

How can Organisations Survive in an Increasingly Changing Business Environment?

A case study of TUI Nordic on how to manage crises and change

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Abstract

In a rapidly changing business environment, organisations need to find new ways to manage unpredictability to survive. The COVID-19 pandemic has made it apparent that organisations across industries can be vulnerable and exposed to crisis. Therefore, this thesis aims to research how organisations can manage crises in a changing world and become more receptive to change, to provide valuable knowledge for academics and managers across industries. To fulfil this purpose, we have chosen to conduct a case study on the travel company TUI Nordic. The organisation was chosen because of its extensive experiences within crisis and change management. Empirical data was gathered by interviews with managers at TUI Nordic. In order to analyse the collected data a change management framework was developed for this research. The framework consists of the four phases of crisis management integrated with five established change management models, these are Lewin's change management model, Kotter's eight-step process for leading change, PWC and Strategy&'s ten principles of leading change, the ADKAR change management model and the Nudge theory.

We found that in order to survive in, and manage, frequently occurring crises in an ever-changing world, organisations should, to a certain extent, rely on change management literature. The change management literature provides valuable insights regarding steps when managing change, the value of focusing on the individual in the change process and the importance of actively engaging employees in the transformation. Furthermore, organisations should rely on a guiding coalition with a top-down approach when managing change in crises. Nonetheless, existing literature does not discuss the influences of people and organisational culture on change management. As presented in the analysis, organisational culture seems to affect an organisation's ability to manage crises and change and should therefore be considered. Moreover, how a crisis is framed within an organisation seems to be an additional critical factor for managing crises and change. In conclusion, future studies are recommended to further research the relationship between organisational culture and crisis management in order to understand how certain characteristics of organisational culture might affect an organisation's ability to manage change and crises.

Key words: Change Management, Crisis Management, Pandemic, COVID-19, Travel Industry

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1. Introduction

1.1 Background

The second day of Christmas, in the year of 2004, is a day few will forget. Thousands of tourists from all over the world had gathered on beaches throughout South East Asia to celebrate the holidays, but nothing turned out as expected (Roos, 2018). At 08.00 in the morning, one of the largest ever recorded earthquakes shook the coast of Sumatra in the Indian Ocean. The earthquake reached 9.1 on the Richter scale, which created a series of immense ocean waves that devastated several areas in the Asian region. The up to 30-meter-high tsunami waves rolled in over the Asian coastline and killed around 225,000 persons. Only in Thailand, 543 Swedish tourists were killed, and 1500 were hurt (Britannica, 2021; SverigesRadio, 2014). The tsunami in 2004 paralysed the whole world, but especially the travel industry. Who could have expected such a devastating crisis to happen? No one could have foreseen the effects it would contribute to.

The Southeast Asian tsunami is, though, only one out of a significant number of crises within the past decade the travel industry has been forced to manage. However, shortly not only the travel industry will have to manage an increasing number of crises. Organisations across industries will be exposed to uncertainty, unpredictability and an increased vulnerability for crises since the world is becoming more VUCA. Which means that the environment is becoming increasingly volatile, uncertain, complex, and ambiguous (Bennett & Lemoine, 2014). Solutions used yesterday will therefore not be applicable tomorrow. The modern business environment has put the managerial role on its edge, and concepts such as agile, resilience, and flexible have become increasingly important since modern crises have become more complex and transboundary than before (Deverell & Olsson, 2010; Boin, 2009). Today's crises affect industries differently, but what is reuniting is that everyone is affected. An example of a complex and transboundary crisis is the COVID-19 pandemic, which has made it clear that all organisations, independent of industry, need to prepare for the unpredictability of tomorrow. However, even if no one has managed to completely escape the effects of the COVID-19 pandemic, organisations within the same industry have been able to manage the crisis with various results. Some organisations have skyrocketed, others have barely managed and a few have gone bankrupt, why?

In order to understand the effect, the pandemic has had on industries, not only the travel industry, an example from the fashion industry will be provided. Namely an example of two companies with roughly the same size and a similar customer base, but different possibilities to survive a pandemic. The two companies are Lund Fashion AB and Indiska Magasinet AB which are two well-known clothing companies in Sweden. Both companies did in 2019 share a similar yearly net sale, but in March 2020 Lund Fashion AB had to call for bankruptcy due to decreased sales and high costs (Allabolag, 2021). While Indiska Magasinet AB seems to have managed to adapt to the new reality caused by the pandemic. Why did it turn out differently for the two clothing companies? It seems like some businesses are good at adapting to changes and managing crises, meanwhile, others are not. Galpin (1996 cited in Alas & Gao, 2012) for example argues that crises can be seen as the first step in an organisational change process. The ability to manage change might therefore explain why some organisations survive a crisis and others do not, is it then possible to learn how to manage crises in a changing environment and what is important?

1.2 Aim & Research Question

In order to survive in a highly competitive and changing business environment, managing crises has become vital. Furthermore, according to Todnem By (2005), the need for organisational change is often unpredictable and becomes evident when faced with a crisis. Therefore, now more than ever, organisations need to find ways to manage crises and adapt to changes in a complex business environment. How can organisations become experts in managing crises while at the same time being receptive and adaptable to change?

This thesis aims to generate useful knowledge for organisations across industries on how to manage future crises and adapt to changes in an unpredictable business environment. Therefore, the following research questions will be concerned:

- *How can organisations manage crises in a changing environment?*
- *How can organisations become more receptive to change, in an increasingly complex business environment?*

To fulfil the purpose of this research, we have chosen to study an organisation within the travel industry due to the industry's frequent exposure to crises. The selected organisation is TUI Nordic since the company has managed several crises in the last two decades, such as the September 11 attacks, the SARS virus, the Southeast Asian tsunami, and the volcanic eruption in Iceland. The extensive experience of TUI Nordic has therefore generated knowledge and competence within both crises and change management. By studying how a travel organisation manages crises and change, we believe that it will generate valuable knowledge for organisations across industries. Furthermore, since crisis management can be seen as a change process, we have chosen to look at change management in the light of crisis management. The aim is to understand if change management literature can explain how organisations can manage crises and become more receptive to change.

1.3 Disposition of Thesis

The thesis will start with a chapter on the theoretical framework where an overview of crisis and change management literature and the four phases of crisis management will be provided. After that, the theoretical framework, consisting of five established change management models and the four phases of crisis management, will be elaborated on. The theoretical framework will be followed by a methodology chapter where data collection, data analysis, ethical considerations and methodological reflections will be presented. After that, an overview of the case company, TUI Nordic, will be provided, and a chapter where the empirical data will be analysed and discussed. Finally, the thesis will summarise and conclude crucial findings from the analysis and provide recommendations for future researchers.

2. Theoretical Framework

2.1 Introduction

While focusing on crisis and change management in an increasingly unpredictable and complex world, it is essential to examine existing literature on change and crisis management. Therefore, this chapter will provide an overview of the already existing literature in the fields of interest. The definition of and the relationship between change management and crisis management will be provided. Furthermore, the different stages of crisis management and decision-making processes within crisis management will be outlined. Moreover, the theoretical framework developed for this thesis will be presented and elaborated on in detail. The chapter will end with a summary of the gathered insights.

2.2 Change Management & Crisis Management

As this thesis aims to identify ways to manage crises and organisational change, it is essential to understand the relationship between change management and crisis management. Therefore, this section will define the two different management concepts and discuss the relationship between them.

According to the ADKAR model (Prosci, 2021, n.p.), change management is defined as the “*application of a structured process and set of tools for leading the people side of change to achieve a desired outcome*”. Where change is described as the project or the solution aimed as a tool to research a particular goal or improve a process. However, according to Alas and Gao (2012), different initiatives exist for change within organisations. For example, change can be either planned or unplanned, as well as management-driven or participatory driven. In this particular research, the aim is to focus on planned change, a process of controlled change which consists of an orderly process where the need for change can originate from both the internal and external environment. In this research, the planned change originated from the external environment, namely a crisis. Moreover, the study will take a management-driven approach to change, where the transformation is executed by managers. Moran and Brightman (2001 cited in Todnem By, 2005, p.369), on the other hand, defines change management as “*the process of continually renewing an organisation’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers*” where Todnem By (2005), in the same article, highlights that change is a continuous process for business survival used to able

to adapt to demands in the future. The author further believes that a mindset influenced by change needs to be applied both at a strategic and operational level of the organisation to manage the challenges of tomorrow.

Whereas crisis management, according to the Management Study Guide (2021, n.p.), is “*the art of dealing with sudden and unexpected events which disturbs the employees, organisation as well as external clients*”. Managing crises significantly focus on an organisation’s ability to reactivate and manage change processes due to a crisis. In contrast, change management is often a more proactive approach to change, according to Price and Chahal (2006). Today, more than ever, organisations need to deal with crises to survive in a business environment that has become increasingly dynamic and unpredictable. The reasons are several, but one can assume that the accelerating progress made within technology and the increasing global interconnectivity has contributed to businesses becoming more exposed and vulnerable than ever before. Therefore, businesses need to increase their awareness regarding crisis management and change management, according to Reeves and Whitaker (2020).

However, Galpin (1996 cited in Alas & Gao, 2012) argues that a crisis could be seen as the first step in an organisational change process. A crisis would then help create a sense of urgency for organisational change and facilitate awareness creation among employees, which would aid the change transformation. In contrast, Van Wart and Kapucu (2011) believe that crisis management is a type of change management characterised by speed, surprise, and a short time frame initiated by an organisational threat. The authors, therefore, believe that crises are not an adequate time to implement extensive organisational change. While the authors, on the other hand, state that change management skills are essential in managing crises since changes are needed. Murray and Richardson (2002 cited in Alas & Gao, 2012), furthermore, agree with Van Wart and Kapucu (2011) and argue that those crisis-driven changes tend not to last in the long run.

In conclusion, crisis management can be seen as a particular type of change management characterised by unexpected events and speed. For example, Galpin (1996 cited in Alas & Gao, 2012) argues that a crisis can be seen as the first step of a change management process, assisting in establishing the need for change. At the same time, Van Wart & Kapucu (2011) argue that a crisis is inadequate to implement organisational change.

To summarise, it is essential to study the relationship between crisis and change management. Previous research shows a clear connection between the two management practices, where change management seems to create the foundation for crisis management. Therefore, it is essential to understand and research how the implementation of organisational change during a crisis affects an organisation's ability to survive in an ever-changing business environment.

2.3 Stages of Crisis Management

Modern crises are more frequently mentioned as a dynamic process than a single static event than previous crises. According to Boin (2009), future crises will be less static and more transboundary, which means that the actual event that forms and creates a crisis will last longer than contemporary crises. To conclude, modern crises are more likely to cause damage across industries due to the interconnectivity and globality of today's organisations. Factors triggering these transboundary crises are similar to traditional and contemporary crises, such as natural forces, violence, and technological changes. Although, the environment has changed. This thesis will focus on a modern and transboundary crisis, the COVID-19 pandemic. Similarly, Mikael Edwards, Senior Manager Customer Safety Operations (interview, 13 of April 2021), describes the current pandemic as a dynamic crisis that develops continuously without a clear ending. In contrast to a natural disaster, which has a clear time frame and is, according to Mikael Edwards, Senior Manager Customer Safety Operations, easier to manage due to its clear finish line.

According to Wai Lai and Chou Wong (2020), when analysing crisis management, it is crucial to recognise that a crisis consists of different stages, the pre-crisis, crisis, and post-crisis stages. The authors explain that the pre-crisis stage is the period before a crisis occurs. This phase focuses on preparing the organisation for a crisis and analysing warning signs found in the external environment. The crisis stage concerns emergency management and contingency management, while the post-crisis stage analyses the effect of the crisis and how the management of the crisis was carried out.

