar we goed in zijn.
		Positive view on the near future	Positief. Ja, zeker. Ik geloof dat het met een maandje of twee à drie weer voorbij is en dat we weer normaal open kunnen gaan.
		Would not do anything differently	Qua bedrijfsactiviteiten, vind ik het moeilijk. Ik denk dat mijn broertje en ik het bezorgen en afhaal goed hebben aangepakt. Ik denk ook niet dat we er meer uit kunnen halen. Als ik dat had kunne doen, had ik dat wel gedaan.
		Would quit if a similar situation occurred	Dat vind ik wel lastig. Ik denk dat als er nog zoiets zou gebeuren. Met zo'n lange nasleep. Dan zouden mijn ouders zeggen, we geven er de brui aan.
		Would try to think of other options to satisfy our guests	Ik denk dat we misschien iets meer tijd in een afhaalmenu voor de lunch zouden kunnen steken. Via social media hebben we toch nog veel gasten naar de buitenverkoop van

			de planten weten te lokken. Misschien zouden we dan sommige activiteiten van de feestdagen, zoals de ijscokar of een cocktailbar, ook naast de buitenverkoop kunnen opstellen op de parkeerplaats.
Governmental support	Governmental compensation	Compensation for loss of profit	Een groot gedeelte van het verlies kon worden gecompenseerd door de tegemoetkoming.
		Compensation is just enough to stay in business	Het is genoeg om net je hoofd boven water te houden. Daardoor ben ik wel gered. Als ik de compensatie niet had gehad, dan had het bedrijf niet meer bestaan.
		Compensation is not enough	Met name de reden dat de tegemoetkoming niet voldoende is. Ambulante medewerkers hebben wij nauwelijks uit kunnen betalen.
		Restaurants going out of business because of too little compensation	Maar als ik de verhalen hoor van andere restaurants in Enschede en Hengelo en omstreken. Die staat het water wel echt aan de lip. Wij hebben ook niet zoveel vaste mensen in dienst. Ik heb ook van een aantal eigenaren gehoord dat zij gestopt zijn. Zij moesten bij familie lenen en hebben toen maar de stekker eruit getrokken.
Work experience	Work experience	Work experience	Ik heb ervaring in leidinggeven door de middelbare hotelschool, in restaurants en in een 5 sterren hotel te werken als chef de rang.