One of the most critical aspects of the post-crisis stage is the need for the organisation to return to some equilibrium, even though the organisation might not be in the same stage as pre-crisis, to provide knowledge for the next crisis (Denis, 1990). Gonzáles-Herrera and Pratt (1995) have elaborated further on this theory and developed four phases of crisis management. The four

phases are: issues management, planning-prevention, the crisis, and the post-crisis, compared to the three stages of crisis management previously discussed.

What stands out in the model of Gonzáles-Herrera and Pratt (1995) is the first phase, the issues management phase. In this phase, the organisation needs to scan the external environment and analyse trends that might impact the company's future. Another important aspect of this phase is developing a strategy to prevent an occurring crisis or redirect it. The second phase shares many activities with the issue management phase, although one additional activity is prevention, such as preparing specific and general contingency plans. In this phase, the organisation needs to overview the dimensions of the problem and consider options for crisis management. The following phase is the crisis. According to Gonzáles-Herrera and Pratt (1995), the organisation needs to react to the crisis in this phase. Depending on how well the organisation has acted in the two previous phases, it will reflect its abilities at the crisis phase. In a crisis, the organisation needs to make sure actions to solve the problem are taken and evaluated while managing the crisis. The fourth and last phase, the post-crisis phase, is about rebuilding the organisation. In this phase, it is essential to be aware of its publicity and continue to monitor issues until the intensity is reduced, evaluate the crisis plan, and make changes. Finally, the end of the fourth phase turns into the beginning of the first phase since the organisation needs to evaluate the crisis plan and start preparing for the next crisis (Gonzáles-Herrera & Pratt, 1995). Since the purpose of the thesis is to find out how organisations manage crises in a fast-changing environment, it is essential to emphasise all four crisis management phases. Therefore, we chose to elaborate on the Gonzáles-Herrera and Pratt (1995) model in this thesis instead of the three-stage model for crisis management.

2.4 Decision Making in Crisis Management

As a manager, it is crucial to make sound and reasonable decisions, even if challenging. Therefore, when faced with a crisis, managers need to operate in conditions of high stress, uncertainty, limited time with high stakes, and perhaps conflicting goals, which makes the challenge of making the right decisions even harder, according to Sayegh, Anthony and Perrew (2004). However, a blueprint for decision making in crisis does not exist, but much has been written within this field. Since pressure caused by the crisis characterises the change management within crises, this section will summarise and discuss different methodologies for managing decision making in crisis and change management.

According to Houghton (2020), it is essential to use analogies when engaging in decision making in a crisis. The author argues that by using analogical reasoning, one compares the current situation to an event or situation in the past with which it shares similarities. Using analogies provides the decision-maker with the possibility of making fast and good enough decisions during a crisis. Houghton (2020) argues that using analogies provides a significant cognitive function that helps the decision-maker predict the future and evaluate the moral and ethical implications of the situation. However, the author explains that time for reflection may be limited when using analogies since the decisions exclusively are based on previous experiences. Although, it is still a practical and valuable strategy in the early stage of crisis management.

On the other hand, Sayegh, Anthony and Perrew (2004) do not believe that it is feasible to base crisis decision making exclusively on previous knowledge. The authors argue that the world faced today is different from the world faced yesterday. Therefore, the solutions used yesterday will not be helpful tomorrow. Moreover, Sayegh, Anthony and Perrew (2004) argue that in order for managers to improve their decision making in crises, managers need to increase their awareness of how they perceive crises. The authors believe that increasing individual awareness of how one is framing a situation facilitates one's possibility of reframing crises into a more constructive frame. Framing crises more constructively aid decision making by viewing the situation as an opportunity instead of a threat.

Furthermore, Walumbwa, Maidique and Atamanik (2014) highlight the complexity of decision making in a crisis. The authors argue that in order to make decisions in such unknown environments successfully, managers need to rely on heuristics, a rule of thumb, in decision making. The heuristics need to be grounded in life experiences and the values and beliefs of the manager. Walumbwa, Maidique and Atamanik (2014) argue that these skills need to be trained in the constantly changing environment, where self-awareness is a key.

The rule of thumb needs to be brought to the surface to value the validity and adaptability of the heuristics continuously.

2.5 Our Theoretical Framework

In order for an organisation to manage unexpected crises in a world full of wicked problems, there is a need for being adaptable and open to change. Therefore, one could argue for the essentiality of studying change management in the light of crisis management to understand how organisations can manage crises in a changing environment and become more receptive to change. This section will provide a general framework for change management based on five well-known change management theories, combined with the previously discussed four phases of crisis management. Additionally, the developed framework will highlight relevant themes identified when studying the five change management models.

Moreover, we have chosen to combine traditional and newly developed change management models in the theoretical framework. Lewin's change management model from 1947 and Kotter's eight-step process for leading change from 1995 are chosen because these theories have created the foundation for how change management is viewed in academia and organisations today. While the ten principles of leading change management developed by PWC and Strategy& in 2004, the ADKAR change management model by Jeff Hiatt in 2006 and the Nudge theory by Thaler and Sunstein in 2008, are more recently developed theories, representing the progress made within the field within the last two decades. Moreover, the five models can be divided into theories that take an organisational or an individual perspective on change. For instance, Kotter's eight-step process (Kotter, 2007) and PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) focus on change from an organisational perspective. Meanwhile, Lewin's model (1958 cited in Goodstein & Burke, 1991), the Nudge theory (Thaler & Sunstein, 2008) and the ADKAR model (Prosci, 2021) focus on the individual in the change process.

In summary, the selected change management models take different approaches and suggest diverse practices to manage change successfully. The purpose of using different change management theories when designing the theoretical framework was to generate a broad understanding of potentially essential variables for managing organisational change. The change management models are used to analyse the empirical data to be able to identify similarities and differences between established change management theories and how TUI Nordic manages and implements changes in crisis times. On top of this, while analysing the change management theories, essential concepts could be identified, clustered into eight

themes. These themes were used in creating the body for the framework since they were frequently occurring in all models. The identified themes will be presented below, but a more extensive description of the themes will be provided in *2.6 Description of Unit of Analysis & Themes*.

- *Purpose of Change*
- *Guiding coalition*
- *Vision*
- *Knowledge & Skills*
- *Communication*
- *Employee Engagement*
- *Resistance*
- *Reinforcement*

2.5.1 Change Management Theoretical Framework

Below our change management theoretical framework will be presented. In the framework, the horizontal column states the change management model, whereas the vertical column consists of the unit of analysis and identified themes. Since the change management models suggest different approaches and practices to manage change, keywords have been added to each theme to understand each model's focus. For example, Kotter's eight-step process (Kotter, 2007) highlights the need for a powerful guiding coalition to manage change. In contrast, the Nudge theory (Thaler & Sunstein, 2008) emphasises indirect influence to manage change.

Furthermore, to visualise the relationship between crisis and change management, the four stages of crisis management developed by Gonzáles-Herrera and Pratt (1995) have been added to the theoretical framework. *I* stand for the issue management phase, *PP* for the planning-prevention phase, *C* for the crisis phase and *PC* for the post-crisis phase. For instance, the planning-prevention stage (*PP*) can be related to the theme *purpose of change*. Because in the planning-prevention stages, an organisation needs to plan and prepare for crisis management, and since Galpi (cited in Alas & Gao, 2012) believes that a crisis can be used as establishing the need for change, the purpose for change needs to be communicated in this phase of crisis management. Since the issue management phase occurs before the planning-prevention phase and concerns activities that exceed the change management models, it will not be considered in our theoretical framework. Despite this, the issue management phase will be discussed in the analysis chapter since it considers an organisations' general proactive approach to crisis and change, which is highly relevant for this study.

Our Theoretical Framework

Scope of Model	Lewin (1947)	Kotter (1995)	PWC (2004)	ADKAR (2006)	Nudge (2008)
Unit of analysis	Organisation/Individual	Organisation	Organisation	Individual	Individual
Themes:					
Purpose of change (PP)	<i>Unfreeze</i> Why change? What is in it for me? Re-examine org. core	Urgency Identify threats Create motivation	Awareness Confront reality Why change?	Awareness Why change? What is in it for me? Confront reality	Awareness Feeling of left out Provide options Confront reality
Guiding coalition (C)		Powerful coalition Influential leaders	Top-down Powerful coalition United front	Spokesperson Change leaders Executive sponsors	Indirect influence
Vision (C)	<i>Unfreeze</i> A direction for change	Visualise future Align organisation Create a plan Frequently communicate	Road map for change Written vision to manage resistance		Clear definition Understand employee idea of change
Knowledge & skills (C)	<i>Change/Refreeze</i> Offer support Offer training				Educational process Make change simple Safe training environment
Communication (C)	<i>Unfreeze/Change</i> Across hierarchies Effective	Frequently Across hierarchies	Inspiring Honest & explicit Feedback Across hierarchies Over communication	Effective Adapt to audience Two way	Two way Feedback Discussion
Employee engagement (C)	Involvement Endorsement	Empowerment Remove obstacles Encourage to act on change	Involvement Assess the culture Engage all layers Ownership of change	Participation Ownership of change Measure adoption & performance	Motivation Freedom of choice Personalise change
Resistance (C)	<i>Unfreeze</i> Confrontation Remove obstacles	Remove obstacles Openly address resistance	Incentives & rewards Assess the culture	Personal motivation Recognition	Remove obstacles Ability building
Reinforcement (PC)	<i>Refreeze</i> Regular check-in Celebrate success	Celebrate wins Measure change in all layers	Provide rewards Measure change Reassess changes	Accountability Recognition & rewards Celebrate wins Personal obstacles Risk assessment Feedback	Short term wins Celebrate wins

I = The Issue Management Phase PP = The Planning-Prevention Phase C = The Crisis Phase PC = The Post-Crisis Phase

Table 2.1 Our Theoretical Framework

2.6 Description of Unit of Analysis & Themes

Below, the unit of analysis and the identified themes will be described thoroughly. The units of analysis are discussed to distinguish if the model takes an individual or organisational approach to change management to generate a deeper understanding of the suggested practices. Moreover, the following themes were recurring in the five change management models and could, therefore, be considered necessary for managing change according to our analysis. A definition of the specific themes and key practices from each change management model will be presented below.

Unit of analysis

Firstly, the five models can be divided into theories taking an organisational or individual approach on change. For instance, Kotter's eight-step process (Kotter, 2007) and PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) focus on change from an organisational perspective. Meanwhile, Lewin's model (1958 cited in Goodstein & Burke, 1991), the Nudge theory (Thaler & Sunstein, 2008) and the ADKAR model (Prosci, 2021) focus on the individual in the change process. Depending on the unit of analysis, organisational or individual, practices vary between the different models.

Purpose of change

Communicating the *purpose of change* seems essential to all change management models since creating awareness around the change process is believed to help employees understand why change is needed and get employees on board. However, the models highlight different techniques in order to communicate the need for change. Kotter's eight-step process (Kotter, 2007), for example, highlights that in order to create awareness around change, it is essential to create a sense of urgency. While the model by PWC and Strategy& (Jones, Aguirre & Calderone, 2004) and Nudge theory (Thaler & Sunstein, 2008) emphasise the need for creating a fact-based purpose for change based in reality. The ADKAR model (Prosci, 2021) and Lewin's framework (1958 cited in Goodstein & Burke, 1991) believe it is essential to take an employee perspective and focus on communicating what is in it for the employees.

Guiding coalition

Another critical factor for implementing change, according to Kotter's eight-step process (Kotter, 2007), PWC and Strategy&'s model (Jones, Aguirre & Calderone, 2004) and the ADKAR model (Prosci, 2021), is to create a *guiding coalition*. The guiding coalition for change should consist of influential, convincing and creative leaders. However, the models value the need for a top-down approach differently, which can be seen in our theoretical framework.

Vision

A clearly stated change *vision* is furthermore valued differently in the above-stated models. Kotter's eight-step process (Kotter, 2007), for example, believes it to be essential to have a clear vision that can be frequently and quickly communicated. While Lewin's model (1958 cited in Goodstein & Burke, 1991) and the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) think it is more important to set a clear organisational direction. In contrast, the Nudge theory (Thaler & Sunstein, 2008) points out the importance of recognising employees' understanding of change.

Knowledge & skills

Providing *knowledge and skills* to the employees as part of the change process is essential for Lewin's model (1958 cited in Goodstein & Burke, 1991), the ADKAR model (Prosci, 2021) and Nudge theory (Thaler & Sunstein, 2008) in order to prepare employees for organisational change. The three models, furthermore, promote the development of change leaders to aid the change process. On the other hand, skill and competence development is barely mentioned in the eight-step process developed by Kotter (2007) and the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004).

Communication

Another identified theme, which all change management models highlight, is the need for *communication*. According to change management literature, communication across organisational layers is vital to manage change to ensure the information has penetrated the organisation and reached every layer. Furthermore, this theme highlights the need for a common understanding of the change process, which may include a manager's way of communicating the need for the change (Kotter, 2007; Prosci, 2021; Lewin, 1958 cited in

Goodstein & Burke, 1991; Thaler & Sunstein, 2008). On the other hand, the importance of two-way communication and feedback is not brought up as frequently. Only the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004), ADKAR model (Prosci, 2021) and Nudge theory (Thaler & Sunstein, 2008) believe it is essential to incorporate feedback to manage change.

Employee Engagement

Furthermore, *engaging employees* in the change process seems crucial for managing change according to all five models. Empowering and involving employees in the change process, allowing them to take ownership over the change process, it is believed to lead to successful change management, according to Kotter's eight-step process (Kotter, 2007), the ADKAR model (Prosci, 2021), Lewi's model (1958 cited in Goodstein & Burke, 1991), the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004), and the Nudge theory (Thaler & Sunstein, 2008). Moreover, the Nudge theory (Thaler & Sunstein, 2008) believe that it is important to portray change as optional, generating employee ownership of change, which will ease the change process.

Resistance

Dealing with *resistance* is another theme identified in the models; the theme focuses on dealing with the general resistance to change among employees and removing obstacles within the organisation to carry out the intended change. The obstacles in need of removal could consist of an old system or mindset that prevents change. In order to tackle resistance to change, Lewin's model (1958 cited in Goodstein & Burke, 1991) believes it is important to confront employees who resist, while Kotter's eight-step process (Kotter 2007) thinks it is essential to openly address resistance to manage it. The ADKAR model (Prosci, 2021) and the model by PWC and Strategy& (Jones, Aguirre & Calderone, 2004) instead explain that personal recognition, rewards and incentives are essential to overcome employee resistance. Moreover, the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) believe it is crucial first to assess the organisational culture before engaging in a change process to predict reactions to change.

Reinforcement

The last theme identified as crucial for change management was the concept of *reinforcement*. Reinforcing change behaviors can be considered a necessity in order to institutionalise change, the goal with reinforcement is to tie the changes to the culture. The models provide different activities facilitating the reinforcement process, for example, the celebration of small wins, measurement of success, regular check-in, and employee recognition and rewards (Kotter, 2007; Prosci, 2021; Lewin, 1958 cited in Goodstein & Burke, 1991; Jones, Aguirre & Calderone, 2004; Thaler & Sunstein, 2008).

2.7 Summary of Chapter

In summary, the chapter has presented an overview of existing literature in the field of crisis and change management. The authors have highlighted the relationship between crisis and change management in order for the reader to understand that a crisis can be considered the initial stage of a change process. Moreover, the relationship between the two managerial practices explains the choice of models used in designing the theoretical framework. In order to generate a better understanding of how organisations manage crises and a changing environment, the authors have chosen to use change management literature as a basis for the analysis of the empirical data. The theoretical framework has been created with the help of five well-known change management models and integrated with the four phases of crisis management. As mentioned above, the framework consists of eight themes that according to theory are crucial when managing change. In addition, the framework outlines keywords for each theme which explain what the different change management models highlight.

In conclusion, as can be seen in the theoretical framework, some of the change management models are similar while others oppose each other. Most significant differences can be seen between models taking an individual perspective versus an organisational perspective to change management. The characteristics of the change management models will be further elaborated on, in relation to the empirical data, in the analysis to generate a deeper understanding of how organisations can manage crises and become receptive to change.

3. Methodology

3.1 Research Design

To answer the above-stated research questions and generate an understanding of how organisations can manage crises and become more receptive to change, we have decided to do qualitative research and conduct a case study. A qualitative study is chosen to gain a broad understanding of the crisis and change management at TUI Nordic, including studying underlying reasonings and subjective experiences from the management level by using interviews. The mentioned benefits of a qualitative study would have been missed out if using a quantitative study instead (Sekaran & Bougie, 2016; Bryman & Bell, 2011).

Moreover, Yin (2009 cited in Sekaran & Bougie, 2016, p.98) defines a case study as “*a research strategy that involves an empirical investigation of a particular contemporary phenomenon within its real-life context using multiple methods of data collection*”. Since the study aimed to study a practical example of crisis and change management, we chose to conduct a case study. Applying a case study method will contribute to the thesis generating a broader and more nuanced picture of the area of interest by studying a real-life case from several perspectives (Sekaran & Bougie, 2016; Bryman & Bell, 2011). Finally, a case study methodology will contribute to a more in-depth study of the company and is valuable when the research question is a *how* question (Dooley, 2002).

The study will be pursued at TUI Nordic a major player within the travel industry. As mentioned in the introduction, the travel industry has been frequently exposed to crises of all kinds of magnitudes. Minor crises may happen daily, and due to the globality of the industry, it puts the organisation in vulnerable positions, according to Mikael Edwards, Senior Manager Customer Safety Operations (interview, 13 April 2021). Therefore, we believe that the selected industry has earned vast competencies and expertise in crisis and change management that can be useful and applicable across industries. Furthermore, since TUI Nordic is part of the TUI Group, which is one of the largest travel organisations in the world, we believe them to have extensive knowledge in the field of interest. Moreover, choosing to study the management of the COVID-19 pandemic is an excellent choice because of the pandemic’s immense effect on the organisation. The COVID-19 pandemic is also the largest and most recent crisis the organisation has experienced.

Finally, a hypo deductive approach has been used for this research, which means that existing literature and theories are the basis for this study and applied to a real context. Using a hypo deductive approach makes the findings more specific and not too general (Sekaran & Bougie, 2016; Bryman & Bell, 2011). This scientific method provides a proper and valuable systematic approach that facilitates the understanding of how organisations need to work with change management to manage crises.

3.2 Data Collection

The collected data will consist of both responses from interviewees and research within the fields of crisis and change management. However, qualitative data can originate from various sources, such as individuals, records, publications or focus groups. The purpose of choosing a qualitative data collection method is to make sense and make valid interference from a vast amount of data (Sekaran & Bougie, 2016). By interviewing six managers at TUI Nordic, we will gain data from different perspectives which will generate more in-depth and nuanced empirical data. For instance, the participants will have the chance to elaborate on our prepared open-end questions during the interviews. Relying on interviews will moreover facilitate the interpretation of the empirical material and aid the understanding of underlying reasoning and attitudes. In contrast to a quantitative study which, according to Sekaran & Bougie (2016), creates a higher risk of miscommunication or misunderstanding.

In order to select interviewees, the target population was chosen beforehand, which is a requirement for a qualitative sampling technique (Sekaran & Bougie, 2016). We used a purposive sample technique, meaning that we relied on Jessica Enbacka's, Managing Director at TUI Nordic, judgement when deciding whom to interview. To clarify, purposive sampling does not include participants chosen on a random basis. In contrast, strategic choices were made when trusting the Managing Director at TUI Nordic to select relevant participants for our research (Bryman & Bell, 2011).

3.2.1 Literature Review & Theoretical Framework

A literature review was carried out to understand existing literature on crisis and change management. The literature was gathered through databases such as *LibSearch* and *Google Scholar*. Moreover, we focused on publications such as *Harvard Business Review* and *Journal of Change Management* to search for keywords related to our research aim. While doing research, we used keywords such as *organisational change*, *change management*, *change theories*, *crisis management*, *decision making in crisis* and *travel industry*. Initially, we mainly used *change management* in combination with *crisis management* as key words. Although, we realised that the results were too general. Therefore, we added the keyword *travel industry* to generate a narrower scope that would fit the purpose of the thesis. Due to the breadth of change and crisis management literature, we have tried to use the most leading and well-known researchers within the fields. The researchers chosen were recurrently named and referenced in literature in the field, therefore, we believe these researchers to be of high relevance. In similarity, we used the same methodology when researching change management models for our theoretical framework. Coming across the same theories several times in various literature and articles, we concluded that these theories are highly relevant for this field.

3.2.2 Semi-structured Interviews

To fulfil the research aim, Jessica Enbacka, Managing Director at TUI Nordic, was asked to select suitable managers, at different organisational levels, for us to interview. She proposed decision-makers from the three middle layers in the organisation, specifically, *Nordic Board*, *Head of* and *Lead*. A reason for not interviewing members of the *GEC* (Group Executive Committee) is that these managers are too distant from the daily operations. Simultaneously, employees at the bottom of the organisational hierarchy have limited decision making power and are not part of constructing the strategic choices when managing crises and change in the organisation.

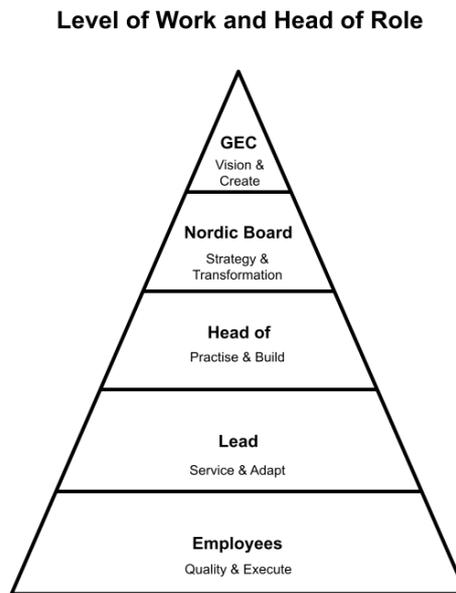


Figure 3.1 TUI Nordic Organisational Structure (Jessica Enbacka, interview, 31 March 2021)

Therefore, the Managing Director, Commercial Director, Senior Manager Customer Safety Operations, Head of HR Nordic, Head of Finance Nordic and Strategy Execution lead were chosen to interview because of their different expertise, responsibilities, and decision-making power, providing the thesis with different perspectives on crisis and change management. The Head of HR Nordic did, for instance, provide us with a human resources perspective on crisis and change. Meanwhile, the Commercial Director provided us with insights regarding the operational work at TUI Nordic. The Senior Manager Customer Safety Operations contributed with insights concerning crisis management and crisis prevention. Moreover, the Head of Finance Nordic, Strategy Execution Lead and Managing Director contributed with general knowledge regarding strategic decision making and change management in general. See *appendix 8.1* for an overview of the names and roles of the managers interviewed at TUI Nordic.

In collecting the empirical data, semi-structured interviews were used to enable participants to speak freely and elaborate on their specific fields of expertise (Sekaran & Bougie, 2016). An interview guide had, prior to the interviews, been developed to obtain flexibility (Bryman & Bell, 2011). In developing the interview guide, we proceeded from our theoretical framework to decide upon questions. The interview guide can be found in *appendix 8.2*.

The interviews were held via *Microsoft Teams*. During the interviews one of the researchers took notes, and the other researcher conducted the interview. Each interview started with a presentation of the researchers and the research topic. After that, the recording started, after permission was given. The interviews lasted between 35 minutes up to 60 minutes. When all interviews were conducted, we listened to them twice to ensure a correct understanding of the reasoning, and to avoid misinterpretation.

3.3 Data analysis

When analysing qualitative data, there are few established guidelines compared to analysing quantitative data. Although, a general approach by Miles and Huberman (1994 cited in Sekaran & Bougie, 2016) has been used in this study. According to the authors, qualitative data analysis consists of three steps: data reduction, data display, and conclusions. According to Miles and Huberman (1994 cited in Sekaran & Bougie, 2016), the data reduction stage aims to reduce a significant volume of qualitative data through coding and categorisation. In this stage, we selected and categorised the data of concern and value for our research questions into various themes. Both empirical data and existing literature were reduced to generate a holistic understanding of the situation. By categorising the gathered data, sub-categories became evident, and it was possible to see patterns from the data.

According to Miles and Huberman (1994 cited in Sekaran & Bougie, 2016), the second stage is data display, where the authors display the reduced data in an organised way. The data display will be presented in the next chapter in a table and then discussed in the text. The data display has also generated valuable quotes from the interviewees, which, combined with our interpretations from their answers, will be presented in the following chapter. Drawing conclusions is the final step in the guide by Miles and Huberman (1994 cited in Sekaran & Bougie, 2016) and concern how the authors draw conclusions based on discovered patterns. After displaying the data, we could identify patterns in the responses. For instance, some managers may have stated similar opinions or reasonings concerning a specific theme. Meanwhile, sometimes the replies were different depending on whom we interviewed. Similarities and differences, together with a comparison between the empirical data and the theoretical framework, will be presented in the chapter that covers the analysis of the empirical data.

3.4 Ethical Considerations

Ethical standards are vital to take into consideration when doing a qualitative study, including interviews. For instance, the interviewers must be non-judgemental and treat all interviewees equally during the interviews. Moreover, it is essential to be transparent towards the interviewees regarding the setup for the interview and the aim of the research (Sekaran & Bougie, 2016). According to Sekaran and Bougie (2016), transparency is essential to avoid unpleasant surprises for the interviewees, contributing to less collaboration. Another crucial aspect that needs to be considered is that all participants shall be protected from psychological harm and have the right to privacy (Sekaran & Bougie, 2016). To meet these ethical considerations, we contacted the interviewees beforehand. Additionally, we emailed the interview guidelines before the interview and asked for permission to record the interviews for analytical purposes. On top of this, we started all interviews by asking the participants if they would like to be anonymous in the thesis or not, to respect their privacy and confidentiality. We informed the participants about their right to skip questions they did not want to or felt uncomfortable replying to. After that, we sent a beta version of our thesis to all interviewees, providing them with the opportunity to go through the material before the final thesis was handed in.

3.5 Methodological Reflection

When deciding on a methodology, one should consider its limitations. Therefore, this chapter will reflect upon some limitations concerning both qualitative research and case study. A potential limitation with our study may be that we only collect empirical data from one organisation. Relying on one organisation's crisis and change management practices does not guarantee a best practice for managing change across industries. Therefore, the data might be difficult to generalise (Sekaran & Bougie, 2016; Bryman & Bell, 2011). On the other hand, we believe that doing an in-depth study on TUI Nordic will generate valuable knowledge due to their experiences and competencies within crisis and change management. Another limitation concerns the chosen data collection methodology. Since we decided to gather data by conducting interviews, there is a risk of receiving subjective and coloured answers from the participants and because the interviewees were asked to participate in the study by their manager, it might have impacted their answers. For instance, the interviewees may be prudent and not share anything critical about the company or their manager.

However, this limitation will be kept in mind when analysing the empirical data. Furthermore, when conducting interviews, one should be aware of the risk of not getting enough information for the analysis. Therefore, it was essential for us to review the interview guide and practice interviewing beforehand, to be as prepared as possible. Despite the discussed methodological limitations, we believe that a case study is the best suitable research method for the stated aim and since the limitations are acknowledged, we have kept them in mind throughout the thesis.

4. TUI Nordic

In this chapter the case company will be presented. TUI Nordic is a travel company consisting of TUI Sverige, TUI Norge, TUI Denmark, TUI Finland, Nazar and the airline TUIfly. Since the year 2000, TUI Nordic is part of TUI Group, the most prominent travel agent globally, with 76 000 employees operating across 130 countries (TUI, 2021). As part of the TUI Group, the organisation covers the whole value chain of tourism, including travel agencies, long-haul aircrafts, group-owned hotels and hotel beds (TUI, 2021). TUI Nordic, on its own, offers charter travels, all-inclusive trips, adult and family vacation packages, flights, cruises and specifically theme trips for example fitness trips (TUI, 2021). Competitors to TUI Nordic are, for example, Ving and Apollo, who offer similar products and services, as well as newer players in the market, such as Airbnb, Booking.com and Hotels.com.

In summary, TUI Group covers much of the travel industry spectrum, where TUI Nordic offers most of the available travel options. We believe that TUI Nordic is an excellent choice for this research because of the organisation's globality and the number of various travel options they offer across the globe. As mentioned before, TUI Nordic have been faced with several crises and engaged in a number of organisational changes throughout the years. This vast experience has undoubtedly provided them with great experience and competence in managing both crises and change.

5. Analysis of Empirical Data

5.1 Introduction

As previously mentioned, the travel industry is significantly exposed and vulnerable to crises. The reason behind this vulnerability is that organisations within the travel industry operate in several parts of the world at the same time, according to Tommy Serban, Commercial Director (interview, 19 of April 2021). To highlight the vulnerability travel organisations are exposed to, Mikael Edwards, Senior Manager Customer Safety Operations (interview, 13 of April 2021), stated that TUI Nordic manages roughly 15 unpredictable events every day. However, he believes the COVID-19 pandemic to be of another magnitude. The pandemic has exposed an extensive threat to the industry and paralysed it since day one. Due to the number of travel restrictions, TUI Nordic has been unable to operate during the crisis. The organisation has focused on adapting to a new reality and becoming more receptive to change, to enter the new world more powerful than ever.

By analysing how TUI Nordic manages change triggered by the COVID-19 pandemic, the research will provide knowledge on managing crises and how to become receptive to change, which will be helpful for organisations across industries. However, when reading the analysis, it is important to keep in mind that organisational changes implemented at TUI Nordic due to the COVID-19 pandemic were already planned changes that had to be implemented at an accelerated speed. Below, in *table 5.1*, the empirical data will be presented. The data has been categorised into themes generated in the theoretical framework and will be further discussed and reflected upon later in chapter.

Presentation of the Case Study

Scope of Model	TUI Nordic
Unit of analysis Themes:	Individual
Purpose of change (PP)	Urgency Confront reality e.g., a crisis Identify threats & opportunities
Guiding coalition (C)	Top-down Influential leaders Powerful decision makers
Vision (C)	Roadmap for the change process Long-term & short-term perspective Organisational direction
Knowledge & skills (C)	Offer job & skill training Offer mental preparation Long-term development for change
Communication (C)	Across hierarchies & common language Two-way & feedback Honest & explicit Over communication Effective
Employee engagement (C)	Personalise change Empowerment Involvement & participation Ownership of change Freedom of choice
Resistance (C)	Personal motivation Structure & routines Organisational culture
Reinforcement (PC)	Regular check-in Reassess changes Key performance indicators Information sharing Celebrate wins

I = The Issue Management Phase PP = The Planning-Prevention Phase
C = The Crisis Phase PC = The Post-Crisis Phase

Table 5.1 Presentation of the Case Study

5.2 Presentation of Empirical Data & Analytical Discussion

In the analysis of the empirical data, we have decided to use the four-phase model of crisis management developed by González-Herrera and Pratt (1995) to determine where in the process of crisis management, elements of change management are visible. Moreover, the analysis will be divided into the different themes outlined in the theoretical framework to understand the analysed data better. In clarification, every section will start with a presentation of the relevant empirical data. After that, an analytical discussion of the data will be provided.

5.2.1 The Issue Management Phase

The first phase in the four-phase model of crisis management is the issue management phase. This phase includes scanning the internal and external environment, and collecting data, to identify trends that might impact the future of the organisation (González-Herrera & Pratt, 1995). Even though the issue management phase cannot be directly related to any of the identified themes in the theoretical framework, it can be argued to be a necessity in the process of becoming more receptive to change, and will therefore be discussed.

Managers at TUI Nordic clearly stated that an organisation needs to work proactively with identifying upcoming trends, in order to survive. Every manager interviewed emphasised the need to constantly keep an eye on the external environment. If not, it is not possible to identify potential threats, or opportunities, awaiting tomorrow. Robert Lundkvist, Strategy Execution Lead (interview, 14 of April 2021), exemplified this need by telling about an external watch department within the organisation, that scans the external environment 24 hours a day. He said that without this watch, the organisation would be caught off guard. Additionally, Mikael Edwards, Senior Manager Customer Safety Operations, emphasised that an external watch is not enough for managing crises and change, he said that TUI Nordic's experience of managing crises is highly relevant when managing such situations. Moreover, every manager interviewed seemed to agree with Mikael Edwards, Senior Manager Customer Safety Operations. The organisation's extensive experience has been key in managing crises.

Analytical Discussion

Historically, much information has been collected internally when managing change and crises. Houghton (2020) believes it essential to use internal data and analogical reasoning while managing crises, which means managing current events or crises with a similar strategy that has been used before. Houghton (2020) argues that in order to act quickly when a crisis hits, relying on experience is beneficial. In contrast, Sayegh, Anthony and Perrewe (2004) do not believe it feasible to make decisions exclusively based on previous experience. Instead, the authors argue that the modern world is faced with complex problems that never occurred before and should therefore not be treated with solutions from yesterday.

However, even though TUI Nordic seem to acknowledge the importance of analysing the external environment to prepare for, and manage, crises, the organisation's extensive experience within crisis management was frequently mentioned in the interviews. One might therefore argue that TUI Nordic combines analogical reasoning with external environment analysis. For instance, by taking advantage of previous organisational crisis practices without exclusively relying on yesterday's solution. Moreover, one could argue that since TUI Nordic has a history of operating across the globe, due to the nature of the travel industry, it might be part of their daily operations to constantly keep an eye on the external environment. Therefore, TUI Nordic's daily practices might be different in comparison to an organisation solely operating within one country. However, since organisations in general are becoming more transboundary and globally, similarly to the travel industry, a lesson to bring forward is the need for keeping an eye on the external environment. Although, as mentioned before, the issue management phase cannot be directly linked to any of the identified themes in the theoretical framework. However, it seems necessary to highlight the need for a proactive approach when managing crises and change. Therefore, organisations should constantly scan the external environment and use external data to be able to, as early as possible, identify threats or opportunities.

5.2.2 The Planning-Prevention Phase

According to Gonzáles-Herrera and Pratt (1995), the planning-prevention phase is the second phase of crisis management. In this phase it is crucial to make sound and thorough decisions, because decisions made within this phase will reflect how well prepared the organisation is for a potential crisis.

Moreover, Gonzáles-Herrera and Pratt (1995) argue that the planning-prevention phase ends right after a crisis strikes the organisation. Moreover, since Galpin (1996 cited in Alas & Gao, 2012) believes that a crisis could be seen as the first step in an organisational change process, one could relate the planning-prevention phase of crisis management to the first identified change management theme, the purpose of change.

Purpose of change

The first theme of importance for managing change, identified in the change management literature, is communicating a purpose for change. Since the COVID-19 pandemic triggered the change implementation at TUI Nordic, how managers within the organisation framed the crisis might have impacted the communicated purpose for change.

When managers at TUI Nordic were asked about how they view crises, Mikael Edwards, Senior Manager Customer Safety Operations, stated that TUI Nordic always takes a customer perspective. It means that independent of the number of customers affected, it can be one or a hundred; situations shall always be managed equally. He also believes that this way of framing unpredictable events is unique for the travel industry. Moreover, according to Robert Lundkvist, Strategy Execution Lead, and Jessica Enbacka, Managing Director, it is critical to view crises as an opportunity to change and as a sense check, instead of a threat. For example, Robert Lundkvist, Strategy Execution Lead, emphasised that COVID-19 has contributed to a realisation that the organisation needs to re-prioritise and reconsider old systems of thinking, which he believes to be healthy. Moreover, the two managers believe that seeing a crisis as an opportunity to change is crucial, because it prevents an organisation from becoming paralysed. Jessica Enbacka, Managing Director, for example stated that "*one needs to embrace and enjoy change, view it as fun and a learning opportunity*" (interview, 26 April 2021).

Analytical Discussion

Since managers at TUI Nordic view crises as an opportunity instead of a threat, one can argue that managers within the organisation take advantage of the urgency of the situation to create a purpose for organisational change. Therefore, using crises as a purpose for change can be considered a powerful tool for communicating the need for change within the organisation, by highlighting the urgency of the change process.

The need for using urgency as a tool in order to create awareness for change among employees, is furthermore in line with Kotter's eight-step process (Kotter, 2007), where the authors believe that a sense of urgency is essential for change management.

However, considering the change management models, in analysing the purpose of organisational change, one can conclude that all change management models highlight the need to raise awareness around why change is needed. Except for Kotter's eight-step process (Kotter, 2007), PWC and Strategy&'s model (Jones, Aguirre & Calderone, 2004) highlight the need to communicate the drivers for and the purpose of change by confronting reality in order to get employees on board in the change process. While Nudge theory (Thaler & Sunstein, 2008) believes it is vital to use an evidence-based approach to create awareness. Therefore, one can assume that even if Kotter's eight-step process (Kotter, 2007) is the only model fully in line with the approach at TUI Nordic, it is possible to see similarities to the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) and Nudge theory (Thaler & Sunstein, 2008) in terms of confronting reality, for example a pandemic, and relying on evidence in order to create awareness for change.

On the other hand, it is essential to acknowledge that being faced with a crisis is stressful and financially draining for an organisation. However, to once in a while be faced with unpredictable events or crises seems to have developed TUI Nordic's ability to manage an increasingly complex and uncertain business environment. Moreover, TUI Nordic's ability to manage crises is probably not only based on their extensive experience. Their ability to, in the initial phase of crisis management, frame crises as opportunities instead of threats has perhaps been useful as well. Sayegh, Anthony and Perrewe (2004) agree with the importance of framing and discuss the advantages of framing when managing crises because, according to their work, it facilitates decision making in crises. However, the need for framing or re-framing is not mentioned in change management literature.

Moreover, if one should engage in organisational change processes when in a crisis, or not, is a debated topic. Scholars like Van Wart and Kapucu (2011) and Murray and Richardson (2002 cited in Alas & Gao, 2012) believe it to be non-beneficial to engage in organisational change in a crisis. Nonetheless, from studying TUI Nordic, managers believe crises to be an opportunity to re-prioritise and reconsider old systems of thinking, preventing an organisation

from becoming paralysed and could therefore be seen as a beneficial time for change implementation. The appropriate time for engaging in organisational change will be further discussed under, *Guiding Coalition*.

5.2.3 The Crisis Phase

As discussed in the literature review, the third phase in the four-phase model is called the crisis phase, which consists of reactions to crises. In the case of TUI Nordic, a reaction to the COVID-19 pandemic was change transformation. In this phase, according to Gonzáles-Herrera and Pratt (1995), it is essential to evaluate an organisation's actions while at the same time focusing on strategic communication. The following section will focus on analysing the following themes: guiding coalition, vision, knowledge & skills, communication, employee engagement, and resistance to changes. An additional theme has been added to the crisis phase, namely organisational culture, which was identified during analysis of the empirical data.

Guiding Coalition

The first theme identified in the crisis phase is guiding coalition. Marie Salomonsson, Head of Finance Nordic, and Jessica Enbacka, Managing Director, argue that a guiding team is essential when managing change in a crisis. The managers state that a guiding team is necessary since decision-making needs to be moved higher up in the organisation when facing a crisis because complex decisions need to be taken when the external environment is unpredictable, which requires decision-makers with more experience.

Moreover, Jessica Enbacka, Managing Director, clarifies that a top-down approach is crucial for managing change when faced with a crisis. She believes that the management team needs time to consider new change initiatives first to be able to motivate and align employees further along the way. Furthermore, Mikael Edwards, Senior Manager Customer Safety Operations, supports the idea of a guiding team when managing change because he thinks the management team plays a vital role in setting the organisational direction. He believes that having a clear organisational direction is crucial for managing in an uncertain environment because it provides support for employees and creates stability.

Likewise, Marc Göranson-Svare, Head of HR Nordic (interview, 16 of April 2021), believes that a guiding team and a top-down approach is essential to get the situation under control as fast as possible. However, both Marc Göranson-Svare, Head of HR Nordic, Marie Salomonsson, Head of Finance Nordic, and Jessica Enbacka, Managing Director, clearly state that this top-down approach is an exception to how the organisation usually operates. Furthermore, Jessica Enbacka, Managing Director, believes there to be benefits of using the management team as a guiding team for change because the management team often dares to make decisions with higher stakes when faced with a crisis. She explains that these decisions might contribute to innovation and significant organisational changes. In contrast to everyday circumstances, she argues that decisions with high stakes are more challenging to make because of their experienced safety of how the organisation is running at the moment. However, not making these high stakes decisions might have affected the organisation's development by hindering innovation and change.

Analytical Discussion

Considering the theoretical framework, it seems like a guiding coalition is crucial when managing change. Kotter's eight-step process (Kotter, 2007), the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) and the ADKAR model (Prosci, 2021) explain that to manage change successfully, a guiding coalition consisting of creative or influential leaders, or specific spokespersons are needed. On the other hand, Kotter's eight-step process (Kotter, 2007) argues that a guiding coalition does not necessarily consist of leaders that follow the traditional organisational hierarchy. For instance, a guiding coalition may consist of influential people whose power comes from various sources, such as status, reputation, job title or expertise. The previously mentioned models believe that a guiding coalition helps align employees and encourage employees to participate, which is beneficial for the change process.

Even if change management models highlight the need for a guiding coalition, only one out of five models, the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004), focuses on a top-down approach. On the other hand, all managers at TUI Nordic believed that a top-down approach is crucial for managing change in a crisis. Even if it is possible to see similarities with the change management approach at TUI Nordic and the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004), one could question this approach. It is essential to discuss why people in the organisation, not belonging to the hierarchical top, are not a part of the

guiding coalition. Kotter's eight-step process (Kotter, 2007), as mentioned, recommends a coalition consisting of various people in the organisation, perhaps TUI Nordic would benefit from a guiding team consisting of various roles? For instance, assigning an influential employee, from another hierarchical level, to the guiding coalition might inspire even more people throughout the organisation to engage in the change process?

Moreover, considering the Nudge theory, Thaler and Sunstein (2008) do not support a top-down approach; instead, the authors believe one should use indirect influence and provide employees with options to change. One can argue that this approach could be seen as the opposite of having a powerful guiding coalition. One could therefore question if there could be any negative aspects of using a top-down approach? One might argue that less involvement from layers further down in the hierarchy provide solutions or initiatives that are not anchored throughout the organisation. Furthermore, it might lead to employees feeling excluded from the decision-making process, contributing to resistance within the organisation?

Revisiting the discussion about whether a crisis is an appropriate time to implement change or not, Jessica Enbacka, Managing Director, believes it to be an appropriate time. Because, in a crisis the management team at TUI Nordic tends to step out of their comfort zone and make high-stakes decisions. She believes this to be beneficial for the development of the organisation. Since, according to her, implementing changes in crises in the past has contributed to innovation. Therefore, one could argue that there are advantages to managing change in crises. On the other hand, decision making in a crisis is characterised by speed. Making decisions fast might therefore affect the outcome of the decision if the time for reflection is not available. Van Wart and Kapucu (2011) pinpoints this and means that a crisis is not the best time to implement organisational changes since these changes tend to not last in the long-term. However, since the changes implemented at TUI Nordic, due to the COVID-19 pandemic, were planned, maybe it does not affect the outcome of the change implementation in the same way as feared? In conclusion, further studies on adequate timing for change implementation need to be carried out.

In conclusion, what separates traditional change management from change management in a crisis is the external environment. When dealing with change in a crisis, the business environment is, more likely, uncertain and therefore might be in need of a top-down approach

and more experienced decision makers. In comparison to managing change when not faced with a crisis. However, since the world is becoming more unpredictable and organisations are more likely to experience wicked problems than ever before, a top-down approach might be necessary to a larger extent today than before?

Vision

According to theory, another theme identified as necessary for managing change is to have a clearly stated vision for change. Jessica Enbacka, Managing Director, explains that when managing a crisis simultaneously as managing a change process, one needs to keep both a short-term and long-term perspective in mind. Meaning that some people are responsible for the operational work, and others, the Nordic board, the strategic work. The strategic work includes creating a long-term strategy and setting a direction for TUI Nordic's future. Therefore, she believes that for employees to understand which direction to go and what to prioritise, a clear vision, direction, and goals are essential.

Both Jessica Enbacka, Managing Director and Marie Salomonsson, Head of Finance Nordic, highlight the need for a long-term vision, even in crises when the initial thought is to prioritise short-term crisis management. Moreover, to communicate the vision for change and for the long-term vision is, according to Marie Salomonsson, Head of Finance Nordic, and Robert Lundkvist, Strategy Execution Lead, critical in order to find a common language for the vision. A common language facilitates both decision-makers and employees' understanding of the direction of the organisation. The importance of a common language and a common understanding will be further elaborated under the theme of *communication*.

Analytical Discussion

Taking the theoretical framework into account, it seems like a clear vision, clear goals, and a clear direction is, according to both Lewin's model (1958 cited in Goodstein and Burke, 1991), Kotter's eight-step process (Kotter, 2007) and Nudge theory (Thaler & Sunstein, 2008), essential for managing change. In contrast, the ADKAR model (Prosci, 2021) does not raise the importance of a vision for change. However, the model raises the need to communicate the purpose of change from an organisational perspective and an individual perspective.

Since four out of five change management models and TUI Nordic, with extensive experience of crisis and change management, believe it is essential to have a clearly defined vision, it could be something other organisations should consider. On the other hand, the ADKAR model (Prosci, 2021) raises the need for communicating the purpose of change from both an organisational and individual perspective. Therefore, one might argue that by focusing on an organisational vision for change, the individual might feel neglected in the change process, which might be why the ADKAR model (Prosci, 2021) has not emphasised a vision for change. Therefore, one can conclude that based on change management theory and experience of TUI Nordic, organisations should make sure to set an organisational direction and at the same time, include and engage employees in the change process.

On the other hand, the importance of keeping both a short-term change vision and long-term strategic vision in mind is not highlighted in any of the change models. The change management models solely focus on clearly stating the change vision for the employees. At the same time, managers at TUI Nordic say it is essential to communicate the long-term perspective to employees, for the employees to understand the means of the change process. Explaining both the short-term and long-term vision might therefore generate a broader understanding of the change process among employees and should therefore be considered by organisations.

Knowledge & Skills

Another theme identified to be of high relevance, according to change management literature and the empirical data from TUI Nordic, is the provision of knowledge and skills to employees. Marc Göranson-Svare, Head of HR Nordic, emphasises that TUI Nordic provides employees with skill training on competences required in the market. He argues that this training is provided to constantly develop employees and keep up with trends in the industry. Specifically, for managing change, Marc Göranson-Svare, Head of HR Nordic, highlighted their newly developed Change@TUI programme as an excellent tool. The programme aims to prepare employees mentally for change. He believes that it is vital to have such a program because different personalities react differently to change. Moreover, Marie Salomonsson, Head of Finance Nordic, and Jessica Enbacka, Managing Director, mentioned an initiative by TUI Nordic where anyone interested can join a Change Leadership development course to develop one's ability to manage change. On top of that, Jessica Enbacka, Managing Director, highlights

that to manage a crisis, “*a manager needs to trust, delegate and give mandate to employees in their areas of expertise*” (interview, 26 of April 2021). In other words, Jessica Enbacka, Managing Director, means that it is essential to trust that employees have the knowledge and skills needed to allow them to take part in the change process.

Finally, Tommy Serban, Commercial Director, described TUI Nordic as a learning organisation. Marc Göranson-Svare, Head of HR Nordic, provided an example of a learning activity recently implemented, which is their self-operated learning programme. He described the learning programme as an opportunity for employees to educate themselves in vastly different areas, such as skills within various programs or training towards change management. However, the self-operated learning programme occurs even when TUI Nordic does not face a change process or a crisis. Therefore, these activities might be more related to the theme of *reinforcement*, which concerns making changes stick and preparing an organisation for the forthcoming change process.

Analytical Discussion

Taking the theoretical framework into account, change management literature emphasise the need to provide employees with knowledge and skills to successfully implement organisational changes. When analysing the five change management models, it is possible to conclude that the models focusing on an individual perspective highlight the need for developing knowledge and skills. For instance, the ADKAR model (Prosci, 2021) believes that it is important to educate change leaders, while Lewin’s model (1958 cited in Goodstein & Burke, 1991) and the Nudge theory (Thaler & Sunstein, 2008) highlight the need to make the change process educational by providing tools for both managing change and preparing employees for their new potential work tasks. Additionally, Lewin’s model (1958 cited in Goodstein & Burke, 1991), PWC and Strategy& model (Jones, Aguirre & Calderone, 2004), and Nudge theory (Thaler & Sunstein, 2008) believe that a crucial variable in change management is skill training. In general, one can see similarities between practices suggested by change management literature and practices carried out at TUI Nordic. The different development programs carried out at TUI Nordic show managerial awareness for the need for knowledge and skills development in change management.

Moreover, change management literature seems to mainly emphasise the need for developing hard skills in a change process, for example, by training skills needed after the change process. However, TUI Nordic seems to believe that it is equally essential to prepare employees mentally. Maybe mental preparation for change facilitates and eases the change process? Therefore, the vitality of mental preparation for change should be further researched to understand how much and if it affects the organisational change transformation. On top of that, Kübler-Ross (1973) emphasises that the individual reaction to changes is complex. Therefore, one could argue that managers should invest more in generating knowledge regarding how employees react to change.

However, few change management models highlight the need to train employees in change management and to become more receptive to change. Only Lewin's model (1958 cited in Goodstein & Burke, 1991) emphasises change as constant instead of a static process. Therefore, competence development for managing future changes is something current literature lacks but that is apparent at TUI Nordic. In conclusion, organisations across industries should learn from both change management literature and TUI Nordic. Since changes in the existing business environment are unavoidable, organisations need to apply a short-term and long-term approach to competence development.

Communication

Additionally, the importance of communication when dealing with organisational change seems to be of high relevance, considering both academia and empirical data. For instance, Mikael Edwards, Senior Manager Customer Safety Operations, argued that TUI Nordic's crisis communication is highly efficient. Due to their experience in crisis and change management, he believes clear structures and routines are in place when the external environment becomes extremely uncertain. Furthermore, he believes that the ability to rely on clear communication practices is essential for managing crisis and change. However, Mikael Edwards, Senior Manager Customer Safety Operations, also argued that organisational communication could lack clarity and efficiency when not under pressure and may be something the organisation should improve. Moreover, he raised the difficulty of ensuring a common understanding in a global organisation. For example, he believes it is essential not to assume that everyone involved in the change process understands and interprets the communicated message in the same way. Instead, Mikael Edwards, Senior Manager Customer Safety Operations, highlights

the need for clear communication channels that facilitates a common understanding. In addition, to ensure a common understanding of the change process Jessica Enbacka, Managing Director and Marie Salomonsson, Head of Finance Nordic, emphasise repetitive communication to ensure that everyone has understood the communicated message and the overall change process.

Furthermore, Jessica Enbacka, Managing Director, believes that actions forced by the COVID-19 pandemic, such as moving everything online, have improved internal communication at TUI Nordic. An example she provides is the *Town Halls* held once a month by the Nordic Board for all employees, where organisational concerns are addressed. Jessica Enbacka, Managing Director, believes communication has improved across hierarchies by moving the *Town Halls* online. The two-way communication has therefore increased due to the ability to ask questions anonymously. In addition to this, Jessica Enbacka, Managing Director, mentioned the importance of working continuously with two-way communication and feedback when managing change. She believes that two-way communication enables employee engagement which is crucial for getting everyone on board in the change process. Moreover, by encouraging feedback, she thinks that makes employees take ownership of the change process, facilitating change management.

Analytical Discussion

According to change management literature, clear, effective and inclusive communication is vital when managing change. Lewin's model (1958 cited in Goodstein & Burke, 1991), the ADKAR model (Prosci, 2021), and Nudge theory (Thaler & Sunstein, 2008) moreover emphasise communication across hierarchies, two-way communication and the importance of adapting communication dependent on the audience. The three previously mentioned change management models take an individual approach to change where the individual is essential for ensuring a common understanding of the change process. Similarly, TUI Nordic manages change similar to the change management models using an individual approach. Even though every model highlights the need for communication across hierarchies to engage every layer in the organisation, only two models emphasise the need for two-way communication or feedback. A possible conclusion is that it is the two latest developed models that highlight the need for two-way communication, while the older models do not. Therefore, organisations should be observant when using change management literature as a guide for managing change

since traditional models exclude feedback in the change management process which, on the other hand, is essential according to TUI Nordic. It would therefore be interesting further to investigate the role of feedback in change management to earn deeper insights.

Employee Engagement

Employee engagement is the theme that every change management models, and TUI Nordic believe to be particularly essential for change management. When asking managers at TUI Nordic about what is important when implementing organisational change, everyone thought that the core strategy was to engage employees in the change process. Jessica Enbacka, Managing Director, explained in her interview that in order to engage employees in organisational change, employees need to feel trusted and crucial to the change process. Therefore, she believes it to be vital to delegate and outsource essential tasks across the organisation. Jessica Enbacka, Managing Director, also highlights the need to involve every organisation layer in the change process. She means that involving only the management level is not enough to succeed with change. Besides, she emphasises the importance of explaining the purpose and planned outcome of the change process to get employees even more engaged and motivated to join the transformation. Finally, Jessica Enbacka, Managing Director, believes that there is a need for a flipped change vision. Meaning, employees are invited to a conversation about change and are asked how they will contribute to the change vision, in order to create ownership for change among employees.

Moreover, to motivate employees to engage in the change process, Marie Salomonsson, Head of Finance Nordic, and Marc Göranson-Svare, Head of HR Nordic, believe transparency and honesty are essential when managing a crisis and change due to the uncertainty and unpredictability of the situation. Marie Salomonsson, Head of Finance Nordic, elaborates and states that solely providing the sunny story of change will not contribute to success. Instead, she believes it is essential to be transparent about the adverse effects of the transformation. Even though the critical impact of the change process might face resistance at first, she believes that it is crucial to show employees the complete picture.

Furthermore, she highlights that informing employees of their choice to participate in the change process facilitates change implementations.

Analytical Discussion

Engaging and motivating employees to take an active role in the change transformation is something all five change management models highly value. Therefore, one can assume that engaging employees in the change process is essential for change management. In line with Jessica Enbacka's, Managing Director, view on involving employees in the change process, Kotter's eight-step process (Kotter, 2007), the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004), and ADKAR model (Prosci, 2021) believe it is important to ensure employee ownership of change and to empower and involve of employees. In addition, both managers at TUI Nordic, Lewin's model (1958 cited in Goodstein & Burke, 1991) and PWC and Strategy&'s model (Jones, Aguirre & Calderone, 2004), consider honesty and transparency as essential to engage employees in the process and to earn support for change.

However, providing employees with the option to engage in the change transformation is something few change management theories discuss. The only model that believes freedom of choice is essential for managing change is the Nudge theory by Thaler and Sunstein (2008). The authors believe that by providing options for change, employees generate a sense of ownership over the change process, making it easier to get them on board, reducing resistance. Marie Salomonsson, Head of Finance Nordic, seems to agree with the Nudge theory, meaning that individuals need to choose change instead of being forced upon them. Since only one out of five change management models highlight the need for freedom of choice, it might be questioned how important it is for succeeding with a change process?

Moreover, Jessica Enbacka, Managing Director, emphasised using a flipped change vision as a tool to make employees take ownership of the change process. One could, therefore, argue that by using a reversed change vision, she encourages the personalisation of the change process, where every employee can decide for themselves how they want to contribute, making it their own journey. Furthermore, personalising the change process is only mentioned by the Nudge theory by Thaler and Sunstein (2008). However, even though only the Nudge theory and managers at TUI Nordic emphasise with the personalisation of the change process and the provision of options for change, it might be helpful for other organisations to consider due to TUI Nordic's expertise. On the other hand, what characterises decision making in crisis management is speed, especially in the initial stage of a crisis. Therefore, it might not be suitable to provide options to change when in a crisis due to the lack of time? On the other

hand, it might help employees become more receptive to change by providing options instead of being forced to change? However, other change management models do not highlight options to change as vital, why? It might be because it is time-consuming to provide and prepare different options and engage several decision-makers.

Resistance

Moreover, according to change management literature, an organisation's ability to deal with resistance can be identified as another critical variable for managing organisational change. When managers at TUI Nordic were asked about how they manage resistance among employees, Jessica Enbacka, Managing Director, provided the curve below in order to illustrate how TUI Nordic as an organisation experiences resistance to change among employees. The model is inspired by psychologist Elisabeth Kübler-Ross's (1973) model of resistance and is, according to Jessica Enbacka, Managing Director, an excellent tool for managers when dealing with employee resistance. She explained that the model provides motivation for managers to continue the change process even if faced with resistance.

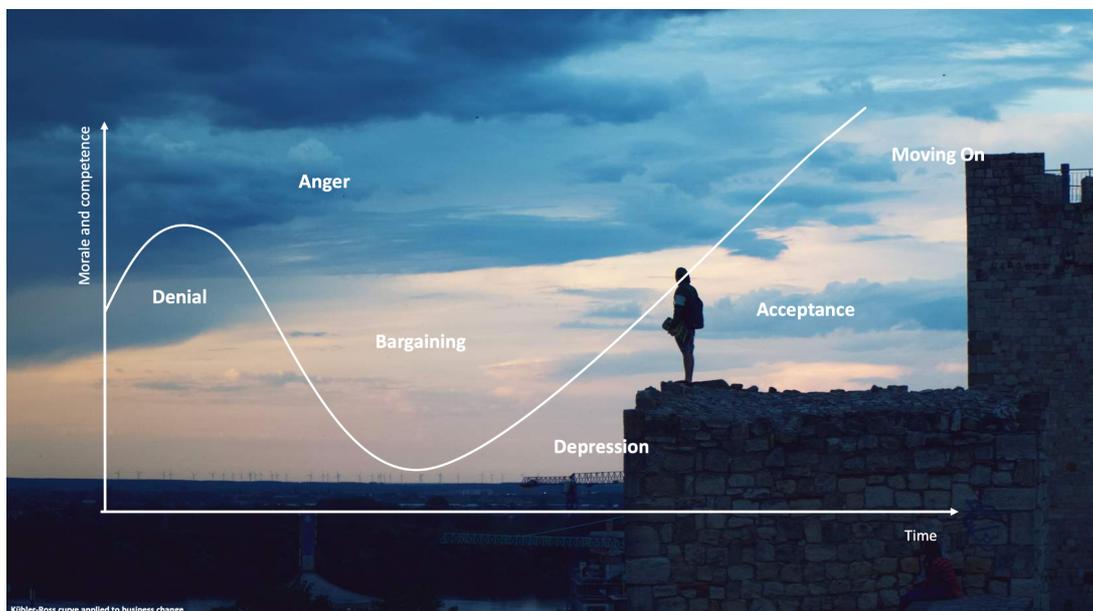


Figure 5.1 Change Curve at TUI Nordic (Jessica Enbacka, interview, 31 March 2021)

However, even though managers at TUI Nordic seem to take resistance to change into consideration, not too many practical examples on how to deal with resistance was provided during the interviews. Instead, a significant focus was on employees' ability to deal with change within the organisation. For instance, Robert Lundkvist, Strategy Execution Lead, said

in his interview that at TUI Nordic, the general attitude towards change is very positive. He explained that, overall, employees within the organisation embrace change instead of opposing it. Therefore, when a crisis occurs, there is generally not much resistance to deal with. Robert Lundkvist, Strategy Execution Lead, moreover, believes that a reason for this positive attitude towards change is based on the organisational culture, which will be further discussed in the following section. Although Marie Salomonsson, Head of Finance Nordic, agrees with the generally positive attitude towards change, she highlights the importance of finding personal motivators for change to avoid resistance within the organisation. Marie Salomonsson, Head of Finance Nordic, explained that when implementing and managing change, one needs to understand the individuals have different motivators and drivers for change. As a manager, it is therefore essential to recognise personal motivators to create a common language for why change occurs.

Moreover, Mikael Edwards, Senior Manager Customer Safety Operations, emphasises that to manage resistance to change, clear structures and routines are needed to satisfy the human need for stability. Therefore, he believes that to deal with and prevent resistance to change in a crisis, one needs to have established structures and routines for when the external environment can be characterised as uncertain and unpredictable. The clear structures and routines will then support the employees in their work and enable them to focus on the internal change process.

Analytical Discussion

In contrast to established change management literature, TUI Nordic seems to take a more proactive approach to resistance to change among employees. The organisation relies on a generally positive attitude towards change which does not call for extensive activities to prevent resistance. However, similarities can be found between Lewin's model (1958 cited in Goodstein & Burke, 1991) and TUI Nordic since both highlight the need for structure and routines when dealing with resistance, to avoid fear and uncertainty in an organisation. In contrast, Kotter's eight-step process (Kotter, 2007) and the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) do not emphasise the need for dealing with resistance to the same extent. Meanwhile, the ADKAR model (Prosci, 2021) and Nudge theory (Thaler & Sunstein, 2008) have an individual perspective in mind when managing change. Both models highlight the essentiality to consider how an individual experiences the change process and how to

overcome personal resistance to change, whereas TUI Nordic focuses on individual motivators for change but not specifically how to overcome resistance.

To conclude, change management literature provides a number of practical activities on how to manage resistance to change among employees. One can see a pattern where models who take an individual approach to change more often suggest practices that prevent resistance. However, even if TUI Nordic, in general, seems to focus on the individual in the change process, very few activities for overcoming resistance were mentioned in the interviews. Instead, managers highlighted the generally positive attitude towards change. On the other hand, managers at TUI Nordic seem to be aware of the general resistance to change among individuals. Still, there might not be a need for that many activities since they seem to take a proactive approach towards resistance? Therefore, one might suggest that TUI Nordic should reconsider how resistance is dealt with in the organisation in order to generate a deeper understanding that is useful across organisations. In summary, one critical take-away seems to be to identify personal motivators and work proactively to overcome resistance.

Organisational Culture

A theme that could be found when analysing the empirical data, but could not be identified in change management literature, is the role of organisational culture when managing crises and change. Therefore, organisational culture will be added to this analysis to generate a more in-depth understanding of what is important when managing crises in a changing environment, and in becoming receptive to change.

When managers were asked about essential building blocks for managing crises and change, every manager responded that one of the most important building blocks are the people within the organisation. Additionally, to generate a deeper understanding of the people at TUI, the managers were asked to describe the people and the organisational culture at TUI Nordic.

The interviewees used the following words to describe the people and organisational culture: togetherness, flexibility, adaptability, inclusion, spontaneous, open-minded, fun, commitment, curiosity and engagement.

Moreover, Robert Lundkvist, Strategy Execution Lead, stated in his interview that many of the employees working in the Stockholm office had previously been working as tourist guides. He believes that this has been beneficial for the organisation because working as a tourist guide requires flexibility and an open mind towards change, which he believes has coloured the Stockholm office's organisational culture. Moreover, Robert Lundkvist, Strategy Execution Lead, believes that it has contributed to employees becoming used to working in a changing environment that requires adaptability. An example of the adaptability and flexibility characterising the organisation was provided by Marc Göranson-Svare, Head of HR Nordic. He stated in his interview that an important variable when managing change is the ability to take a step back, assess the change transformation, and, if needed, change the course of action.

Analytical Discussion

As previously mentioned, how organisational culture affects an organisation's ability to manage change is seldom mentioned in today's change management literature. Only three models briefly touch upon organisational culture, namely PWC and Strategy&'s model (Jones, Aguirre & Calderone, 2004), the ADKAR model (Prosci, 2021) and the Nudge theory by Thaler and Sunstein (2008), they highlight the need for assessing the organisational culture, to find out if an organisation is ready for change, or not. However, none of the models further discuss the implications of different characteristics of the organisational culture in relation to change management. On the other hand, when analysing the empirical data gathered at an organisation with extensive experience managing crisis and change, it is visible that organisational culture seems critical.

Even though barely mentioned by change management literature, one could argue that the right people and the right mindset towards change is crucial for managing crisis and change, because as found in the empirical data, a curious and flexible mind makes employees more receptive to change. One reason for the receptiveness among employees at TUI Nordic might be that employees feel engaged, safe, and trusted in the change process which contributes to more openness to change. Since the organisation has frequently been exposed to crises and change, it might have built up a receptiveness for change among employees that are transferred to new employees.

On the other hand, why do established change management models not consider the characteristics of organisational culture for managing change? One might argue that it concerns the outline of the existing change management models. For instance, one can assume that the models developed for managing change want to provide an easy-to-follow model for organisations. Therefore, there might not be time enough for entirely changing the organisational culture before starting to implement change. Moreover, one should remember that an organisation's culture is hard to describe due to it being a comprehensive concept with several subjective definitions, therefore it might be difficult to study and measure. For instance, this thesis has solely relied on the managers', at TUI Nordic, description and interpretation of the organisational culture. Therefore, it should be kept in mind that the organisational culture presented in this thesis is based on the understanding of the management level at TUI Nordic.

In conclusion, even though barely mentioned in the theoretical framework developed for this research, the characteristics of the organisational culture at TUI Nordic seem essential for their success managing crises and changes in the past decade. Why established change management models have not discussed the role of organisational culture is difficult to answer. Therefore, how organisational culture affects an organisation's ability to manage crisis and change should be further researched to generate a holistic understanding of how organisations should manage crises in an increasingly changing and complex world.

5.2.4 The Post-Crisis Phase

Finally, Gonzáles-Herrera and Pratt (1995) describe the last phase, the post-crisis phase, as the phase of rebuilding the organisation and evaluating the crisis plan and management. The theme reinforcement, which includes making the changes stick, could be argued to be strongly related to the evaluation process of crisis management and the rebuilding of the new, changed organisation and will therefore be elaborated on in the section below.

Reinforcement

In order to reinforce employee and organisational behaviour to make the changes stick to the culture, Marie Salomonsson, Head of Finance Nordic, highlights the need for showing and celebrating success. In her interview, she emphasised the importance of gathering the whole organisation, even though the COVID-19 pandemic has constrained the organisation financially, to celebrate small wins and show employees they are moving in the right direction

and create motivation. Additionally, she believed that it is essential to continuously show employees the success made by providing information on-screen throughout the office for a constant reminder and trigger for reinforcing change behaviour.

Moreover, Robert Lundkvist, Strategy Execution Lead, believes it is essential to be consistent in how one acts and communicates to make the changes stick in the organisation. If not consistent, he thinks the organisation faces a significant risk of falling back into old habits. However, even if Robert Lundkvist, Strategy Execution Lead, and Marie Salomonsson, Head of Finance Nordic, emphasise the celebration of success and consistent acting, Marc Göranson-Svare, Head of HR Nordic, argues that reinforcement is not enough. Constant evaluation of the change process and success measures are needed. Therefore, he highlights the importance of regular check-ins and the use of key performance indicators to track the change process throughout the organisation. Moreover, to survive in a constantly changing world Marc Göranson-Svare, Head of HR Nordic, stresses the importance of reassessing change within the organisation. For instance, he argued that sometimes the organisation is not ready to take on a suggested change journey. Therefore, it is vital to step back and reassess the change plan before pursuing the change transformation. Consequently, he states that being agile in working with change implementation is crucial to be able to manage a changing environment in the future.

Analytical Discussion

Taking the theoretical framework into consideration, how to reinforce change behaviour within an organisation, to make changes stick, was the last theme identified in the change management models. All models except the Nudge theory by Thaler and Sunstein (2008) strongly emphasised reinforcement activities to make changes stick. Lewin's model (1958 cited in Goodstein & Burke, 1991), for example, highlights the need for regular check-ins and to celebrate success, while Kotter's eight-step process (Kotter, 2007) believes it is essential to show success and to make sure to measure it throughout the organisation. On the other hand, the ADKAR model (Prosci, 2021) and the PWC and Strategy& model (Jones, Aguirre & Calderone, 2004) believe it is important to reward employees and celebrate success. Comparing the empirical data to the theoretical framework, one can see similarities with a few previously mentioned theories. However, while the model by PWC and Strategy& (Jones, Aguirre & Calderone, 2004) highlights the importance of rewarding success, managers at TUI Nordic solely mention the celebration of success. On one hand, one can argue that rewarding success

facilitates long-lasting changes by keeping employee motivation high. On the other hand, this incentive in the form of a reward may be an extrinsic motivator, contributing to employees not being fully engaged in the change process and not entirely change, but instead changing the bare minimum to receive rewards. Moreover, even though TUI Nordic's practices seem to overlap with established change management literature, change management models do not emphasise the importance of taking a step back to re-evaluate the change process. Therefore, it might be something of importance for organisations to take into consideration in order to ensure organisational change where employees are fully engaged.

In conclusion, both change management literature and TUI Nordic provide several activities aiming to reinforce change behaviour. A significant number of the suggested activities moreover overlap between theory and practice. However, something that separates TUI Nordic from established change management models is that managers at TUI Nordic believe that it is essential to be agile when managing change. Instead of pursuing a change process even though the organisation might not be ready for a transformation, managers at TUI Nordic highlight the need for taking a step back. By acknowledging the need to reassess a change process, one can argue that the organisation considers a long-term development. The managers seem to be aware of the need for sometimes changing a pre-decided plan in the middle of a change process, which appears essential to survive in an increasingly changing and complex world.

5.3 Summary of Main Findings

This section will outline the most significant findings made in this analysis, which will result in our contributions to the research field. In the end of the chapter, the theoretical framework developed has been integrated with the empirical data gathered at TUI Nordic. The table provides an overview, where the reader can observe where TUI Nordic's change and crisis management overlap and differ from the existing change management literature. Where TUI Nordic differentiates from change management literature has been highlighted in the table and will be discussed below.

In summary, the analysis above provides valuable insights from an organisation with extensive experience regarding how organisations across industries can act to manage crises in a changing world. Firstly, focusing on the individual in the change process is essential when managing change to ensure employee engagement in the change process and to facilitate resistance prevention. This is mirrored in the two latest developed change management frameworks, the ADKAR model and the Nudge theory. Furthermore, it is essential to keep an eye on the external environment and confront reality in order to create an organisation receptive to change and able to manage crises. Because only relying on the internal environment and previous experience is not suitable when faced with a modern crisis characterised with complexity and uncertainty. The analysis shows that despite previous experience within the field, yesterday's solutions are not enough to manage crises tomorrow. Finally, one can conclude that how managers frame crises affect an organisation's ability to manage the situation. The analysis shows that framing crises as an opportunity, instead of a threat, encourages organisations to take action and engage in change, because it provides a sense check. Therefore, by embracing the external threat an organisation is less likely to become paralysed, which might determine if an organisation survives the crises or not.

However, to engage in a change transformation in crises and using the crises as a motivator for change, has been debated among scholars. Kotter's eight-step process (Kotter, 2007) believes it is essential to create a sense of urgency, while Van Wart & Kapucu (2011) argue that a crisis is not appropriate for implementing changes. However, based on the findings from the empirical data, a crisis seems to be a suitable time for change implementation. It is a beneficial time because it facilitates the communication of the need for change, aids employee engagement, provides a sense check for the organisation, and makes the

management team more eager to make riskful decisions with high rewards. Moreover, when managing change in a crisis it seems essential to have a guiding coalition, more specifically to use a top-down approach. The analysis explains that when managing in a highly unpredictable environment, there is an increasing need for powerful decision-makers due to the decision-making complexity. Within change management literature, the need for a top-down approach and a guiding coalition is disputed. However, according to empirical data, it seems crucial in a crisis due to the unpredictability of the environment.

Finally, the people within the organisation were described as essential for managing crisis and change. Managers often said that due to their employees being flexible, adaptable and open-minded, TUI Nordic had been able to manage crises before. The culture built within the organisations could, furthermore, most likely be developed because of the manager's focus on developing employees within change management. However, how people within the organisation affect the change management process is seldom mentioned by change management literature. Therefore, the role of organisational culture for managing change should be further studied since it seems to have had a significant effect on TUI Nordic.

In conclusion, one of our main findings is that existing change management literature may not be the only answer to how organisations can manage crises in a changing world and become more receptive to change. From the research, it is possible to conclude that organisations that value the individual in the change process, employee engagement, and that enable employees to take ownership of change seem to be able to manage crisis and change. However, excluded from the change management literature, is the necessity of a flexible, adaptable and open-minded organisational culture. With that being said, this thesis has collected and analysed the most critical factors for mastering change while at the same time facing crises.

Our Theoretical Framework

Scope of Model	Lewin (1947)	Kotter (1995)	PWC (2004)	ADKAR (2006)	Nudge (2008)	TUI Nordic
Unit of analysis	Organisation/Individual	Organisation	Organisation	Individual	Individual	Individual
Themes: Purpose of change (PP)	<i>Unfreeze</i> Why change? What is it for me? Re-examine org. core	Urgency Identify threats Create motivation	Awareness Confront reality Why change?	Awareness Why change? What is it for me? Confront reality	Awareness Feeling of left out Provide options Confront reality	Urgency Confront reality e.g., a crisis Identify threats & opportunities
Guiding coalition (C)	Powerful coalition Influential leaders	Top-down Powerful coalition United front	Spokesperson Change leaders Executive sponsors	Indirect influence	Top-down Influential leaders Powerful decision makers	Roadmap for the change process Long term & short-term perspective Organisational direction
Vision (C)	<i>Unfreeze</i> A direction for change	Visualise future Align organisation Create a plan Frequently communicate	Offer training Offer job aid Offer coaching	Educational process Make change simple Safe training environment	Offer job & skill training Offer mental preparation Long term development for change	Across hierarchies & common language Two way & feedback Honest & explicit Over communication Effective
Knowledge & skills (C)	<i>Change/Refreeze</i> Offer support Offer training	Frequently Across hierarchies	Inspiring Honest & explicit Feedback Across hierarchies Over communication	Effective Adapt to audience Two way	Personalise change Empowerment Involvement & participation Ownership of change Freedom of choice	Personal motivation Structure & routines Organisational culture
Communication (C)	<i>Unfreeze/Change</i> Across hierarchies Effective	Empowerment Remove obstacles Encourage to act on change	Incentives & rewards Assess the culture	Personal motivation Recognition	Remove obstacles Ability building	Regular check-in Reassess changes Key performance indicators Information sharing Celebrate wins
Employee engagement (C)	Involvement Endorsement	Remove obstacles Openly address resistance	Provide rewards Measure change Reassess changes	Accountability Recognition & rewards Celebrate wins Personal obstacles Risk assessment Feedback	Short term wins Celebrate wins	
Resistance (C)	<i>Unfreeze</i> Confrontation Remove obstacles	Celebrate wins Measure change in all layers				
Reinforcement (PC)	<i>Refreeze</i> Regular check-in Celebrate success					

I = The Issue Management Phase PP = The Planning-Prevention Phase C = The Crisis Phase PC = The Post-Crisis Phase

Table 5.2 Our Theoretical Framework & TUI Nordic

6. Conclusion

6.1 Conclusion

This thesis set out to investigate how organisations can manage crises in a changing environment and become more receptive to change. Because of the increasingly VUCA world we live in today, organisations need to operate in uncertainty and unpredictability, in other words, an environment characterised by an increasing number of crises. Therefore, this thesis aimed to learn from an industry with extensive experience of crisis and change management, how organisations across industries can manage crises and become more receptive to change. By interviewing managers at TUI Nordic, we have had the opportunity to analyse how the global travel organisation has managed crisis and change during the COVID-19 pandemic. Moreover, we chose to use a change management theoretical framework to investigate if change management practices may help understand how to manage crises in today's changing environment.

This thesis discovered that a crisis can be used as a starting point for change implementation. Where a crisis can be used to establish the need for change and create awareness around the change process. Nonetheless, a guiding coalition and a top-down approach seem to be essential, especially when managing change in a crisis. This research shows that even when focusing on the individual in the change process, influential decision-makers should manage complex decision making.

Furthermore, we conclude that change management literature does not provide a complete guide for organisations on how to manage crisis and change. Our research shows that managers, to a more significant extent, need to focus on the people within the organisation and understand their reactions to change. The analysis moreover emphasises the need for considering the organisational culture when finding ways to manage crisis and change. The study shows that an organisational culture characterised by flexibility, adaptability, curiosity and open-mindedness may contribute to more receptiveness to change. Moreover, in fostering such a culture, managers should focus on engaging employees in the change process and mentally preparing employees for change.

Another valuable insight provided in this research is the importance for managers to understand change as a continuous process. Employees need to be taught how to be faced with and manage constant change, which will reflect upon the organisational culture. Finally, managers need to consider how crises are framed, and focus on framing crises as an opportunity instead of a threat, which is beneficial for crisis and change management.

In conclusion, due to the increasingly VUCA world we live in, where wicked problems need to be managed daily, change has become inevitable. Organisations across industries need to adapt to a constantly changing environment and more frequently occurring dynamic and complex crisis. Therefore, organisations need to find ways to manage this modern world. This research has concluded that established change management literature, to a certain extent, provides answers on how to manage crises and change. However, managers also need to consider the organisational culture, the long-term development of employees in managing change, and how crises are framed, in order for organisations to manage crises and become more receptive to change.

6.2 Recommendations for Future Research

This research has contributed to new valuable knowledge in the field of crisis and change management. Even if it is possible to see similarities between how TUI Nordic manages crisis and change, in comparison to change management literature, future researchers should study the relationship between change and crisis management thoroughly. Furthermore, future researchers should focus on the timing of change implementation to investigate if a crisis is a suitable time for change implementation. Since, as mentioned in the theoretical framework, Murray and Richardson (2002, cited in Alas and Gao, 2012) argue that changes implemented due to external threats, such as crises, tend to not last in the long run. Therefore, it is recommended to further elaborate on this research and investigate why these changes tend not to last to generate a deeper understanding of how change management and crisis management relate to each other. In conclusion, this research has found that organisational culture seems to affect an organisation's ability to manage change and crises and affects its receptiveness to change. Therefore, future researchers should, in-depth, study how and if different organisational cultures affect an organisation's ability to manage crises and change.

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8. Appendices

8.1 Appendix One - Overview of Managers at TUI Nordic Interviewed

Name of the interviewee	Level of work	Position at TUI Nordic	Date of interview
Jessica Enbacka	Nordic Board	Managing Director	2021-04-26
Tommy Serban	Nordic Board	Commercial Director	2021-04-19
Mikael Edwards	Head of	Senior Manager Customer Safety Operations	2021-04-13
Marc Göranson-Svare	Head of	Head of HR Nordic	2021-04-16
Marie Salomonsson	Head of	Head of Finance Nordic	2021-04-13
Robert Lundkvist	Lead	Strategy Execution Lead	2021-04-14

8.2 Appendix Two - Interview Guide

Introduction
<ol style="list-style-type: none">1. Thank you for participating2. Presentation of the researchers3. Short introduction of the research topic4. Information about the interview5. Questions about recording the interview, note taking during interview and anonymity in the thesis6. Information about when the interviewee can read through the material gathered and that the thesis will be sent to all interviewees7. Questions before the interview starts?
Get to know the interviewee
<ol style="list-style-type: none">8. Can you tell us a bit about yourself?9. Can you tell us about your background and your time at TUI Nordic?10. For how long have you worked at TUI?11. Do you have any employees directly reporting to you?12. If yes, how many?
Crisis Management
<ol style="list-style-type: none">13. How would you personally, and from the perspective of TUI Nordi, define a crisis?14. How would you describe the travel industry in relation to a crisis?15. Do you think it is of importance to work with unpredictability in an organisation? If yes, does TUI Nordic do that and in what way do you work with unpredictability?16. Who is responsible for decision making in your organisation when a crisis occurs? Is that different from an everyday situation?17. How has the COVID-19 pandemic affected TUI Nordic?18. If you were to compare the COVID-19 pandemic to previous crises, what would be the similarities and differences?
Change Management
<ol style="list-style-type: none">19. How are you at TUI Nordic working with changes in the organisation?20. Which do you believe to be the most important building blocks in a change process?21. When implementing changes how do you make sure that the whole organisation and the employees are on board in the change process?22. When engaging in change processes, what do you think is important to make the changes stick?23. When implementing changes, do you base your procedures on any theory or model? If yes, which one?24. Based on our understanding, the travel industry has been set on pause for the last year, have time been released? If yes, what have you done with that time?25. Would say there are any advantages to a crisis occurring?

Strategy

26. What do you think are important building blocks for a successful strategy?
27. Has your way of working with strategy changed since the start of the pandemic?
28. What do you think is important, from a strategy perspective, to be able to recover from a crisis?

Organisational Culture

29. Would you describe TUI Nordic as a learning organisation?
30. How do you work with learning within the organisation?
31. Can you describe the organisational culture at TUI Nordic?
32. How do you work with employee participation, engagement & motivation, in your everyday organisation, but especially in change processes?
33. How do you interpret the general attitudes towards change at TUI Nordic?

Communication

34. Could you describe the internal communication at TUI?
35. When do you think communication is important in an organisation?
36. Has the pandemic affected the internal communication? If yes, how?
37. Has the communication strategy changed since the start of the pandemic? If yes, why and how?